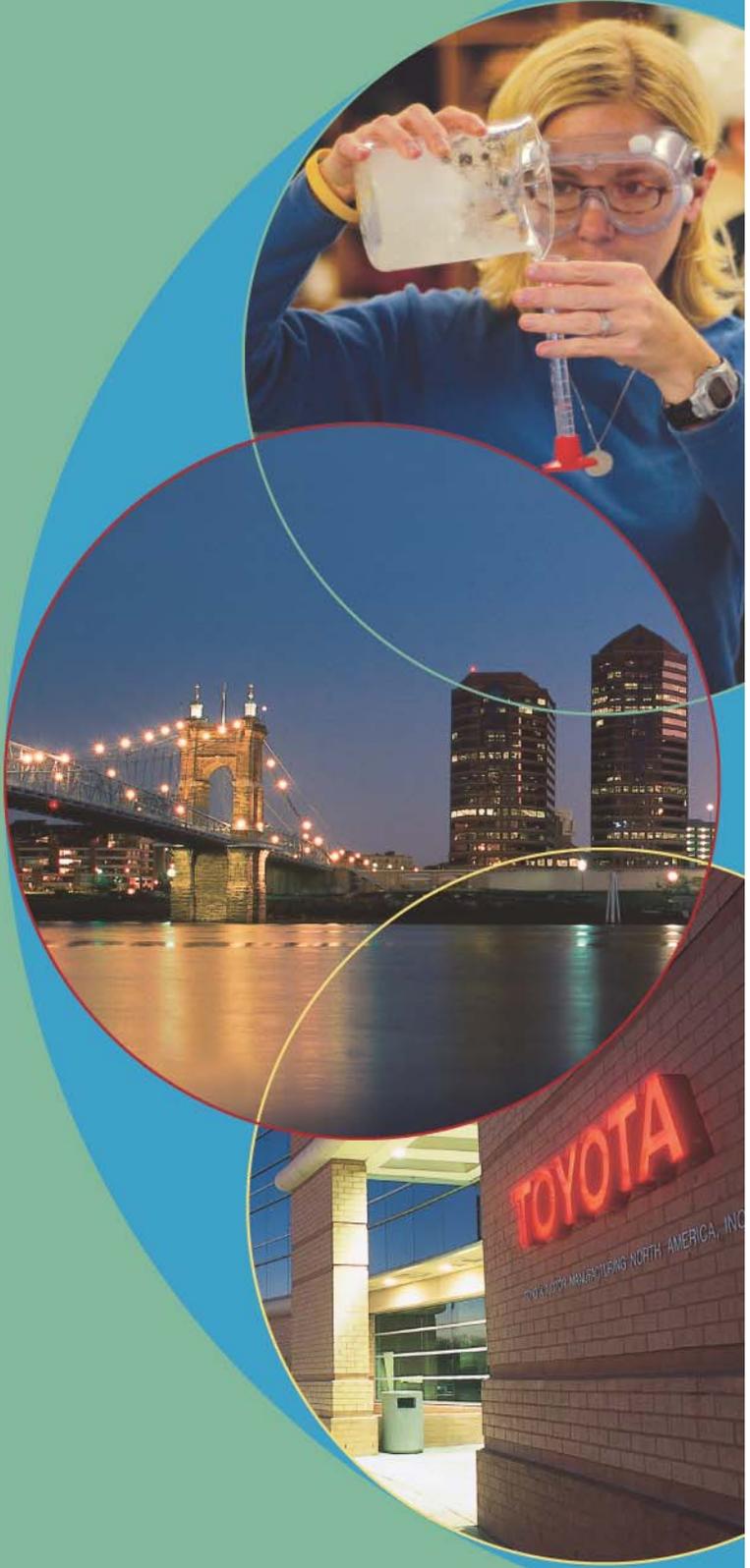




Northern Kentucky
Vision 2015
Shaping Our Future



Letter from Leadership



March 31, 2006

Northern Kentucky is a very special place. Over the past twenty-five years, our region has demonstrated again and again its capacity to dream big dreams, overcome challenges, and unite around a shared vision for our future. We've been able to achieve great things because of the strength and resiliency of our people and their commitment to build on behalf of all who call Northern Kentucky their home.

Much has changed since the *Quest Visioning* process was convened ten years ago. Today, we confront a global knowledge-based economy in which regions compete based on their access to talent and their capacity for innovation and commercialization. The fundamental questions for Northern Kentucky are these: Can we compete in this new economy? Can we nurture, retain, and recruit the talent necessary to drive innovation and assure a bright future? What we know for sure is that ten years from now there will be winners and losers as regions work to position themselves in this new world. *Vision 2015* is our best effort to assure that Northern Kentucky is in the winner's column!

What will it take to nurture, retain, and attract a talent pool that is competitive on a global level? We know that today's knowledge workers make decisions on where to locate based on two considerations-- professional opportunity and quality of life as reflected in a combination of physical, social, and cultural assets. In other words, great jobs are not enough. Region's that win in the new economic environment will offer the whole package.

Over the past year, we've had the honor of leading a region-wide strategic planning process called *Vision 2015*. The process itself has been a testament to the willingness of our region to come together in order to define our collective future. Our Leadership Team was comprised of over 100 leaders from every sector of our region. They helped us think deeply about our region in a way that insured that all of the dots were present and connected. Our five action teams focused on goals, strategies, and progress measures related to economic competitiveness, educational excellence, urban renaissance, effective governance, and livable communities. The action team co-chairs joined us in comprising the Steering Committee that helped guide the process from start to finish. All along the way, we benefited from cross-generational leadership. Legacy, a group of 150 young professionals, co-chaired each of the action teams as well as the Leadership Team. In a sense *Vision 2015* forced us to transcend generational boundaries in order to understand and anticipate what must be done to insure our region's competitive advantage. Legacy made this boundary spanning possible.

The following report to the citizens of Northern Kentucky paints a picture of our future in which we hope all can find themselves. It is a bright picture in which all are invited to participate and none are left behind. Imagine if you will....

- A booming regional economy based on targeted industry clusters that have generated 50,000 new high wage jobs.
- Postsecondary education that is both aligned with the needs of the region and funded to support what the region needs it to provide.
- A culture of entrepreneurship and innovation that is nurtured throughout the educational system from pre-school through postsecondary.
- A region comprised of nine Northern Kentucky counties that are interdependent and interconnected around a shared vision in which all contribute and all benefit.
- Cooperation across the Tri-State in which the Ohio River is seen as a connector rather than a divider and where we plan and execute without the impediment of fractious jurisdictional and cultural fault lines.
- A region in which all of our school systems are performing at our above national performance levels at every stage of the educational continuum.
- An urban core that excites, attracts, and benefits the entire region.
- A region that moves beyond jurisdictional boundaries to consolidate governmental services and speak with one voice.
- A region that finds its competitive edge through healthy lifestyles, parks and green space, enhanced air and water quality, affordable housing, great schools, an international perspective and orientation, and a culture of inclusion in which all are welcomed and we find strength in our differences as well as our similarities.
- A region in which regional stewardship is cultivated throughout our educational system and where all citizens embrace their responsibility to help insure not only their own bright future but the bright future of all who call Northern Kentucky their home.

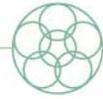
The report that follows reflects what we believe must be accomplished in order for our region to thrive and for all of our citizens to benefit. It has been a great honor for the two of us to co-chair this effort. We offer our deepest thanks to Forward Quest, the members of our Leadership Team, our Steering Committee, the members of our five Action Teams, Doug Hinton and the Alliance for Regional Stewardship, Roxanne Qualls, and Mike Hammons for their steadfast commitment to this process. A special thanks as well to our funders who made this process possible.

Now its time to roll up our sleeves and turn our vision into reality. The stakes are high and there's no time to lose!

James C. Votruba
President
Northern Kentucky University

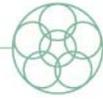
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Standing on the Shoulders of Others



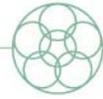
Twenty-five years ago, Governor John Y. Brown challenged a group of business and civic leaders to develop a strategic vision for the three-county Northern Kentucky region. These leaders delivered a bold agenda. They recognized the importance of regional planning and cooperation in their recommendations, which included a single tri-county economic development agency, the consolidation of water and of sanitation districts, investment in the urban core and the mapping of a single congressional district for the region, distinct from Louisville and Lexington. They proposed other actions, including the formation of a regional legislative consensus process for securing state funds for the region. They accomplished most of their agenda.

Not content to rest on the success of these regional advances, the Northern Kentucky Chamber of Commerce and the Tri-County Economic Development Corporation (Tri-Ed) launched a second (new) community planning effort in 1995, which focused on human development as an added component of economic development in the region. They enlisted 1,000 participants who worked with fourteen task forces.

The result was *Quest: a Vision for Northern Kentucky* that included 44 goals to be accomplished over 25 years related to the economy, education, human resources, governance, culture/parks and regionalism in Northern Kentucky. Forward Quest, formed in 1996, led the implementation of the *Quest* goals. Working with a small staff and hundreds of volunteers and 60 community partners, this ambitious group implemented 19 of the original *Quest* initiatives and part of 7 others. A few of the projects that significantly impacted Northern Kentucky include the establishment of:

- The Northern Kentucky Fund & Family of Funds
 - The Urban Learning Center, an inner-city college program
 - Legacy, a young leaders organization
 - Community Solutions, an integrated, multi –service partnership for children and families
 - Select Education and Governance Studies
-

Vision 2015: Shaping Our Future



Forward Quest in 2004 recommended the community revisit the *Quest* vision and launch a new community plan for the next decade called *Vision 2015*. In the spirit of partnership, the leadership represented a cross-section of civic, business, and government stakeholders. A unique aspect of *Vision 2015* was that the leadership was inter-generational with co-chairs coming from Legacy, a group of young professionals who cut across all employment sectors.

Vision 2015 began on March 4, 2005 when all members of the leadership team and action teams convened to learn about regional stewardship, best practices, and to identify the current reality and the desired future for the region.

Five teams initially were formed to address the critical areas of: Competitive Economy, Educational Excellence, Livable Community, Urban Renaissance and Effective Governance. Cross sector collaboration guided the visioning with the five focus areas interlocked and shaped by our shared values of responsibility, community, and commitment and that cross sector collaboration would have to guide our efforts. As the work progressed, it became clear that the vision would succeed if citizens became stewards of the community. As a result, regional stewardship was added to the vision agenda.

With almost 2000 community members participating the *Vision 2015* process was broadly inclusive. Each action team convened to identify priority goals within their respective areas of focus- seeking advice and comment from neighborhood and community groups, local and state officials, academic experts, leaders from the southern counties and Cincinnati.

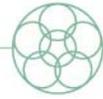
Six strategic directions emerged-each sharing one common purpose: insure Northern Kentucky is capable of competing in a global economy, with our citizens benefiting from the prosperity and opportunity this creates.

Northern Kentucky University provided academic support in collecting and analyzing information relevant to the topic areas. Forward Quest provided staff support.

SHAPING *VISION 2015*

Leadership Team	Leadership Team Formed			Review Priorities from Action Teams	Review Action Plans	Approve Action Plans		
Public Input	<i>March 4</i> Regional Stewardship Workshop	<i>April-May</i> High School Forums	<i>June 15</i> Young Adult Summit	<i>June-July</i> Public Input Survey			Draft Final Report	Publish <i>Vision 2015</i> Final Report
Action Teams	Co-Chairs Named; Action Teams Formed	<i>April 7</i> Regional Summit	<i>May 25</i> NKY Chamber of Commerce Planning Meeting	<i>June-July</i> Meetings with Newport/Covington Residents, Hispanic Community, Southern Counties, Tri-ED	Create Priorities from Public Input	Develop Initial Action Plans	Finalize Action Plans	Develop Plans to Implement
	JAN—MARCH	APRIL—JUNE	JULY—SEPT	OCT—DEC	JAN—MARCH			
	2005					2006		

Strategic Directions for Northern Kentucky



Competitive Economy: *The Northern Kentucky region will reinvent its economy and create new jobs that insure continued growth and prosperity.*

Connectivity, clusters, and inclusion are the linchpins of reinvention in a globally competitive environment. Northern Kentucky must capitalize on digital advances to reinforce international and local opportunities for economic and social synergies. We must support homegrown talent and encourage innovation and entrepreneurship to attract high wage, advanced technology sectors and the jobs they create. And, finally, we must become a culturally literate community of inclusion that welcomes and respects people of talent, ambition, and aspirations.

Educational Excellence: *Our educational system will promote talent and innovation and prepare children and adults to successfully compete in the global knowledge-based economy.*

Educational excellence begins with early childhood and continues through to postsecondary school and adult education. Each child will be prepared to move to the next level by demonstrating mastery of reading and mathematics. All children will meet and exceed national educational standards at every transition point. School curriculum beginning in preschool and continuing to post secondary and adult education will demonstrate rigor and relevance. Schools will reinforce a culture of contribution among young people by expanding service learning opportunities that reinforce learning and “giving back” to their community.

Livable Communities: *All Northern Kentucky residents will have the opportunity to access and fully participate in the civic, cultural, and social life of the community.*

Livable communities have a clear sense of identity rooted in landscape, architecture, history and culture; access to high quality outdoor recreational activities; and, the presence of an intense, creative, and diverse social scene. They preserve history, value heritage, display tolerance, and practice inclusion. They acknowledge barriers some people face and work to build bridges to opportunity.

Urban Renaissance: *The urban center of the region will leverage its unique assets to add economic and social value to the community and to make the region more competitive in the global economy.*

The skilled workers of the new knowledge-based economy, combined with an aging population that values easy access to social and cultural amenities, have made the urban center of our region an important component of our region’s international competitive advantage. We must capitalize on these assets both for the benefit of the region and for existing neighborhood residents who can benefit from the “rediscovery” of the value of urban living.

Effective Governance: Local government will enhance the economic competitiveness of the region by insuring that high-quality public services are efficiently provided.

As we enter a period of intense, fast paced economic and social change, collaboration and bold action are required. Northern Kentucky is challenged to develop the means by which we can preserve and enhance the identity and intimacy of our communities while maximizing the efficient use of public dollars for public services. We must strive to insure that public resources are supporting the creation of opportunity and prosperity.

Regional Stewardship: Our community's leaders and citizens are collaborating and working together to achieve a shared vision of the future.

