2015 UPDATE OF THE 2012 COMPREHENSIVE ECONOMIC DEVELOPMENT STRATEGY

NORTHERN KENTUCKY AREA DEVELOPMENT DISTRICT
22 SPIRAL DRIVE
FLORENCE, KY 41042

PHONE: 859-283-1885
FAX: 859-283-8178

E-MAIL: INFO@NKADD.ORG
WWW.NKADD.ORG
NORTHERN KENTUCKY AREA DEVELOPMENT DISTRICT
COMPREHENSIVE ECONOMIC DEVELOPMENT STRATEGY
2013 UPDATE

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I. Executive Summary

This 2015 Update of the 2012 Comprehensive Economic Development Strategy (CEDS) for Northern Kentucky is one of fifteen prepared around the Commonwealth of Kentucky by each Area Development District. This effort is a part of a continuing economic development planning process aimed at providing an analysis of Northern Kentucky’s economic successes, problems and opportunities; setting forth a plan of action including goals and objectives; and establishing measures to determine whether and to what extent goals and objectives have been met.

The results of this planning effort, as well as the plans from the fourteen other Area Development Districts, are being presented to the Department for Local Government (DLG) for use in planning and development programs in Kentucky. This plan conforms to requirements of the Economic Development Administration (EDA) Reform Act of 1998 that requires an economic development strategy in order to qualify for assistance under most EDA programs. During this statewide effort by all fifteen area development districts