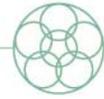
Only by working together toward a shared vision of our future can we leave a better place for our children and future generations. Each leader and citizen must value civic ambition, broad public deliberation and participation, cross-sector, multi-generational leadership, inclusion and a culture of philanthropy and volunteerism. It is these values that will knit together all our efforts on behalf of the Northern Kentucky region.



The Power of Six

Our six strategic directions will help us pursue and attain our vision of a more competitive economy. Each of these areas is dependent on the other and crucial for propelling our community forward and transforming our region. Interconnected, none of them can stand alone or in isolation.

Raising the Bar for a Competitive Economy



Astonishing! Amazing! Northern Kentuckyⁱ grew faster than the United States as a whole during the decade of the 1990's. Our prosperity increased as the growth in real median household incomes and disposable income outpaced the nation's growth. Our community now is a place where almost 420,000 people live, recreate, work, and receive an education. We have an extraordinary transformation of the nine-county Northern Kentucky region since 1990. What accounts for this increase in growth and prosperity? Our people have become better educated and job opportunities have increased.

Every county in Northern Kentucky, except for one, saw the proportion of its population with a bachelor's degree or higher increase during the 1990's.ⁱⁱ Employment increased by 34,000 between 1990 and 2000.ⁱⁱⁱ While Northern Kentucky, like most regions, saw a decline in traditional manufacturing and an increase in the rate of growth in certain sectors of advanced manufacturing and advanced services firms, traditional manufacturing still employs slightly over 10% of the workforce.^{iv}

The Cincinnati/Northern Kentucky International Airport became an engine of growth as it went from a small regional airport to Delta Air Lines' second largest hub. It now has an estimated impact of \$4 billion annually on the region's economy and is consistently ranked as one of the top airports in North America.^v The airport's expansion, combined with the coordinated economic development work of Tri-Ed, has attracted jobs and investment to Northern Kentucky.

Northern Kentucky became a location of major national and international corporate activity during the 1990's and early 2000. Fidelity Investments chose Covington for its regional headquarters and created over 2,700 jobs to the community, and plans to add another 1,500 jobs by 2008. Toyota Motor Manufacturing, N.A. chose Northern Kentucky for its North American headquarters and currently employs over 1300 people. In addition, companies such as Ashland Inc., Omnicare, General Cable, Citigroup, and Regent have chosen to locate their headquarters in our region, complementing home-grown companies, such as Griffin Industries, Xanodyne, and Pomeroy Select IT Solutions. The region's chief entrepreneurial spirit during the 1990's was borne out of the significant industrial, office and residential developments that occurred from the likes of Corporex Companies, Paul Hemmer Companies, Toebben Companies, and the Drees Company. Northern Kentucky's economy has grown, and our success is still inextricably connected to the Greater Cincinnati metropolitan region.

Our river cities are now experiencing a rebirth as access to and appeal of the river have increased. They are regaining vibrancy as they maintain the intimacy of 19th century walkable communities while adding development by internationally acclaimed architects. Many of our suburban neighborhoods are receiving national recognition for their quality of life and amenities.

Northern Kentucky University now educates over 14,000 students and works alongside Gateway Community and Technical College and Thomas More College to make sure students succeed and are prepared for the world of work. These institutions are also deeply involved in partnerships that address community challenges and advance regional progress.

What a remarkable record of achievement!

Sometimes we forget how rapidly the world has changed since 1990. The personal computer, the internet, and the software applications that “talk” to one another, permit people anywhere in the world to communicate and collaborate 24/7, for any purpose. These advances have combined to make it possible to tap cheaper labor pools in emerging economies and for companies to outsource work or to go off shore. Outsourcing has rapidly expanded from low skilled, low wage manufacturing to include services such as basic accounting, medical, legal work, and research and development. If it is not occurring already soon the person preparing your tax returns could be in India just as easily as in Florence.^{vi}

Technology, telecommunication, and transportation innovations have dramatically altered relationships among people, businesses, and countries.

We are now competing on a “level playing field” with countries like India, China, and Russia. The barriers to participation and sharing in the prosperity of the world’s economy have fallen allowing billions of people to enter the global marketplace and to compete for jobs, income, wealth, and talent worldwide. The “world is flat” according to journalist Thomas Friedman^{vii} and we now vie for jobs and investment with countries that not so long ago were thought never to have the potential to compete with the United States.

Looking forward to the next ten years, we see new forces reshaping the world and demanding new responses from us. Northern Kentucky must compete and succeed on this “level playing field” of the knowledge-based global economy if our citizens are to enjoy continued prosperity and opportunity. We have come so far, so quickly and now must respond to these global challenges with vision, imagination, stewardship, and action.

Below are a few of the challenges our region faces as it competes with world cities, such as New York, Los Angeles, London, Mumbai (Bombay), Shanghai and our benchmark cities, such as Nashville, Indianapolis, St. Louis, Raleigh, or Pittsburgh to attract and retain individuals of talent and skill and to attract financial investment.

In 2006 we are no longer just Boone, Kenton, and Campbell counties. Just as technology, telecommunications, and transportation have created global interdependence, so also have

they created regional interdependence. We are a nine county region the future and fate of which are dependent upon the citizens and leaders of our region's southern counties- Bracken, Carroll, Gallatin, Grant, Owen, Pendleton, and of our northern counties- Boone, Kenton, and Campbell, as well as Cincinnati forging alliances for a shared future around a common agenda, and speaking with a single voice.

Our educational gains are impressive, but we must raise the bar. Today only five Kentucky counties meet national averages on college attainment-- not one county in Northern Kentucky meets national averages on college attainment.^{viii} In an era when regions compete around talent and innovation, education must be at the core of our economic development strategy.

Our income and job gains are significant, but some of our fellow citizens remain in poverty. They tend to be concentrated in the urban center and in the more rural areas of Northern Kentucky. We must assist them to successfully transition from school to work and create a bridge to opportunity for all our citizens so they become full participants in the life of our region.

Much of our growth comes from people within the metropolitan Cincinnati region relocating to Northern Kentucky. As Cincinnati and Hamilton County populations decline, Northern Kentucky gains, but the metropolitan region, of which we are a part, suffers. In addition, our rate of growth since 2000 has slowed and we see a decline across the region in young adults ages 25-34.^{ix}

While our suburban communities receive national attention for their livability, the increase in our developed land has outpaced the increase in population. This trend puts pressure on the budgets of fast-growing communities.

The world economy in which we compete is diverse, multi-lingual, and multi-cultural but only a small proportion of Northern Kentucky's population is racially or ethnically diverse. Among ethnic groups, people from Central and Latin American are the fastest growing minority population.^x

Our economy has boomed, but the six southern counties of our region continue to lag in job growth and residents commute out of their counties for work opportunities.

In order for the region to thrive, we must compete. And in order to compete and win, we must raise expectations and transform ourselves. The best way to achieve this is by relying on our six interconnected strategic directions - each dependent on the other and designed to foster a community in which:

- Every child is prepared to learn and meet national educational standards throughout life.
- The number of students graduating with degrees in science, math and engineering is significantly higher.

- The unique and intimate neighborhoods of our urban centers thrive as destinations because of their great architecture, urban entertainment venues, and access to the riverfront and a network of parks and pedestrian/bike paths and bridges linking them.
 - High wage, advanced manufacturing and advanced service industries are clustered in Northern Kentucky and young people do not have to leave in order to get high paying, good jobs in growing businesses.
 - Innovation and entrepreneurship are woven into the fabric of our region.
 - Local governments collaborate to support economic development and to enhance community identity, all the while making sure that community services are delivered efficiently and effectively to citizens.
 - Our region is characterized by an international perspective, a climate of tolerance, and a culture of openness and inclusion that welcomes and finds strength in differences.
-

Who Are We?



Northern Kentucky's population grew by over 16% in the 1990's - faster than both the US and the Commonwealth.^{xi} People like it here – they find high quality housing, good neighborhoods, and opportunity. Since 2000, while the population of the Cincinnati metropolitan region grew about 2.4%, Northern Kentucky grew by 4.7%, faster than even the national population. 420,000 people currently live in Northern Kentucky.^{xii}

Current Population 420,000

Growth increase since 2000 - 2004

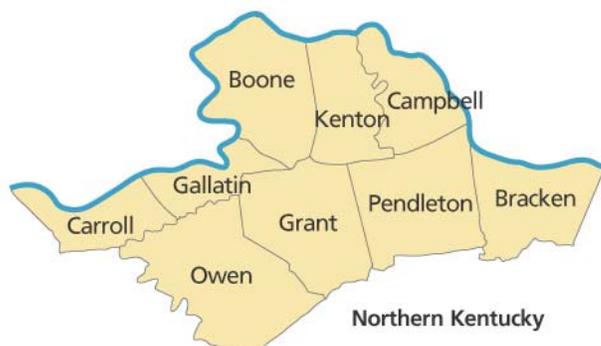
NKY grew 4.7%

Metro Cincinnati grew 2.4%

Source: Hamilton County Regional Planning Commission, 2004 Population Estimate

Boone County grew the most. It accounted for almost half the region's population increase in the 1990's, growing by almost 50%,^{xiii} and has drawn in over three quarters of all in-migrants to Northern Kentucky since 2000.^{xiv}

The rural six counties in Northern Kentucky have also grown, accounting for 25 percent of the region's population gains in the 1990's, and 21 percent of the growth since 2000.^{xv}



Campbell County gained population throughout the 1990's, but has been losing since. Kenton, Gallatin, Grant and Pendleton show a substantial slowdown in annual population gains relative to the 1990's.^{xvi}

In addition, population shifts have affected mature suburbs and river cities. Newport, Bellevue, Dayton, Ludlow and Bromley lost population in the 1990's, as did Fort Wright and Park Hills.^{xvii}

The population in Northern Kentucky is less racially diverse than the metropolitan region and the rest of the country with less than 5% of its population comprised of diverse racial or ethnic groups. This compares to 25% for the country and nearly 13% for the Cincinnati metropolitan region.^{xviii} People from Latin America and Central America comprise the fastest growing immigrant group.

Household income rose significantly in our region, increasing prosperity. In every county, household income increased at least 40% and in some counties, such as Bracken and Carroll, increased more than 75%. According to 2003 estimate Census data, Boone and Kenton counties' median household incomes of \$57,609 and \$46,435 respectively, are above those of the nation as a whole at \$43,318 and the state of Kentucky at \$36,663. All counties in the region, except for two, are estimated to have median incomes above the Kentucky average in 2003 and held onto or increased their income position and exceeded the national gain of 3.2% from 1999 to 2003.^{xix}

But not all of the region's people shared in this prosperity. According to the 2000 Census, the rate of poverty among the nine Northern Kentucky counties ranged from a low of 5.5% in Boone County to a high of 15.8% in Owen County. All southern counties had poverty rates in excess of 11%. While the rate was better among the three northern counties, both Campbell and Kenton counties had poverty rates approaching 9%. These rates compare to rates of 15.8% for the Commonwealth and 12.4% for the United States.^{xx} The most significant concentrations of poverty – census tracts with 40 percent or more of the population living in poverty, are in the cities of Covington, Newport, and Dayton that have respective poverty rates of 18%, 22%, and 16%.^{xxi} This accounts for the high rate of poverty recorded for those two counties.

Approximately 27% of our population is under 18 and 11% is 65 and older. The percentage of the younger group is slightly higher than the United States and the older group is slightly lower.^{xxii}

Northern Kentucky is similar to the rest of the nation as we watch "Baby Boomers" age. The 45-54 year old age group increased the most-57.2%. The 35-44 year old age group increased 31.2% and the 85 years and older group by 24.9% - all higher increases than the US.^{xxiii}

The region experienced a slight decline in the 25-34 age group as did the state and nation. Some of our counties experienced declines of almost 3% in this age group between 1990 and 2000 as some young people left for education and job opportunities. This trend is not uncommon, but reflects the need to grow jobs if the region is to keep its young people of talent, ambition, and skill here. This is particularly true for the southern counties.^{xxiv}

One very troubling aspect of our profile is reflected in the health of our region's people. According to Governor Ernie Fletcher in a speech on January 9, 2006, "Kentucky is one of the seven worst states in obesity, diabetes and heart disease. And we are dead last in smoking and lung cancer."^{xxv} Northern Kentucky is no different. The leading health risks for Northern Kentuckians are smoking, lack of exercise, and obesity.^{xxvi} The leading cause of death in Northern Kentucky is heart disease followed by cancer, chronic obstructed pulmonary disease (COPD), and diabetes.^{xxvii}

Now that we have a picture of who we are, let's take a closer look at who we are and who we intend to be in each of the *Vision 2015* focus areas.

Competitive Economy



Realities

Based upon changes in real median household income our residents enjoyed the benefits of an expanding economy in the 1990's. Even when measured by individual income growth, the prosperity of our people improved. Disposable income increased over 11% in the first four years of this decade for the entire region and over 15% in the three northern counties.^{xxviii}

Employment increased by 19.4% in Northern Kentucky between 1990 and 2000 rising from 174,151 to 208,098. This increase exceeded the Commonwealth's increase of 12.6%. Boone County's employment rose by almost 54% during this period.^{xxix} Between 1998-2003, Northern Kentucky created 32% of Kentucky's new jobs with just about 10% of the population.

Employment Increased 1990 - 2000	
NKY (all 9 counties)	19.49%
Boone County	53.38%
Kentucky	12.6%

Source: Workforce Kentucky, Employment Data

The average wage rate in 2005 for all employment sectors in Northern Kentucky was \$34,410. The average wage rate in the three northern counties was \$39,729 and for the six southern counties was \$29,091.^{xxx}

	Wages 2005	Disposable Income 2000-04
Northern Kentucky	Average Wage \$39,729	Average Increase 15%
Northern Kentucky	Average Wage \$29,091	Average Increase 11%

Source for Wages: Redyn Economic Forecast Model
Source for Income: 2005 Economic report to the President, table B 31

The Finance, Insurance, and Real Estate sectors saw significant employment gains in the 1990's as did the Transportation, Communications and Public Utilities. The Wholesale and

Retail Trade and Manufacturing sectors continued to employ large numbers of individuals.
 xxxi

If current trends continue, the top 10 categories of job growth in the nine-county Northern Kentucky region between 2005 and 2015 will be:^{xxxii}

Top Categories of Job Growth 2005-15		
	Projected Change	% Increase
Health Care & Social Assistance	7,187	35%
Administrative & Support & Waste Management & Remediation Services	5,631	43%
Retail Trade	4,638	18%
Transportation & Warehousing	4,408	21%
Accommodation & Food Services	3,724	19%
Government (State and Local=1706; Education=1152)	3,196	12%
Professional, Scientific, & Technical Services	2,798	26%
Other Services (Except Public Administration)	2,518	21%
Construction	2,471	17%
Real Estate & Rental & Leasing	2,279	26%
TOTAL	38,850	

Source: Redyn Economic Forecast, Projections based on NAICS for nine-county Northern Kentucky region, January 2006.

While Health Care and Social Assistance will dominate in terms of absolute job growth by 2015, the majority of that job growth will occur in areas such as office support staff, nursing facilities, and home health care. Some of these trends reflect the aging of the population and increasing demand for services. The risk embedded in these trends is that many of these jobs are in lower wage service sectors. This means that as things stand today, the rate at which mean wages rise in the three northern counties will not keep pace with the nation, much less exceed the nation’s performance, between 2005 and 2015.

14% of Kentucky’s total economic output comes from Northern Kentucky and the proportion is growing.

The three northern counties are not the entire Northern Kentucky region, but they are a major driver of what happens economically on the south shore of the Cincinnati metropolitan area and in the nine county region.

The number of people and jobs, and changes in income are very helpful indicators as we try to understand our competitive position in relationship to other regions.

There is an emerging entrepreneurial presence supported by organizations designed to foster entrepreneurial development - the Northern Kentucky E-Zone and the Northern Kentucky University Office of Economic Initiatives/Technology Commercialization Triangle and others.

Some financial entrepreneurs are leveraging capital to buy and grow companies into job and wealth creating businesses that would be located in Northern Kentucky.

Venture capital funds to support innovation are growing in the region, but the metropolitan area ranks only 36th in the nation for such funds.^{xxxiii}

Challenges

Talent, clusters, inclusion, and connectivity are the foundation of economic competitiveness in the knowledge-based global economy.

Talented and skilled workers are fundamental to the ability of regions like Northern Kentucky to retain and attract high technology companies, advanced manufacturing, and advanced services firms. Some sectors in these areas have annual growth rates well in excess of 50%. Jobs in these sectors tend to pay higher wages, but also require workers with advanced training or education. The ability to hire these workers with skill and knowledge "...is a core requirement of technology companies, and for many, the basis for their success."^{xxxiv} The Angelou Economics assessment conducted for Tri-Ed found the region did not have a sufficient base of technical workers with a Master's degree or higher to serve certain technology companies. Angelou Economics did prescribe improvements for Northern Kentucky to undertake to overcome this obstacle.

Unfortunately, a "chicken and egg" cycle can exist between talent and jobs. Companies move where skilled workers are found. People with technical skills are in demand and can go where there is opportunity. Regions that wish to prevent or reverse a "brain drain" must work to improve employment opportunities in sectors that require advanced degrees and training. This will help attract and retain individuals with advanced degrees and training who are necessary to attract businesses.

Northern Kentucky, however, has a number of unique and appealing assets that could help us compete for talent. The cost of living in the region is lower than in most tech communities. Any place in the world can be accessed easily from here because of the reach of our airport. Entertainment and recreation venues are easily accessible within the region. There is a wide spectrum of high quality low cost housing in desirable communities.

Marketing the unique value proposition of the community is one way to leverage our assets and become more competitive. Our region can be most effective doing this if it is a shared responsibility. Leaders from government, business, education, and the non profit sector must collaborate to market and recruit businesses to the region.

Clusters are interconnected companies that increase their productivity, accelerate innovation, and stimulate new business formation by locating near one another. Enormous benefits result from the synergistic relationships that evolve. These benefits are enhanced by the support of government, universities, and research centers.

Northern Kentucky must take advantage of opportunities to create high wage jobs in high technology businesses as one way to increase the region's wealth. Sectors in advanced manufacturing, office centered, and technology-oriented clusters offer Northern Kentucky the best opportunity to grow the largest number of these highly desirable jobs. These

clusters already are part of the larger metropolitan region's economy and have been identified by Cincinnati USA Partnership as among those on which not just Northern Kentucky, but the region should focus a significant effort.

Innovation is the key to productivity, and entrepreneurship is how the region can develop home grown companies and market new products. Northern Kentucky University's new economic initiatives and the Northern Kentucky E-Zone are examples of supporting our region's entrepreneurial talent and encouraging its growth. The region, however, lags Cincinnati in the development of entrepreneurial networks but benefits from its proximity to the University of Cincinnati, University of Louisville, and the University of Kentucky.

While focusing on high growth clusters is important to the region's continued ability to compete for jobs and business, we cannot overlook those businesses and industries that continue to employ large segments of Northern Kentucky's population and also show the greatest increase in the absolute number of jobs created over the next decade. They will continue to be the "bread and butter" of Northern Kentucky as we develop new business clusters, but efforts must continue to improve their productivity and competitiveness.

Inclusive, culturally literate communities are most successful at attracting highly skilled, educated, and ambitious individuals. Growing, dynamic regions have become the new "*melting pots*" of the United States and have done so by adapting to new cultures, new languages, and new people.

China may well be the dominant world economy by 2030. Other countries, such as India, are also rising rapidly. And, our community has begun to embrace the value of international relationships, reflected by substantial Japanese investment. Language and cultural literacy among our children, workers, and residents will become increasingly important as we compete for jobs and investment and grow businesses. Everyone from outside our region must feel welcome to live and work among us. Just as importantly, Northern Kentucky must develop a wide spread reputation for inclusiveness.

Northern Kentucky can gain a competitive advantage by making it easy for those from other cultures and countries to assimilate into our community. As more and more individuals for whom English is a second language live and work among us, it is important that our schools, government, health care providers and other community institutions overcome cultural and language barriers.

The extent to which skilled workers of the advanced economy, whether coming from another country or another part of the United States, are truly welcomed reveals whether a community values talent and merit. The range of people and lifestyles seen in the community, the visible presence of immigrants and gays, and the presence of vibrant artistic and cultural communities are often measures of a region's openness.^{xxxv} These visual measures are often used to judge a community's willingness to accept someone based on skill and expertise, without bias or stereotype. In addition, the presence among the community's leaders of women and people of color on boards of directors, in executive positions, and in political office are indicators of opportunity and access.

In order to have a world-class community, we must have a world class perspective.

Connectivity has determined throughout history regions that thrive and those that wither. Telecommunications, computers, and transportation facilitate both connectivity and the concentration of professional and other high level service firms. Increasingly media, telecommunications, and computing grids are the basic infrastructures that underpin and help integrate financial markets, service industries, corporate locations, and media based industries. The Silk Road of the global economy is fast, interconnected, accessible, and affordable. It is both the digital information highway and advanced multi-modal transportation systems, especially air, rail, and highway transport.

The digital highway is central to our region's connections to the international community and our goal of growing targeted service firms. A network of global cities dominates this sector. They increasingly are able to provide seamless services anywhere in the world because of the capacity to transmit huge amounts of data and images. Connection to these world cities increases the likelihood that advanced international service firms will create linkages within our regional economy.

The digital highway likewise facilitates connections within our region. It can support job and business development. The Northern Kentucky E-Zone is part of an effort to promote knowledge based advances in the community. Our strategic goal of growing knowledgebased businesses requires they be connected, not just globally and nationally, but locally. We can do that by establishing an "e-community" to maximize access and use of online communications and opportunities. An effective "e-community" could permit businesses to efficiently access workers, just as it would allow prospective employees to access work. It would permit innovative configurations that could permit people currently excluded from the economy, such as those who are house bound, to remotely access their work sites.

Fully integrated transportation connections are the physical equivalent of digital connections. The number and scale of airline linkages is an index for the degree of connection between our region and the world. Just as we must be able to move data and images quickly, cheaply, and efficiently, so we also must be able to move people and goods. The Delta Air Lines hub, Interstates 71, 74, and 75, and rail transportation are central to our ability to compete in the global economy. The current challenges Delta Air Lines confronts will significantly impact the region's competitive position if it results in decreased access from Northern Kentucky to national and international markets.

Goal: Northern Kentucky will reinvent its economy to outpace the national economy and create new wealth in the region.

Our economy will exceed the national growth rate in new jobs and average household income.

Six strategies for achieving a competitive economy:

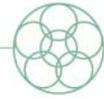
1. Work to develop an economic competitiveness strategy that is fully integrated with Greater Cincinnati, leveraging the assets of both sides of the Ohio River. Develop a world-class best practices methodology for the entire community, not just the economic development organizations, to help recruit targeted businesses (marketing/awareness, recruiting, retention, education, new business creation, job training, promotion of existing industry, incentives, and government relations).
 - Attract thought leaders in target industries to the area through hosting industry conferences. Improve dialogue with all levels of education regarding skills and knowledge required of the current and future workforce and to improve occupational counseling. Utilize successful area business leaders to help recruit large businesses.
 - Have governments collaborate to buy property and offer for development of clusters of targeted industries.
 - Partner with large employers who are already here to recruit members of their supply chain to the area.
 - Develop partnership program in which larger/established businesses assist smaller/newer businesses.
 - Organize a group of investors in Northern Kentucky to employ the financial, intellectual and strategic capabilities of the business leaders of Northern Kentucky, couple those with local institutions and state government to target existing core businesses, purchase them and relocate them to Northern Kentucky.
 - Initiate tax law changes that make (Northern) Kentucky significantly more tax friendly than the states it competes with ... reduce multiplicity of taxes; offer incentives to high wage earning individuals; create incentives for retirees to stay here, create tax relief/abatement for portion of entrepreneurial profits; create tax incentives to relocate middle and upper management to the area, reestablishment of designations like “Enterprise Zones”; regulatory streamlining; tax haven.
 - Actively support effort to enact Tax Increment Financing for the region.
 - Involve educational institutions in “roll up the sleeves” collaboration to improve the business bottom line, in establishing and maintaining profitable companies, and in contributing to area growth. Establish an organization comparable to Legacy for retired executives and business people to retain those talents in the area.
2. Focus our resources on targeted industry sectors with the highest growth potential for high-paying jobs-such as advanced manufacturing, financial, healthcare, business services and technology.

3. Make entrepreneurship and innovation defining qualities of our region.
 - Centralize and consolidate all of the programs designed to promote and enhance entrepreneurship, large and small business in the region and publicize this centralized source as a portal to success in our region. Act as a resource to lead business owners, executives and entrepreneurs to the information/services they need. Provide those services or more “hands-on” help to small businesses/entrepreneurs in targeted industries.

 4. Create and implement a marketing plan around the region’s distinctive spirit, advantages and unique value proposition that is promoted consistently to both internal and external audiences.
 - Entrust the maintenance/update of and accountability for the plan to one organization and have that organization lead the development of the plan. Form a committee within Legacy to analyze the needs and interests of young “new economy” workforce and suggest ways to improve, and then market our ability to fill those needs. Move as many of the organizations that do marketing/branding and development for the region to the same physical location for ease of use and collaboration. Utilize the young leaders as ambassadors and mentors to recruit and retain talent in the region. Initiate a comprehensive orientation process for young recruits in the region.
 - New Residents Academy focused on civic engagement
 - Be a tourist guide in your own neighborhood to introduce newcomers to area amenities
 - Organization expo highlighting social and business networking groups and local non-profit and special interest groups
 - New employer orientation

 5. Connect the region by creating an electronic public platform (e community) for commerce, education and communication that maximizes access and use of online opportunities and information.
 - Create a comprehensive communication strategy to assure the leadership of all regional businesses and organizations stay informed of opportunities and information they need.
 - Provide survey tools online to empower businesses and organizations with quick and efficient feedback to help them grow well.
 - Create an electronic venue that encourages and facilitates innovation by allowing entrepreneurs a forum and structure for partnership and collaboration.
 - Create a local comprehensive search engine that will serve local businesses and organizations. Create a free, web-based search tool for Northern Kentucky business products and services – Northern Kentucky Business Finder (like the state system).

 6. Align our college and university programs and resources to support our overall economic competitiveness strategy.
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Realities

There are 21 separate public school districts in Northern Kentucky – nine county wide and 12 independent. They range in size from 153 students at Southgate Independent in Campbell County to 15,023 in Boone County. The region also includes 33 parochial schools within the Diocese of Covington that serve approximately 12,000 students.^{xxxvi} Public schools receive a large portion of funding from the state through a formula (SEEK).

Since enactment of the Kentucky Reform Act of 1990, Kentucky schools have been striving to make progress toward the goal of “proficiency” by 2014 as measured by the Commonwealth Accountability and Testing System (CATS.) Included in the measures are: reading, mathematics, science, social studies, arts and humanities, writing, drop out rates, attendance, retention rates, transition to adult life, and national testing scores of math and reading. All nine Northern Kentucky counties have shown progress towards a 100 level proficiency goal established by the Kentucky Board of Education. Boone County’s level reflects the highest achievement among all nine counties.^{xxxvii}

Another way to assess educational achievement is to look at the rate of successful “transitions” that students make from grade to grade and from high school to work and higher education. All of the counties have demonstrated improvement, but districts in the southern counties and urban core lag state averages.^{xxxviii}

This positive trend is further reflected in the percentage of population, 25 years and older, with a high school degree. Over 90% of Boone County’s population 25 years and older has a high school degree. In the three northern counties over 89% of the population in this age group has graduated from high school. In the southern counties 80-84% of the population 25 years and older has a high school degree.^{xxxix}

The 2003 State Assessment of Adult Literacy revealed the literacy of Kentucky adults is similar to the literacy of adults across the country: 42% of Kentucky adults are at the Basic and Below Basic levels in prose, compared to 43% nationally.^{xl} A significant achievement gap remains between literacy levels of African Americans and whites.

Three post-secondary institutions are located in the northern counties: Northern Kentucky University (NKU), Gateway Community and Technical College (Gateway) and Thomas More College (TMC.) NKU’s main campus is located in Campbell County. NKU operates satellite campuses in Covington, Grant County and the METS Corporate Learning Center in Boone County. Gateway has a campus in each of the three northern counties. TMC, a Catholic institution is located in Kenton County, with a Biology Field Station in Campbell County. In addition, Jefferson Community College has a branch in Carroll County. Both NKU and Gateway are growing in enrollment, but are funded insufficiently to meet

growing regional demand, and substantially lag their peers in state funding. TMC is growing as well and requires adequate funding to support its growth.

The number of college graduates in Northern Kentucky has risen. The percentage of the population 25 years and older with a bachelor’s degree in the three northern counties’ increased from 16% to 22% over the 1990-2000 decade, but still lags the national average of 24.4%. The other six counties generally show moderate increases but their percentages, ranging from 6.89%- 9.67%, lag significantly. Similarly, the percentage of the population with a master’s degree or higher increased from 5.52% to 7.36% for the three northern counties, as compared to 8.85% for the U.S. The other counties show increases in this population, but again, the percentages are behind those of the three northern counties and the nation.^{xli}

Education Completed		High School Degree	Bachelor Degree	Master & Higher
Northern Kentucky	Boone Campbell Kenton	88.58%	22.23%	7.48%
	Bracken Carroll Gallatin Grant Pendleton Owen	79.53 - 83.86%	6.89 to 9.67%	2.38 to 4.05%
U.S.		87.95%	24.4%	8.85%

Source: U.S. Census Bureau, 2000 census

Both NKU and TMC offer teaching degrees, as do colleges in Cincinnati. P-12 teachers in Northern Kentucky generally receive significantly less pay than their peers in Ohio and Indiana. According to the American Federation of Teachers, Kentucky ranks 34th in the nation for teacher pay, with an average salary in 2003-2004 of \$39, 831. By contrast, Ohio ranks 14th with an average salary of \$47,791 while Indiana ranks 16th with an average salary of \$45,791. The national average for that period was \$46,597.^{xliii}

Average Teachers Salary 2003-04		
Kentucky	Ranks 34th	\$39,831
Indiana	Ranks 16th	\$45,791
Ohio	Ranks 14th	\$47,719
U.S.		\$46,597

Source: American Federation of Teachers 2004 Salary Survey

Challenges

Today, more than ever, a concentration of highly educated people is key to achieving success for any region. A concentration of highly educated people is critical in determining a region's economic success. Regions prosper by virtue of their intellectual capital – their people. Businesses gather and grow in particular regions to take advantage of local labor pools. Places that cultivate, attract and retain the largest numbers of highly educated, skilled people will prosper while those that do not will decline.^{xliii} Scientists, researchers, and engineers are the human capital of hi-tech and the innovations and increased productivity it produces. Lawyers, accountants, financiers, designers, and artists are the human capital of advanced service firms. Skilled trades people build the homes and offices, design and build the transportation and communication highways, and perform other essential services that support the human and financial infrastructure of the economy.

Children today already are competing for future jobs with children around the world. No child can succeed without having mastery of the fundamentals, but those skills alone will no longer be sufficient to insure success. Increasingly, specialized training and advanced education are prerequisites to getting and keeping a job.

If our region is to be a place of continued opportunity and prosperity, educational excellence must begin with early childhood and continue through to postsecondary school and adult education. Children must enter kindergarten with the necessary skills to succeed. An astonishing 90% of a child's brain development occurs between birth and three years of age. To succeed academically and become a contributing member of society, a child must have the right start even before entering school. It is easier to make sure a child from a disadvantaged environment can compete if given early childhood education, than to try to compensate for deprivation later in life.

That right start must continue throughout a child's entire education. Each child must be prepared to move to the next level by demonstrating mastery of reading and mathematics at critical points. A child's education cannot end prematurely due to dropping out or tuning out of the educational system. Research shows that children who are successful in their early years develop confidence, enjoy more success later, and are able to take advantage of more opportunities. High school dropouts must settle for low wage jobs and face higher rates of unemployment. The rate of unemployment among high school drop outs is twice the rate of high school graduates and eight times the rate of college graduates. No one can successfully compete in today's economy without a high school degree and few can successfully compete without postsecondary education or training. The highest paying and fastest growing jobs will require some kind of postsecondary degree in the next decade. The average Kentucky adult with a bachelor's degree earned over \$51,000 in 2004 compared to under \$30,000 for an adult with a high school diploma.^{xliv}

Preparing high school graduates for postsecondary education and work ensures these graduates are prepared for the rigor of college, the demands of the global economy, and the needs of a thriving community. This preparation requires students take a rigorous

curriculum in primary and secondary grades that is relevant to their exploration of educational and career goals. We must also make sure that young students who are prepared to go beyond the curriculum that they are presented in school can do so through both summer and academic year enrichment programs offered by our colleges and universities. This is an important part of an overall talent strategy.

Schools also should reinforce a culture of contribution among young people by expanding service learning opportunities that reinforce learning and make a difference in their community.

In addition, it's imperative that we attract the most highly qualified teachers –through competitive salaries and aggressive recruiting efforts that encourage outstanding young people to choose teaching as a profession in the first place.

To achieve educational excellence for Northern Kentucky will require extra resources and extra attention for some places and people in our region. But, in the global marketplace no region can afford to leave members of its community behind whether they reside in the neighborhoods of our urban center or in the rural areas.

Goal: Northern Kentucky will exceed national education performance standards at every level.

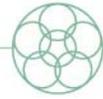
Our children enter kindergarten with the skills necessary to succeed and our elementary and middle school students are prepared to move to the next level. Our high school students are prepared for postsecondary education and work, and our postsecondary graduates are prepared for graduate education or a career. Overall the number of college graduates in Northern Kentucky exceeds the national average.

Seven strategies to achieve educational excellence:

1. Provide high quality, affordable early childhood programs for all children.
 - Choose lead organization such as United Way to convene regional representatives to choose a universal assessment tool for kindergarten.
 - Develop strategies to further engage parents in their children's development from prenatal to six.
 - Provide regional home visitation program from prenatal to six for all families in the region without restriction.
 - Increase collaboration and create alignment between early care and education programs and kindergarten.
 - Require early care and education providers to participate in the STARS quality rating system as a condition of state licensing. Provide funding for centers to be able to achieve any or higher quality ratings.

- Involve Community Early Childhood Councils to assist in quality of care.
 - Work with Chamber to lobby for tax incentives for families that choose quality care.
 - Work with local businesses to provide more family friendly workplaces for parents of young children.
2. Challenge students with a rigorous curriculum necessary for furthering their education and career goals, and for strengthening our region's workforce.
 - Increase minimum graduation standards in area schools.
 - Advocate for increased graduation requirements at the state level.
 - Encourage all high schools to integrate the American Diploma Project benchmarks into their high school math and language arts curriculum.
 - Implement the Kentucky Scholars Program in all districts.
 - Develop and expand parental education about the importance of high standards and a rigorous curriculum and the advantages of AP classes.
 - Build prerequisite foundation classes K-12 to support AP classes.
 - Develop a regional "Public Information" campaign to help parents, students, educators and community members understand and support the importance of and critical need for higher standards and achievement and the changing nature of jobs for all Northern Kentucky students and the strategies to achieve that.
 - Employers require a high school degree/GED for hiring employees.
 - Tie a high school diploma/GED to receipt of public assistance, incarceration, and drivers license.
 - Job training programs require a high school diploma/GED.
 - Employees have incentive program/release time to increase educational level.
 - Family Literacy Programs.
 - Resources in schools for students to help teach parents to read.
 3. Develop a nationally recognized "culture of contribution" accomplished through service learning and full community engagement in schools.
 - Create the Center for Contribution at Children, Inc.
 - Create the criteria for "Schools of Contributions".
 - Hire staff to support teacher and principals with the first efforts of doing high quality service learning.
 - Build support, like a Northern Kentucky website, electronic newsletter sharing promising service learning projects, and a database of organizations interested in partnering with schools, dedicated to service learning.
 - Create region-wide annual service learning celebration.
 - Seek out individuals, corporations and foundations that see the difference that young people make and share the desire to provide on-going support.
 - Demonstrate the outcomes of service learning to the United Way to win on-going support.
 4. Exceed national standards for educator excellence in school systems that pay competitive salaries, reward performance and require accountability.

- Develop Future Educators organizations in all area high schools.
 - Increase incentives to recruit and retain top quality teachers and teacher candidates, such as scholarships, loans, financial breaks on regional services, etc. in return for commitment to remain in Northern Kentucky.
 - Create a regional plan for focused and relevant professional development and strategy to integrating them into district plans.
 - Develop regional guidelines for teacher preparation and teacher professional development to help ensure that all Northern Kentucky teachers will be prepared to help every student learn the skills to prepare them for the future.
 - Create a system to track teacher turnover and the reasons why teachers leave Northern Kentucky schools.
 - Develop regional structure for encouraging teachers to aspire to National Board Certification and to support them in the process.
 - Develop methods to measure teacher excellence in terms of student learning.
 - Create a Northern Kentucky Center for Educator Excellence, supported by education, business, and community partners to oversee all efforts.
5. Make postsecondary education and adult training accessible and affordable to all.
- Implement “Introduction to Postsecondary Education” courses (Gateway) as a high school graduation requirement.
 - Every student has Individual Graduation Plan.
 - Create public awareness on value of a high school diploma.
 - Emphasize importance of rigorous curriculum in all four years.
 - Emphasize affordability.
 - Create academy style high school for all of Northern Kentucky.
 - Lobby state to use ACT instead of KATS.
 - Work with Legacy/Chamber to develop career days at local high schools.
 - Provide college information session with parents/students.
 - Expose students to career exploration prior to senior year.
 - Businesses offer more tuition reimbursement programs.
 - Increase opportunities to earn college credit while still in high school.
6. As a region lead in connecting our children’s in-school and out-of-school development.
7. Ensure that all Northern Kentucky educational institutions have financial resources and program alignment to reach these goals.
- The support of education, through business support, financial and in-kind increases by 100%
 - State and federal funding for post secondary institutions is measured as fair-share, compared to funding for like institutions in the rest of the state.
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Realities

Arts and Culture in Northern Kentucky

The Northern Kentucky region boasts a vast array of arts, culture, and entertainment venues that rival most regions. Across the river are some of the nation’s oldest and best performing arts organizations, the Cincinnati Symphony Orchestra, the Cincinnati Pops, the Cincinnati Opera, and the Cincinnati Ballet. The greater metropolitan region showcases more than 100 museums and galleries, one of the world’s top ten zoos, the Newport Aquarium and the Kentucky Symphony Orchestra.^{xlv}

The City of Covington in particular is the site of innovative efforts to promote and advance the arts in Northern Kentucky. The city’s new zoning code creates ART, the Arts and Technology zone, which is intended to accommodate arts and technology use and activities by designating arts-related business, such as galleries, studios and theaters, as permitted uses in the that zone.^{xlvi} The historic Carnegie Visual and Performing Arts Center in Covington recently completed an extensive renovation that includes a new 450-seat theater.^{xlvii}

While the region offers a wide array of cultural opportunities, there is concern that many Northern Kentucky residents are unaware of the varied offerings and do not take advantage of them. Increasing media coverage and offering a Northern Kentucky Sampler Weekend could serve to increase awareness of the arts and cultural events and boost attendance and participation at existing cultural venues. An “ArtsFest South” should be explored to showcase arts in the southern counties.

Parks, Green Space and Recreation

More than 7,000 acres have been developed in the three northern counties for recreational purposes. The facilities range from undeveloped wooded nature retreats to fully developed recreational centers for a variety of organized team sports.^{xlviii} In addition, ten public golf courses have been developed in Northern Kentucky in recent years.^{xlix}

However, the Northern Kentucky City and County Administrators Association has found the northern counties only have enough public park space to meet a little over half of the population’s needs and that funding should be found for more park acquisition and management. Successive public opinion surveys support this finding.

Greenspace or open space involves more than just publicly owned acreage. Open space can be viewed as including privately owned land that is unlikely to be developed due to its topography and land values. The steeper slopes and floodplains of the region can be

counted on to remain green for the foreseeable future. We can enhance both public and private green space by establishing and maintaining wildlife corridors that would connect green space and add to the quality of life in Northern Kentucky.

The need for parks and recreational facilities is invariably linked to the goal of healthy lifestyles for Northern Kentucky's residents. For example, a UCLA health study found that access to safe parks helps increase physical activity among teenagers.¹ The availability of parks and other places for physical activity were found to impact whether teens meet recommendations for physical activity and get any activity at all. Adolescents were considered to have "access to a safe park" if they reported there was a park or open space within walking distance of their home, and they perceived this park or open space to be safe during the day. Not surprisingly, the study found that parks and recreational facilities were the least accessible in low-income and urban neighborhoods.^{li}

Teens in Northern Kentucky widely expressed the need for engaging activities and safe places in which to interact during the *Vision 2015* process. Varied recreational and entertainment options that are age appropriate should be developed for Northern Kentucky's young people.

For the southern counties of the region, enhancing parks, green space, and recreational facilities could offer expanded tourism opportunities for the entire greater metropolitan area. The proposal to expand Williamstown Lake and the new Kincaid Lodge would do that.

Transportation and Infrastructure

Improving the quality of life in Northern Kentucky requires addressing the growing travel demands of both the residential and business communities in the region. Strategies must be developed, including multimodal alternatives, to facilitate the mobility of people and goods in the region while managing congestion. Increasing traffic congestion means longer drive times for residents to and from work, along with increased air pollution from vehicles. Rapid transit options are essential to reduce traffic congestion, connect workers with employers, decrease automobile dependency, and thereby improve the quality of life for residents.

A list of strategies for providing alternatives to single-occupancy vehicle travel- including improved transit services, public rideshare programs, HOV lanes, trip reduction program, etc., can be developed and evaluated. In addition, completion of KY 536 would provide the opportunity for east-west travel between Boone, Campbell and Kenton counties. Completion of this route would not only improve access to these three counties, but if properly designed and managed, could improve mobility for the entire region. Inclusion of KY 536 in the OKI Long-Range Regional Transportation Plan should be pursued.

Rebuilding Route 22 would provide a straighter, safer road across the southern counties for people who commute in those counties. In addition, the option for providing bus transportation to facilitate commuting to work from the southern counties should be studied.

While Northern Kentucky cannot support a light rail system without being part of a larger Cincinnati metropolitan area system, improved bus transit services through TANK are currently being explored. The TANK Transit Network Study is underway and is fully funded. Travel demand and transit information to assist in identification of key corridors is being compiled along with information on national best practices for similar transit investments. Work will need to be done with OKI and Northern Kentucky officials to ensure inclusion of transit/bus lanes in the OKI Long-Range Regional Transportation Plan. These planning efforts are an opportunity to insure that the six rural counties are included in any expansion of transit services for both workers who commute and residents who are mobility limited.

The replacement and upgrading of the Brent Spence Bridge is critical to facilitating the mobility of people and goods in the region. This improvement is needed to decrease congestion along 1-75 and 1-71, thereby reducing commute times and the impacts of pollution. A project feasibility study is completed and there is an environmental impact study underway.

There is no coordinated system for providing transportation for the mobility limited (elderly, disabled, mental health patients, children in childcare). Funding a study on such transportation coordination is needed and currently being sought. Transportation services specifically tailored to the needs of those without or unable to use cars would contribute to the livability of the region for that population.

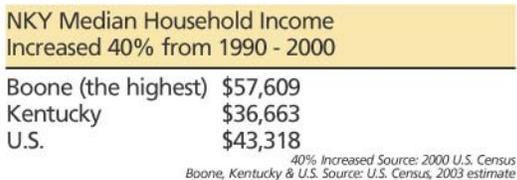
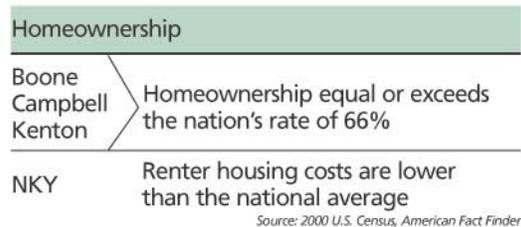
The demand for mass transit and alternative transportation services will become increasingly important as the population of Northern Kentucky and the nation ages. The elderly population's mobility, self-sufficiency, independence and quality of life are degraded due to limited hours of service and limited routes for mass transit.

Sewer and Water

Aging water and sewer infrastructure is increasingly a significant problem for Northern Kentucky. Current levels of replacement fall well short of what is needed to avoid problems such as system failures, water quality complaints, storm water surges, and combined sewer overflows.^{lii} In addition, the lack of proper sewerage results in stream and groundwater pollution. Sustainable funding must be secured to undertake a systematic upgrading of the water and sewer infrastructure.

Housing

Homeownership rates in the three Northern Kentucky counties exceed the national rate of 66%. In part that is due to the affordability of housing in the region.^{liii} Both owner occupied and renter occupied housing costs tend to be lower than the national median.^{liv} Those in poverty, however, tend to spend a much larger proportion of their incomes on housing.



While creating more housing at all market levels throughout Northern Kentucky, the availability of affordable housing for lower and moderate income individuals should be increased. Further study of the available housing in Northern Kentucky is needed to develop and advance an affordability plan for the entire region, through collaboration with local jurisdictions and developers.

Pollution

According to the US EPA, Boone, Kenton and Campbell counties exceed standards for ozone and particulates.^{lv} The American Lung Association's 2005 State of the Air report indicates that the OH-KY-IN metropolitan area tied for 10th most polluted by particles year-round while ranking 18th for short-term particle pollution.^{lvi}

Challenges

With the advent of the digital age, some believed that computers and the Internet would eliminate the need for people to meet and work together. However, this quickly proved not to be true. Advanced service businesses and high-tech companies cluster based on the availability of the human talent they require and technology has not eliminated the desire of human talent to gather in desirable communities.

Where once regions grew because of natural resources or location on trade routes, today regions also grow because of the availability of highly educated and productive people. These individuals are in demand and can choose where they work, for whom they work,

and, often times, when they work. If Richard Florida is correct, they also cluster. They are a necessary prerequisite to economic growth.^{lvii} Regions are now competing for talent, especially the young highly educated professionals essential for high value added economies. Northern Kentucky must evolve and be recognized as a creative community with the amenities that retain and attract people of talent and skill.

A vibrant art and culture community and the quality of the built and natural environment are pivotal elements of competitive advantage for any region. When people of talent can increasingly choose where they live, the unique attributes of a region can drive their decision. A strong sense of place rooted in landscape, architecture, and culture, access to high quality outdoor recreational activities, and the presence of an intense, creative, and diverse social scene are powerful attractors to the creative class and significant factors for retaining home grown talent.

Northern Kentucky has the distinct advantage of being in close proximity to the long-standing and nationally recognized arts, cultural, and sports organizations found in Cincinnati. In addition, it recently has begun to develop entertainment venues in Newport, such as *Newport on the Levee*, Covington, Sparta and Florence that complement more traditional cultural activities while providing new amenities that appeal to the younger population.

The Ascent at Roebling's Bridge is an excellent example of the power of design both to attract international attention and to reshape a community's sense of self. Designed by internationally renowned architect, Daniel Libeskind, it continues a tradition of great architecture that was once dominant in our community and brings world attention to our region.

We have another opportunity to shape the international image of Northern Kentucky region with the design and construction of the new Brent Spence Bridge. Properly designed, it can be for the 21st century what the Roebling Bridge was in the 19th century-an internationally acclaimed piece of design and engineering that is indelibly identified with Northern Kentucky.

Our rural counties comprise towns that historically served the shopping and entertainment needs of their residents. "Big box" interchange development and ill-conceived transportation planning threaten many of these unique centers of community life. The region should support the preservation and revitalization of these "Main Streets" and promote them as an element of our competitive advantage when marketing ourselves.

In addition, young people who participated in *Vision 2015* discussions expressed strong concerns about traffic congestion, inability to easily access entertainment and recreational opportunities because of limited transit, and development that contributes to high rates of land consumption.

Just as our built environment is a key ingredient for competitive advantage, our natural environment is as well. Today, Northern Kentucky offers more than 7,000 acres of parks and green spaces. And the creative proposal to turn our six southern counties into an outdoor recreational center for our metropolitan region reinforces Northern Kentucky's competitive advantage. This will allow us to capitalize on our stunning landscape and environment, preserve unique natural resources, and catalyze further economic development.

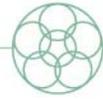
Goal: Northern Kentucky is recognized internationally, nationally and regionally for its livability for all residents.

By expanding our parks, improving our lifestyles, protecting our environment, increasing diversity, and promoting arts and culture, Vision 2015 builds upon the region's economic success, affordable cost of living, friendly neighborhoods, and vibrant recreation and entertainment opportunities.

Seven strategies for a livable community:

1. Promote the development of a vibrant arts, cultural and entertainment community.
 - Establish a Creative, Visual and Performing Arts High School to serve the students of Northern Kentucky and establish a training ground for regional talent.
 - Develop a public awareness initiative for arts and cultural events through use of such things as an Arts Calendar, Sampler Weekend, and possibly an "ArtsFest South" event.
2. Promote the development of an international community that attracts, retains and celebrates people from diverse backgrounds, races, cultures, genders, ages, incomes and family structures.
 - Secure a loaned executive to coordinate civic capacity building with the help of Northern Kentucky United Way, Chamber of Commerce and Legacy.
 - Develop a leadership group to plan a Civic Day Program.
3. Establish an integrated system of regional parks, green space and tourist destinations that connects existing parks and promotes the development of new venues throughout the riverfront, and the urban and rural parts of the nine-county region.
 - Develop an inter-jurisdictional council to oversee funding and implementation of a Regional Open Space Strategy.
 - Develop a structure to support and promote agriculture, while linking rural producers with urban consumers.

- Develop a world-class connective system of trails, parkways, and greenways to create a regional loop that connects the Southern Greenbelt with the Ohio and Licking rivers corridors.
 - Connect the southern counties by implementing more parks and arts options, including wineries, historical reenactments and expansion of Williamstown Lake.
4. Conduct ongoing health and social needs assessments and implement a comprehensive regional approach to meet and fund those needs.
 - Establish an Alliance for Healthy Life Stages and Cycles to develop and implement a database/mapping system to help communities plan for healthier lifestyles.
 - Map existing organizations or programs for health needs and identify organizations/programs lacking in various communities
 - Measure the prevalence (and decline) of known health risk factors in the community.
 5. Replace Brent Spence Bridge with internationally acclaimed design.
 - Complete an environmental impact study for the Brent Spence Bridge.
 6. Enhance our quality of life by addressing our infrastructure and environmental needs for water, sewer, air quality and transportation with a balanced approach to our region's growth.
 - Work with KYTC and local officials to pursue completion of KY 536 and KY22 improvements.
 7. Expand non-rail transit system and its use throughout the region to meet the needs of all residents especially workers, the elderly and disabled.
 - Begin detailed planning/engineering corridor study to determine the type of non-rail rapid transit facility to be constructed along with a draft-operating plan.
 - Include rapid transit recommendations in the OKI Long-Range Regional Transportation Plan.
 - Identify a planning/project leader to begin work on the coordination of transportation service for the transportation-disadvantaged population.
-



Realities

Throughout the nineteenth and early twentieth centuries, the region's population was concentrated along the Ohio River across from Cincinnati in Covington, Newport, Bromley, Ludlow, Bellevue and Dayton. The population of this urban core was 78,111—almost 20% of the total population of the region and 24% of the population of the three northern counties according to the 2000 Census.^{lviii} This dense area has high poverty levels, under performing schools, high crime, deteriorated infrastructure, older housing and neighborhoods in decline.



In recent years, however, they have begun to turn around with extensive housing and commercial rehabilitation, such as the Main Strasse Village in Covington and Mansion Hill in Newport and with significant new development along the river, such as River Center, the Northern Kentucky Convention Center, the Ascent at Roebling's Bridge, Newport on the Levee, and Port Bellevue. That development has generated large amounts of new tax revenues for the cities and the counties especially when new, high paying jobs were added.

Nonetheless, the urban core faces serious challenges to extend investment into commercial districts and the neighborhoods, improve housing and education, reduce poverty and crime, stimulate retail and entertainment, enrich the quality of life of citizens and attract workers and visitors.

Poverty rates for individuals in the urban cities far exceed the rates in the three northern counties, with rates of 22.3%, in Newport, 18.4% in Covington, and 16.3% Dayton.^{lix}

Poverty Rates	
Boone, Campbell & Kenton	7% Average
Newport	22.3%
Covington	18.4%
Dayton	16.3%

Source: 2000 U.S. Census Bureau, American Fact Finder

Homeownership rates in the urban core neighborhoods are lower than the region’s rate. Covington’s rate of 50% and Newport’s rate of 44.2% are lower than the national rate of 66% and well below Boone County’s rate of 74%.^{lix} Increasing the homeownership rate could help to stabilize and strengthen these urban neighborhoods. Existing initiatives, such as “Yes You Can Own a Home” program offered by the City of Covington, are working to address the goal of increased homeownership. Similarly, median values of owner-occupied homes are far lower than the average of the northern counties and the national average. This disparity means that low-income workers are less likely to afford homes outside the urban core even though most of the jobs are located in the suburbs.

Homeownership Rates in the Urban Core	
Newport	44.2%
Covington	50%

Source: 2000 U.S. Census Bureau, American Fact Finder

Crime

Kentucky State Police records indicate that in 2004 more than half of the crimes committed in Kenton County (5,011) occurred in Covington (2,805). Newport accounted for 40% (1,141) of total crimes in Campbell County ((2,554).^{lxi}

For the river communities to experience a renaissance and sustain it requires that both the reality and the perception of crime be addressed in a coordinated regional manner.

Challenges

The urban communities of our region are among our most significant assets as we capitalize on our history, architecture, and experience of neighborhood. The social and aesthetic expectations of the skilled workers of the knowledge economy combined with the lifestyle changes of aging baby boomers have created a new demand for safe, walkable communities close to art and cultural institutions, restaurants, and other urban amenities. Increasing energy costs give added incentive to living in closer proximity to work and leisure activities.

Revitalization of Northern Kentucky's urban center is important for maintaining the competitive advantage of the region. Close proximity to Cincinnati and its arts, entertainment, and cultural institutions affords a distinct advantage as a residential community. Access to the river only enhances its desirability. In addition, 25-34 year old knowledge workers and "empty nester" baby boomers tend to prefer more urbane living and the specialized entertainment and social options it affords.

These changing demands create new opportunities for the region's urban communities and for their residents. The increased demand for urban lifestyles must be balanced with recognition and respect for existing residents. This requires balanced development that allows current residents to participate in and benefit from the redevelopment of their neighborhoods.

Covington recently recognized the potential of using its unique urban neighborhood qualities to attract members of the creative class. The city not only instituted an Arts District to attract artists, it implemented design and zoning codes to preserve the unique character of Covington's urban neighborhoods and to expedite development.

All of our urban centers can stimulate a renaissance by increasing new market-rate housing-- rental and owner-occupied, new and renovated, single-family and multi-family-- that complements the existing character of neighborhoods. A number of residential development projects are beginning to address this goal of increased market-rate housing.

Increasing housing choice must be complemented by enhancing walkability and connectivity among the river communities, easing access to recreational and entertainment venues, implementing zoning and building codes that respect the historic fabric while facilitating development, and appealing to different income and lifestyle markets. All are necessary to both reposition the urban communities and reinforce their inherent strengths. At the same time, eliminating vacant buildings, improving lax building code compliance, and investing in infrastructure improvements are needed to support investment activities.

As our urban communities experience rediscovery by new residents, it is important not to forget existing residents. Increasing homeownership opportunities and expanding civic participation through organizations, such as the Center for Great Neighborhoods insure that long time residents are not left behind as our urban renaissance moves forward.

Goal: NKY will restore the urban core to a position of prominence.

Leveraging our assets to increase economic and social value within our regional and global marketplace, our urban core is enhanced through collaborative relationships with our suburbs. As the heart of Northern Kentucky, the urban core is a place in which civic pride is celebrated and racial and economic diversity is embraced resulting in an urban core that is a "location of choice" for businesses, residents and entertainment venues.

Seven strategies for an urban renaissance:

1. Increase the availability of new and rehab market rate housing by 3,000 units in 10 years.
 - Develop programs and incentives to increase market-rate housing.
 - Adopt flexible building codes and reasonable rehabilitation codes.
 - Create a “Community Development Think Tank” to coordinate efforts.
2. Create a “catalytic” development company to spur development in the urban areas.
 - Create a revolving equity pool for acquisition, demolition, and rehab of buildings in the urban core.
3. Increase home ownership rate and quality affordable housing options.
 - Develop and advance an affordable housing plan for the entire region- i.e., the urban core and the suburbs.
 - Utilize strategies to make a certain percentage of new housing developments for affordable to lower and moderate income people.
4. Expand arts, retail, dining and entertainment opportunities and amenities for people of diverse races, cultures, ages, abilities, incomes and family structures.
 - Create a Business Improvement District (BID) funded by property owners.
 - Initiate and develop the formation of neighborhood associations.
 - Work with banks to promote small business development.
 - Increase parking for residential and entertainment uses.
5. Provide greater access to and use of the Ohio and Licking rivers through a network of parks and green space with walkways and bikeways that connect our river cities.
 - Create a necklace of green space along the Ohio and Licking Rivers with bicycle and pedestrian walkways connecting urban neighborhoods between Covington and Newport.
 - Connect the Licking Greenway project to the Ohio River Way initiative creating an extensive greenbelt on both sides of the Ohio.
 - Link and enhance neighborhood parks to respond to the unique needs of urban residents.
 - Clean up the Licking River by 2010 to meet standards for fishing, swimming and boating established by the Federal Clean Water Act.
 - Develop a nature preserve in the western portion of Devou Park and create better access to trails and natural beauty of this urban treasure.
 - Develop a comprehensive urban forestry program to enhance neighborhoods, parking lots, and pocket parks.
 - Create more neighborhood parks and green space in the urban areas.
 - Make distinctive streetscapes; eliminate exposed utilities; return to more two-way streets that are neighborhood, pedestrian and bicycle friendly.
 - Connect Devou Park to the urban core.

6. Reduce crime and improve the perception of safety through collaboration among law enforcement agencies in the tri-state area.
 - Conduct a baseline assessment of Crime Prevention Through Environmental Design (CPTED) and take actions to significantly improve deficient items within a five-year period.
 - Establish city and neighborhood association collaborations for crime prevention and clean up - Community Problem Oriented Policing (CPOP) and Block Watch.
 - Establish youth programs to provide for productive use of after school and weekend time.

 7. Ensure that each neighborhood has a strong, active neighborhood association to increase civic engagement.
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Realities

Local government in the region consists of several layers: nine counties, six different classifications of 57 cities, multiple fire and library districts and other special local and regional districts. The situation is more complex in the three northern counties which include 37 cities and more than 40 special districts.

There is a shared concern that the region lacks a unified identity and a unified voice, especially when speaking to Frankfort or Washington.

Cities generally provide a broader array of services than counties and have more authority to impose taxes. The situation is changing for counties as more residential development occurs in unincorporated areas and counties are pressured to provide urban-type services without generating sufficient tax revenues. The problem is acute in Kenton and Campbell counties and in a number of the rural counties as they experience development and with it increasing demands for services. They are incurring new costs without new revenue sources to cover them. In a number of our rural communities there is increasing tension between city and county government.

State law prescribes specific tax authority for counties and for each of the different classes of cities and does not allow local option beyond that. Furthermore, Kentucky is a very centralized state and most tax revenues are collected and spent by the state. The three northern counties send nearly twice the revenue to Frankfort that they receive back in state spending.

The rigid, fractured system is a challenge to local jurisdictions, particularly those with mostly residential and little commercial development. The result is greater competition for the higher tax generating development. The system also presents problems for businesses that operate across boundaries and are required to file, calculate and pay different tax rates to multiple jurisdictions.

As a region we rely on wages and business income taxes more than the rest of the nation. The items and activities actually taxed and the tax rates themselves vary between counties and between cities and the counties. Among the counties the proportion that either property or income taxes constitute of their total taxes can range from less than 0.12% for income tax in Bracken County to as much as 55% in Campbell County; or for property tax from about 30% in Boone County to 88% in Bracken.^{lxii}

Property & Income Tax as % of Total		
	Property Tax as % of Total	Income Tax as % of Total
NKY (all 9 counties)	42.84%	45.06%
Kentucky	48.25%	36.13%

Source: U.S. Dept of Commerce, Bureau of the Census, 2004.
Federal state and local governments: State and local Government Finances,
2002 Census of Governments

Challenges

Regions are the basic unit of economic competitiveness in the knowledge-based global economy. Unfortunately, most United States regions operate at a competitive disadvantage to Asian and European regions. National governments or other central authorities provide significant funding and coordination for infrastructure investment and, at times, services. As a result, they are able to more efficiently and effectively invest public resources to encourage and support private investment. They are able to minimize redundant costs for public services due to overlapping jurisdictions and duplicative administrative costs that undermine competitive regional advantage.

As we enter a period of intense, fast paced economic and social change new collaboration and bold action are required. Northern Kentucky is challenged to maximize the efficient use of public dollars for public services while we preserve and enhance the identity and intimacy of our communities. Joint planning for shared improvements, such as parks and cohesive regional development, establishing a “one-stop” shop for business licensing and taxation, and reducing public sector administrative costs are all possible ways to conserve public resources, yet at the same time improve services. We must maximize the efficient delivery of government services and create the mechanisms by which the community can evaluate costs and the preferred methods for service delivery.

We are challenged to change our current system of constitutionally prescribed taxes to one that gives local government the needed flexibility to respond to new demands on services and to eliminate competition among different jurisdictions. We could collect and distribute taxes based on a revenue sharing formula across the region. Doing so would insure a level playing field among local governments, prevent communities from competing with one another, and make it easier for businesses to comply.

Only by speaking with a strong unified voice in Frankfort and Washington will the region overcome some of the significant obstacles it faces to its competitiveness. A strong unified voice requires strong citizen involvement and support. These steps are necessary to insure Northern Kentucky's ability to compete in a global arena.

Our goal is to improve the quality and efficiency of public services while preserving the unique values and attributes of our many communities. Economic competitiveness, educational excellence and livable communities know no jurisdictional boundaries. At a minimum, how we spend our public dollars must promote quality development. Global forces demand that we effectively govern our region if we are to continue to enjoy a strong economy that creates opportunity and sustains a high quality of life for all of our people.

We will have to actively engage the public, private and civic sectors and practice collaborative governance so all voices can be heard. In short, we will have to collaborate to compete in the global economy.

Goal: Northern Kentucky becomes a model for “networked governance” by retaining and enhancing the benefits of small government – including a sense of community, responsiveness and local voice, while identifying ways to deliver services more efficiently and effectively.

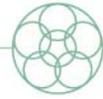
Local governments in Northern Kentucky work together to improve effectiveness in the delivery of government services, to maximize efficiency in utilizing resources and improve the quality of life and economic well-being of the region.

Six strategies for effective governance:

1. Establish the Northern Kentucky Effective Governance Commission – maximizing the effective delivery of government services through research and analysis.
 - Identify composition and appointing authorities for NKGSC. It is recommended that the composition and appointing authorities consist of the following: 3 members appointed by the Board of Directors of the Northern Kentucky Chamber of Commerce; 2 members appointed by agreement of the Presidents of Northern Kentucky University, Gateway Community and Technical College and Thomas More College; 1 member appointed by the Chair of the Northern Kentucky Community Action Commission; 1 member appointed by each of the Judge Executives of Boone, Campbell and Kenton Counties for a total of 3 members; 1 member appointed by the Chair of the Municipal Government League of Northern Kentucky; 1 member appointed by the City Manager organization of Northern Kentucky; 1 member appointed by the Northern Kentucky Police Chiefs Association and 1 member appointed by the Northern Kentucky Fire Chiefs.
 - Identify permanent residence for NKGSC and funding sources for staff support and the retention of experts and consultants as needed.

- Identify initial methodologies and tools to be utilized by NKGSC to analyze the delivery of government services. Such methodologies and tools must consider overall effectiveness and responsiveness as well as efficiencies and costs.
2. Develop a fair, equitable and flexible revenue system for local governments-removing competition for limited resources.
 - Study the implementation of a revenue sharing agreement between the cities and counties within Northern Kentucky, which may include a uniform occupational and payroll taxes across the region.
 - Allow for imposition of county taxes in unincorporated areas only at option of county or within a service area.
 - Study the limitations of state law on the revenue sources available to local governments, such as the limitations provided in Section 181 of the Kentucky Constitution and House Bill 44, to determine if changes are needed to allow for sufficient revenues to pay for the services that must be provided by local governments.
 - Provide counties with authority (like cities) to assess for improvements.
 - Study the use of impact fees on development, as opposed to general revenue increases, to help pay for the infrastructure demands of new development and develop the statutory framework for the imposition of such fees.
 - Develop a list of state revenues shared with local governments (i.e., gas taxes, 911 mobile fees, etc.) and the distribution formulas for such funds.
 - Review formulas for distribution of state revenues to determine if formulas are weighted in favor of rural areas (note: formulas based on equal distribution as opposed to population generally work against urban areas).
 - Support legislative or administrative changes to have distribution formulas based more on population or where revenue is generated.
 3. Establish planning in all Northern Kentucky counties united by a regional council of planning and zoning professionals.
 - Determine the feasibility of Kenton and Campbell building a single jail facility with each county sharing costs and revenues. Allow participation of other six counties.
 - Joint city/county planning units should be established in each of the nine Northern Kentucky counties. A council of planning and zoning professionals with representatives from each of nine counties would be established to foster communication and resource sharing.
 4. Transform the application, licensure and tax collection system to foster Northern Kentucky business retention, attraction and development.
 - Establish an organization covering Boone, Kenton and Campbell counties and all cities and municipalities that impose business license or payroll taxes. Through an inter-local agreement, the participating entities consent to the formation and operation of the collecting organization and allow private and government entities to bid as the service provider.

5. Eliminate out-dated constitutional offices and convert certain partisan elections to non-partisan.
 - Determine the appropriate statutory or constitutional changes required (allowing local option) to eliminate County Surveyor, County Magistrate and County Constable, changing County Coroner, County Jailer and County Sheriff from elected to appointed and changing Commonwealth Attorney, Circuit Court Clerk and Property Valuation Administrator from partisan to non-partisan.
 6. Enhance communications between local governments and citizens and establish one, unified voice in Frankfort and Washington.
 - Set a common date each year for city, county and Northern Kentucky address. Hold regional forums as necessary to foster regionalism and collaborative problem solving. Engage the media to dispense information provided in addresses and forums.
 - Build and support a comprehensive, integrated and branded website that will foster information flow to and from government entities in NKY. The website will have a leading edge search engine to locate important information within the region and it will serve as a resource for citizens regarding information on their governments. Additionally, it will provide an avenue for direct input from citizens.
 - Build public relations plan around *Vision 2015* release and economic competitiveness plan embracing the local identity of NKY communities within the broader context of a strong regional brand.
-



Realities

Northern Kentucky has a thirty-year history of individuals willing to invest as much in community as they are in their own enterprises. Our leaders also have demonstrated a capacity to work across boundary lines that traditionally divide local communities for the sake of building the regional community. The leaders of the original Northern Kentucky visioning process and of *Quest* put aside differences and forged a shared agenda, based on shared values and on mutual respect, trust, and obligation. They were committed to the long term well-being of Northern Kentucky. As a result of collaboration and commitment, their vision has shaped Northern Kentucky

Tri-Ed emerged as a three county economic development organization based on collaboration, not competition. The Northern Kentucky Consensus Committee, formed by the Northern Kentucky Chamber of Commerce, spans multiple jurisdictions to develop one common regional agenda for state funds.

The Northern Kentucky Fund was established in 1998 with more than \$1million in challenge grants from ten major donors. An advisory board made up of 25 Northern Kentucky volunteers oversees the development and promotion of the fund. The Northern Kentucky Family of Funds consists of the Northern Kentucky Fund and 63 other named funds established to support nonprofit organizations serving Boone, Campbell and Kenton counties.

Legacy (Young Leaders Organization) was established in 2000. Legacy, which currently has over 150 members, is a group of community-minded young professionals who engage in public service projects in the context of regional economic and cultural development. Legacy members are “civic entrepreneurs,” investing their time and talents for the betterment of the region. In addition to helping improve the region, involvement in this organization affords members an opportunity for cultivating professional relationships and leadership skills.

Regional stewardship is likewise the focus of the work of the Scripps Howard Center for Civic Engagement at NKU. This Center works to make a difference in the civic life of our region through learning, scholarship, community involvement, and partnerships with other organizations. The Center also works to develop civic literacy and civic skills. The goals of the Center range from serving as a conduit for linking the needs of the community with NKU students and faculty who can help address those needs, to providing a forum for public dialogue regarding regional issues.

Many Northern Kentucky residents exemplify a personal commitment to regional citizenship. For example, in the study of *Social Capital in Greater Cincinnati*, undertaken by the Greater Cincinnati Foundation, a third (34%) of the residents in Boone, Campbell, Kenton, and Dearborn (Indiana) counties were shown to have “high levels” of concern for their community as evidenced by their charitable contributions and volunteering of time.^{lxiii}

Challenges

Regions have emerged as the the drivers of local, national, and global economies. Where once it was possible to think of the problems of affordable housing, transportation, pollution, or job development as those of a local jurisdiction, a state, or even of the nation, we now live in a world where these challenges cut across traditional political boundaries and require collaborative responses from the region’s public, private, and civic sectors. We live in a world in which the complexity and interdependence of our community requires that all perspectives be represented and heard.

The *Vision 2015* process brought together citizens, elected officials, business people, and civic leaders together to ask hard and important questions about what it would take to make sure Northern Kentucky could compete in the knowledge based global economy to insure that our residents continue to prosper and enjoy an increasing standard of living. Success depends upon the continued mentoring and training of new generations of young people who will take on the responsibility of implementation. It depends on leaders who reflect the breadth of the community exemplifying civic values of contribution and responsibility.

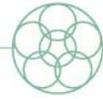
Goal: Northern Kentucky will cultivate regional stewardship as a defining quality of the region.

Our region has benefited from a generation of leaders who built our community on behalf of not just themselves, but the entire region. As we move to implement Vision 2015, we must cultivate the next generation of regional stewards who are civic entrepreneurs, integrators, boundary spanners, and coalition builders...leaders at every level and across every sector who care deeply about overall regional progress and are committed to turning Vision 2015 into reality.

Four strategies for regional stewardship:

- Increase number of women, minorities and young people in key leadership positions.
- Expand leadership development opportunities throughout the region.
- Build and sustain a culture of civic volunteerism and philanthropy.
- Create a regional stewardship council to lead the implementation of *Vision 2015*.

Next Steps: Implementing of *Vision 2015*

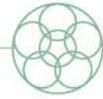


The process of developing *Vision 2015* engaged people from throughout our region, at every level and across every sector. Meetings were conducted after work and on weekends, in large group settings and small, in schools, church basements and neighborhood centers with bus service provided. In addition, surveys were published in the newspaper and online and circulated at various local work sites to accommodate all who wanted to add to the visioning process. Approximately 2,000 people participated. And our action teams considered every idea and concern presented - adopting many of them and only passing on those that, after careful deliberation, could not be supported by hard evidence. The result is a vision that reflects the true values and aspirations of our entire region - one that carries the weight and credibility that only broad public ownership can provide. Now we turn to implementation strategies and measures of progress. Drawing on the experience of several other regions throughout the nation, we recommend the formation of a Regional Stewardship Council comprised of 20 to 30 people who will be charged with overall implementation. Council members should have a deep commitment to the work, an understanding of what it will take to accomplish our goals, the capacity to think in systems terms, an openness to new ways of thinking, and the ability to mobilize support. The Council, supported by a small professional staff, will be responsible for:

- Serving as the voice of *Vision 2015* – answering to the various constituents and stakeholders who hold the key to successful implementation.
- Developing an economic plan and overall strategy for advancing the *Vision 2015* goals.
- Overseeing a united effort to raise funds in support of *Vision 2015* goals.
- Promoting understanding with organizations agreeing to implement *Vision 2015* goals and strategies – and working with those organizations to measure progress and assist in implementation.
- Monitoring goals and taking action when progress is below expectations, as well as publishing annual indicator reports that measure how well the region is moving toward major goal objectives.

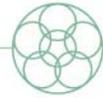
The implementation of *Vision 2015* will transform our region – the benefits of which will be widely felt. A special call will be made to emerging young leaders to step forward and assume the tasks of leading this effort, just as they have done in the initial visioning process, and they will be joined and supported by those who are currently in major leadership roles. *Vision 2015* benefited from an inter-generational approach to leadership that was powerful beyond all expectations, and this approach will also drive our implementation process. Now let's embark on the journey of transforming our regional vision into reality. The stakes are high and we have no time to lose!

Vision 2015 Funders



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Tri-County Economic Development Foundation (Tri-EF)
John & Francie Williams

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James C. Votruba, President, Northern Kentucky University

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Henry Bertram, Judge Executive, Pendleton County Fiscal Court
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Chris Bolling, Vice President/President, Pediatric Associates/Northern Kentucky University Medical Society
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Steve Pendery, Judge Executive, Campbell County Fiscal Court
Mike Philipps, Editor, The Cincinnati Post/The Kentucky Post
Tim Rawe, President & CEO, Fifth Third Bank of Northern Kentucky
Wm. T. Robinson III, Attorney, Greenebaum Doll & McDonald PLLC
Charles Scheper, COO, Great American Life Insurance Company
Bill Scheyer, City Administrator, City of Erlanger
Jeff Schlosser, Attorney, Porter Wright Morris & Arthur
Lou Settle, Vice President, Forward Quest
Sara Sidebottom, Vice President of Legal Affairs, Northern Kentucky University
Frank Sommerkamp Jr., Chair, Forward Quest
Alice Sparks, Community Leader & Philanthropist
Sr. Margaret Stallmeyer, President, Thomas More College
Jack Steinman, Banker, Retired
Katie Stine, Kentucky State Senator, President, Pro-Team
Barbara Stonewater, Executive Director, Northern Kentucky Council of Partners in Education
Eric Summe, Vice President, Fifth Third Bank
Eunice Sykes, CEO & President, Stay-In-Touch Services

Dan Tobergte, President, Tri-ED
Gary Toebben, President, Northern Kentucky Chamber of Commerce
Harold Tomlinson, Judge Executive, Carroll County Fiscal Court
Joe Van Deman, Forward Quest Intern
Gail Wells, Provost, Northern Kentucky University
Diane Whalen, Mayor, City of Florence
Rhonda Whitaker, Area Manger, Cinergy/ULH&P
Chuck Whitehead, Retired, Ashland, Inc.
Josh Wice, Administration Analyst, Campbell County Fiscal Court
Francie Williams, Community Leader
Brenda Wilson, Vice President, Cherry Hill Homes, Inc.
Joe Wind, Assistant Vice President for Government & Community Relations,
Northern Kentucky University
John Yeager, President, Ashley Development
Bob Zapp, President & CEO, Bank of Kentucky
Karen Zerhusen, Regional Advancement Officer, Greater Cincinnati Foundation
George Zubaty, Judge Executive, Gallatin County Fiscal Court

Vision 2015 Action Teams



** Denotes Co-Chair of Action Team*

Effective Governance

Herb Booth, Physician, Retired
Billy Bradford, Mayor, City of Elsmere
Jim Callahan, Kentucky State Representative, Retired
Phil Ciafardini, City Manager, City of Newport
Robert Cooper, Partner, Seasongood & Mayer
Kevin Costello, Executive Director, Boone County Planning Commission
Brian Dehner, Public Administration Services Specialist, NKADD
Jeff Eger, General Manager, Sanitation District No. 1
Greg Engleman, Chief Financial Officer, City of Newport
Steve Feldman, Community Manager, The Fischer Group
Joe Geraci, Relationship Manager, U.S. Bank
Michael Gibbons, Senior Vice President, Lee Hecht Harrison
Bill Goetz, Administrator, City of Fort Mitchell
Dennis Gordon, Executive Director, Northern Kentucky Area Planning Commission
Trey Grayson, Secretary of State, Commonwealth of Kentucky
Kathy Groob, Vice President, Paul Hemmer Companies
Joe Herringhaus, Fire Chief, City of Covington
Patrick Hughes, Attorney, Deters, Benzinger, & LaVelle
*Jason Jackman, CFA, Johnson Investment Counsel
Candace Klein, Public Affairs Coordinator, Northern Kentucky Chamber of Commerce
Adam Koenig, Commissioner, Kenton County Fiscal Court
Ron Lovan, President & CEO, Kentucky League of Cities
Ken Lucas, United States Congressman, Retired
Bill Martin, Chief, Hebron Fire Protection District
Maureen Maxfield, Vice President of Planning & Evaluation, SC Ministry Foundation
Chris Mehling, Attorney, Taliaferro, Mehling, Shrooni & Carran
Dave Meier, Tax Specialist, Toyota Motor Manufacturing
Jerry Newfarmer, Chairmand & CEO, Management Partners Incorporated
*Charlie Pangburn III, Attorney, Hemmer Pangburn DeFrank PLLC
Jim Parsons, County Administrator, Boone County Fiscal Court
Roger Peterman, Attorney, Peck, Shaffer & Williams LLP
Mike Philipps, Editor, The Cincinnati Post/The Kentucky Post
Roxanne Qualls, Visiting Professor, Northern Kentucky University
Ken Rehtin, Vice President, Fifth Third Bank
Ted Robinson, Managing Director, River Cities Capital Funds
Roger Rolfes, City Administrator, City of Edgewood
Bill Scheyer, City Administrator, City of Erlanger
Shad Sletto, Business Development, EGC Construction Company

Jim Sparrow, Partner, Rankin & Rankin
Steve Stevens, Senior Vice President of Public Affairs, Northern Kentucky Chamber of
Commerce
Jerry Stricker, City Commissioner, City of Covington
Eric Summe, Vice President, Fifth Third Bank
Gabe Summe, Assistant County Attorney, Kenton County Attorney's Office
Jon Watkins, President, Intelligent Decision Solutions, LLC
Gene Weaver, Mayor, City of Ft. Wright
Diane Whalen, Mayor, City of Florence
Josh Wice, Administrative Analyst, Campbell County Fiscal Court
Sarah Wice, Communications Specialist, Citigroup
John Williams Jr., Retired President, Greater Cincinnati Chamber of Commerce
Jim Willman, Assistant Vice President, Fifth Third Bank
Lisa Wilson, Business Development, H.C. Nutting Company
Joe Wind, Assistant Vice President for Government & Community Relations,
Northern Kentucky University

Economic Competitiveness

Casey Barach, Executive Director, Madison E-Zone
Jeff Bender, Senior Vice President, Colliers Turley Martin Tucker
Chris Bolling, Vice President/President, Pediatric Associates/Northern Kentucky
University Medical Society
Clint Brown, President, Florence Freedom
Tom Caradonio, President & CEO, NKY Conventions & Visitors Bureau
Chris Carle, A.V.P./Administrator, St. Elizabeth Medical Center
Robert Cooper, Partner, Seasongood & Mayer
*John Domaschko, President, M C Squared Incorporated
Gina Douthat, General Manager, T.A.N.K.
Frank Downing, Chairman, Owen County Industrial Authority
Robert Elliston, President & CEO, Turfway Park
Alandes Eure, Operations Manger, Citigroup
Bob Farrell, Associate Professor, Northern Kentucky University
*Johnna Fasold, Vice President of Public Affairs and Communications, Citigroup
Dan Fay, President, Commonwealth Hotels
Roger Griggs, Chairman, Union Springs, LLC
Joe Gross, President & CEO, St. Elizabeth Medical Center
Richard Hempel, CEO, Belcan Partners, LLC
Michael Lanin, CEO, Pendleton Data Firm, LLC
Doug Moorman, Vice President, Greater Cincinnati Chamber of Commerce
Jack Moreland, Superintendent, Covington Independent Public Schools
Ljubomir Nacev, Professor of Law, Northern Kentucky University
Tim Rawe, President & CEO, Fifth Third Bank of Northern Kentucky
Wm. T. Robinson III, Attorney, Greenebaum Doll & McDonald
Bob Sathe, President, Mid Central Financial, Inc.
Barbara Schempf, Noise Abatement Manager, Cincinnati/Northern Kentucky International Airport
Darin Schmidt, Financial Advisor, Christopher Financial Group

Paul Smith, Vice President, Tri-ED
Rob Snyder, Executive Director, Northern Kentucky University METS Center
Samantha Steelman, Attorney, Jones, Dietz & Shrand
Angie Taylor, Dean, Gateway Community & Technical College
Dan Tobergte, President, Tri-ED
Gary Toebben, President, Northern Kentucky Chamber of Commerce
Rhonda Whitaker, Area Manager, Cinergy/ULH&P
Brenda Wilson, Vice President, Cherry Hill Homes, Inc.
Wanda Winkler, Associate Operations Officer, Brighton Center
Ryan Wyrick, Business Development Office, City of Newport
John Yeager, President, Ashley Development
Bob Zapp, President & CEO, The Bank of Kentucky

Educational Excellence

Lorrie Barnes, Treasury Management Officer, PNC Bank,
Rich Boehne, Executive Vice President, E.W. Scripps Company
Michael Brandt, Superintendent, Newport Independent Schools
Rita Byrd, Assistant Superintendent, Ft. Thomas Board of Education
*Helen Carroll, Manger of Community Relations, Toyota Motor Manufacturing, N.A. Inc.
Susan Cook, Superintendent, Kenton County Board of Education
Lynette Dean, Director of Exhibit Programs Information, Cincinnati Museum Center
Dawn Denham, Executive Director, Boone County Success By 6
Jon Draud, Director of Partnerships, Northern Kentucky University
Cindy Etsler, NavOps Education Director, National Science & Discovery Center
Andrew Foley, Vice President of Training and Development, Citigroup
Judy Gibbons, Retired
Sarah Hammond, Student, Thomas More College
Ray Hebert, Dean of Emeritus, Thomas More College
Dennis Hetzel, General Manager, The Kentucky Enquirer
Jessie Hogg, Field Coordinator, The Workforce Alliance
Rick Hulefeld, Executive Director, Children, Inc.
Derek Humfleet, Attorney, Sutton Hicks & Lucas, Grayson & Branden
Elaine Jarchow, Dean, Northern Kentucky University
Maria Kenner, Community Support Coordinator, The Prichard Committee for Academic Excellence
*Chris Lorentz, Biology Professor, Thomas More College
Polly Lusk Page, Education Professor, Northern Kentucky University
Tom Mitsoff, Editor, The Sunday Challenger
Gary Moore, Judge Executive, Boone County Fiscal Court
Dale Myers, Provost and Vice President of Academic and Student Affairs,
Gateway Community & Technical College
Peter O'Shea, Student, Thomas More College
Beth Penn, Education Professor, Thomas More College
Cassie Ruhlman, Student Body President, Thomas More College
Phil Schmidt, Interim Dean, Northern Kentucky University
Shelley Simpson, Teacher, Northern Kentucky University Early Childhood Center
Dione Smith, Student, Northern Kentucky University

Sue Sorrell, Teacher, Boone County Board of Education
Alice Sparks, Community Leader & Philanthropist
Nancy Spivey, Vice President of Workforce & Education Initiatives, Northern
Kentucky Chamber of Commerce
Sr. Margaret Stallmeyer, President, Thomas More College
Barbara Stewart, Coordinator, Northern Kentucky Area Development District
Neil Stiegelmeier, Realtor, Huff Realty
Barbara Stonewater, Executive Director, Northern Kentucky Council of Partners in Education
Robert Storer, State Director, SACSCASI - University of Kentucky
Debra Vance, Director of Equity/Diversity, Covington Independent Public Schools
Mac Wall, President, KET
Chuck Whitehead, Retired, Ashland Inc.
Janice Wilkerson, Director, Covington Independent Public Schools
Ken Williams, Retired
Meg Winchell, Executive Director, Urban Learning Center
Sara Zepf, Community Education Manager, Sanitation District No. 1

Livable Communities

Joe Andino, Pastor, Elohim Christian Center
Karen Bishop, Business Development Manager, Cartec
Kelly Blake, Director of Marketing Services, Intrinziic Marketing & Design, Inc.
Donna Bloemer, Attorney at Law
Larry Boschert, CPA, Rudler & Associates
Judy Clabes, President & CEO, Scripps Howard Foundation
Kara Clark, Account Executive, Intrinziic Marketing and Design, Inc.
Eian Clinkscale, Unit Manger, Citigroup
*Drew Collins, Executive Vice President, The Bank of Kentucky
Jim Collins, Manager, Jackson, Rolfes, Spurgeon & Co.
Barry Dalton, Director of Center for Applied Ecology, Northern Kentucky University
Cindy Dobias, Executive Officer, Northern Kentucky Association of Realtors
David Drees, President & CEO, The Drees Company
Dan Dressman, Executive Vice President, Home Builder Association of Northern Kentucky
Jeff Eger, General Manager, Sanitation District No. 1
Ruth Eger, Vice President of Leadership Development, Northern Kentucky Chamber of Commerce
Daryl Evans, Business Development Manager, Boise Office Solutions
Joan Ferrante, Staff Research Analyst, Northern Kentucky University
Sue Flischel, President, Seasongood Asset Management
Tom Fromme, Chief of Police, City of Newport
Ella Frye, Economic Development Director, City of Covington
Crystal Gibson, National Incentive Manager, Corporex Companies
Clyde Gray, Anchor, WCPO TV Channel 9
Angela Griffin-Jones, Vice President for Enrollment Management, Thomas More College
Barbara Gunn, President & CEO, Senior Services of NKY
Richard Harrison, Vice President, Northern Kentucky Water District
Chuck Hendrix, Manager of Purchasing, Toyota Motor Manufacturing, N.A. Inc.
*Ed Hughes, President & CEO, Gateway Community & Technical College

Ken Jones, Theatre Department Chair, Northern Kentucky University
Bob Long, CEO of Baptist Life Communities, Baptist Towers
Tom Lottman, Associate Executive Director, Children, Inc.
Leshia Lyman, Area Director, United Way of Greater Cincinnati
Joy Moore, Attorney, Adams, Steiner, Woltermann & Dusing PLLC
Ed Muntel, CEO, NorthKey Community Center
Bill Muske, General Manager, AmeriPride Linen & Apparel
Patty Nagelkirk, Associate Executive Director, Family Nurturing Center
Greg Nichols, Director of IT, Disabled American Veterans
Mike Parker, The Mike Parker Realty Group, Huff Realty
Joe Piller, Acting Manager of International Sales, Delta Air Lines
Tom Prewitt, Madison E-Zone, Graydon Head & Ritchey
Ken Ramey, Vice President Administration/Finance, Northern Kentucky University
Paul Sartori, Representative, Sagemark Consulting
Julie Sparks, Senior Health Educator, Northern Kentucky Independent District Health Department
David Thiel, Architect, Brashear Bolton Architects, Inc.
Melissa Williams, Director of Administration, Campbell County Fiscal Court
Francie Williams, Community Leader
Jeff Wolnitzek, Vice President, Spectrum Interiors, Inc.
Karen Zerhusen, Regional Advancement Officer, Greater Cincinnati Foundation

Urban Renaissance

Warner Allen, Resource Development, Covington Independent Public Schools
Pat Baxter, Community Development Director, Corporex
Brad Bielski, Vice President for Academic Affairs, Thomas More College
Arn Bortz, Partner, Town Properties
Jerome Bowles, President, NAACP, Northern Kentucky Branch
William Butler, President & CEO, Corporex
Sherry Carran, Director, Covington Farmers Market
Fr. Bill Cleves, Rector, Cathedral Basilica of the Assumption
Tom DiBello, Executive Director, Covington Community Center
Bennie Doggett, President, Eastside Neighborhood Association
John Domaschko, Jr., Law Student
Alex Edmondson, Attorney, Edmondson & Associates
Oakley Farris, Philanthropist
John Fisher, Field Supervisor, Kentucky Human Rights Commission
Jay Fossett, City Manager, City of Covington
Rev. Richard Fowler, Pastor, Ninth Street Baptist Church
Traci Griffin, Marketing Consultant, Griffin Industries
Tom Guidugli, Mayor, City of Newport
*Julie Hackworth, Attorney, Ashland, Inc.
Rachel Hastings, Director of Neighborhood and Housing Initiatives, The Center for Great Neighborhoods of Covington
Paul Hemmer Jr., President, Paul Hemmer Companies
Kathie Hickey, Director, Renaissance Covington
Hensley Jemmott, First Vice President NAACP Northern Kentucky, NAACP

Charles King, Vice President, Historic Licking-Riverside Civic Association
Bill Kreutzjans Jr., Commercial Project Manger, Ashley Development
Cathy Lenz Volter, Member, Dayton City Council
Bryan Lewis, Manager, Citigroup
Laura Long, Executive Director, Cincinnati Business Committee
Don Martin, City Administrator, City of Bellvue
Gary Mattson, Department of Political Science, Northern Kentucky University
Sr.Juanna Mendez, Director of Centro de Amistad, Diocese of Covington
Mark Neikirk, Managing Editor, The Cincinnati Post/The Kentucky Post
Steve Oberjohn, Carpenter and Urban Developer
Julie Olberding, Political Science Department, Northern Kentucky University
Wayne Onkst, Director, Kenton County Library
Wally Pagan, President, Southbank Partners, Inc.
Andrew Piaskowy, President, Piaskowy & Cooper
Jennifer Pugh, Community Development Director, Brighton Center
Jack Rouse, President, Jack Rouse & Associates
Betty Sander, Executive Director, Covington Business Council
Lowell Schechter, Chase College of Law, Northern Kentucky University
*Chuck Scheper, COO, Great American Financial Resources, Inc.
Kelly Sells, Urban Developer



- ⁱ Northern Kentucky refers to the nine county region that includes Boone, Campbell, Kenton, Grant, Pendleton, Gallatin, Carroll, Bracken, and Owen counties unless otherwise noted
- ⁱⁱ Source: U.S. Census Bureau, Census 2000 Summary File 3, Matrices P37 and PCT25.
- ⁱⁱⁱ Workforce Kentucky, Employment Data
- ^{iv} Employment based on NAICS code 31, Redyn Summary worksheet.
- ^v Cincinnati/Northern Kentucky Airport Fact Sheet
- ^{vi} Thomas L. Friedman, The World is Flat: A Brief History of the Twenty-First Century, Farrar, Straus and Giroux 2005
- ^{vii} Ibid
- ^{viii} Source: U.S. Census Bureau, Census 2000 Summary File 3, Matrices P37 and PCT25.
- ^{ix} Source: U.S. Census Bureau, 1990 Census of Population and Housing; General Population characteristics of Kentucky; General Population Characteristics United States. Census 2000; 2004 Population Estimates-characteristics; Annual projections by 5 year and selected age groups by sex.
- ^x Source: U.S. Census Bureau, Census 2000 Summary File 1, P7, P8; U.S. Census Bureau, Census 1990 Summary File 1, P006, P008. .
- ^{xi} Source: U.S. Census Bureau, Census 2000 Summary File 1, P1; U.S. Census Bureau, Census 1990 Summary File 1, P001.
- ^{xii} Source: Hamilton County Regional Planning Commission, *2004 Population Estimate* data tables extracted from US Census files, accessed at <http://www.hamilton-co.org/hcrpc/data/census.asp>.
- ^{xiii} Op. cit. note 7.
- ^{xiv} Op. cit. note 8.
- ^{xv} Op. cit. notes 7, 8.
- ^{xvi} Op. cit. note 8.
- ^{xvii} Source: U.S. Census Bureau, Census 2000, see <http://quickfacts.census.gov/qfd/states/21000.html>
- ^{xviii} Source: U.S. Census Bureau, Census 2000 Summary File 1, P7. Race.
- ^{xix} Source: U.S. Census data estimates, <http://www.census.gov/hhes/www/saipe/>
- ^{xx} Source: U.S. Census data estimates, <http://www.census.gov/hhes/www/saipe/>
- ^{xxi} Source U.S. Census Bureau, Census 2000, American Factfinder
- ^{xxii} Source: U.S. Census, 1990 Census of Population and Housing; 1990 General Population Characteristics of the United States (p34); Census 2000, Factfinder; US Census Bureau of Population Estimates and Projections, 2004 estimates for 1 July 2004, County Population Estimates-Characteristics.
- ^{xxiii} Source: U.S. Census 1990 summary Tape File 1(STF1)-100-Percent Data, DP1 .General Population and Housing Characteristics: 1990 and U.S. Census 2000Summary File 1 (SF1) 100-Percent Data, DP-1. Profile for General Demographic Characteristics: 2000.

^{xxiv} Ibid

^{xxv} Gov. Ernie Fletcher, State of the Commonwealth speech, January 9, 2006, found at <http://governor.ky.gov/mediaroom/speeches/20060109SOC.htm>

^{xxvi} Kentucky Behavior Risk Factor Surveillance System 2002 Report, (Released August 2004), Center for Health and Family Services, Dept. of Public Health, Division of Epidemiology and Health Planning, Surveillance and Health Data Branch, found at <http://chfs.ky.gov/NR/rdonlyres/38ED0768-1D60-405A-AC2E-4DA764100B41/0/2002report.pdf> The BRFSS is a telephone health survey jointly sponsored by the Centers of Disease Control and Prevention (CDC) and the Kentucky Department for Public Health.

^{xxvii} Northern Kentucky Independent District Health Department. (2002). "Northern Kentucky Health District Community Health Profile," found at <http://www.nkyhealth.org/nkyhd/documents/DistrictProfile.pdf>

^{xxviii}

(1) Except as noted, data are all from the REDYN regional model historical database.

(2) Based on population data from US Bureau of the Census, annual estimates.

(3) 2005 Economic Report of the President Table B-31.--Total and per capita disposable personal income and personal consumption expenditures, and per capita gross domestic product, in current and real dollars, 1959-2004

^{xxix} Workforce Kentucky, Employment Data

^{xxx} Redyn Economic Forecast, Computations based upon Total Employment divided by average Wage Rate for 2005.

^{xxxii} Angelou Economics, "Northern Kentucky Community Assessment," page 10.

^{xxxiii} Redyn Economic Forecast, Projections based on NAICS for nine-county Northern Kentucky region, January 2006.

^{xxxiv} Angelou Economics, "Northern Kentucky Preparedness Assessment," November 2003, p.34

^{xxxv} Angelou Economics, "Northern Kentucky Community Assessment," p. 16

^{xxxvi} Richard Florida, Cities and the Creative Class, Routledge 2005

^{xxxvii} Diocese of Covington website:

<http://home.catholicweb.com/covingtoneducation/index.cfm/NewsItem?ID=84530&From=Home>

^{xxxviii} Source: Kentucky Board of Education, Strategic Plan Progress Report 2005, found at <http://www.education.ky.gov/KDE/Administrative+Resources/Kentucky+Board+of+Education/Strategic+Plan+Progress+Report+2005.htm>

^{xxxix} Source: Kentucky Department of Education. (2006). *School Report Cards*, found at: http://apps.kde.state.ky.us/report_card/index.cfm?action=display_cards

^{xl} Source: U.S. Census Bureau, Census 2000 Summary File 3, Matrices P37 and PCT25.

^{xli} Kentucky Council on Postsecondary Education news release found at <http://cpe.ky.gov/news/releases/>

For more information on the 2003 State Assessment of Adult Literacy, visit <http://kyae.ky.gov/ae/> or <http://nces.ed.gov/naal>.

^{xlii} Op. cit. note 23.

^{xliii} Source: American Federation of Teachers 2004 Salary Survey, at <http://www.aft.org/salary/index.htm>

^{xliii} See Edward Glaeser, “The New Economics of Urban and Regional Growth” in Gordon Clark, Meric Gertler and Maryann Feldman (eds.), The Oxford Handbook of Economic Geography. Oxford: Oxford University Press, 2000; Edward Glaeser, Jose Schneinkman and Andrei Schliefer, “Economic Growth in a Cross-section of Cities.” *Journal of Monetary Economics* 36 (1), 1995; Edward Glaeser and Jesse Shapiro, “Is There a New Urbanism? The Growth of U.S. Cities in the 1990s.” Cambridge: National Bureau of Economic Research, 2001.

^{xliv} US Bureau of Labor Statistics, 2004

^{xlv} Northern Kentucky, Tri-Ed;

<http://www.northernkentuckyusa.com/index.cfm/content/89.html>

^{xlvi} See City of Covington Zoning Code at city’s website: <http://www.covingtonky.com>

^{xlvii} Carnegie Visual and Performing Arts website:

<http://www.thecarnegie.com/content.jsp?articleId=80>

^{xlviii} Northern Kentucky, Tri-Ed;

<http://www.northernkentuckyusa.com/index.cfm/content/100.html>

^{xlix} Ibid.

¹ Susan H. Babey, E. Richard Brown, and Theresa A. Hastert, *Access to Safe Parks Helps Increase Physical Activity Among Teenagers*, UCLA Health Policy Research Brief, December 2005.

^{li} Ibid.

^{lii} Northern Kentucky has 102 combined-sewer overflow points that dump raw or partially treated sewage into creeks and rivers during heavy rain. See, Sanitation District website:

<http://www.sd1.org/>, Environmental Protection Agency website:

<http://cfpub.epa.gov/npdes/stormwater/swfinal.cfm>;

<http://www.kypost.com/2005/03/16/kylifeflash031605.html>

^{liii} Source: U.S. Census, Summary File 1 (SF1) and Summary File 3 (SF3)

^{liv} Source: U.S. Census, Summary File (SF1) and Summary File 3 (SF3), Profile of Selected Housing characteristics, 2000.

^{lv} Source: US EPA, see <http://www.epa.gov/oar/oaqps/greenbk/ancl.html>

^{lvi} Source: American Lung Association, <http://lungaction.org/reports/stateoftheair2005.html>

^{lvii} Richard Florida, Cities and the Creative Class, Routledge 2005

^{lviii} Source: U.S. Census, 2000 Census of Population and Housing

^{lix} Source: U.S. Census Bureau, Summary File1 (SF1) and Summary File 3 (SF3)

^{lx} Source: U.S. Census Bureau, Census 2000 Summary File 1, Matrix H4

^{lxi} Source: *Crimes in Kentucky 2004*, found at:

<http://www.kentuckystatepolice.org/pdf/crimefacts2004.pdf>

^{lxii} Source: U.S. Dept. of Commerce, Bureau of the Census. 2004. Federal, State, and Local Governments: State and Local Government Finances, 2002 Census of Governments" last revised Oct. 14, 2004. Downloaded 12/10/05 from: <<http://www.census.gov/govs/www/estimate02.html>>.

^{lxiii} *Social Capital in Greater Cincinnati report*, found at

http://www.greatercincinnati.org/images/Social_Capital_Report1.pdf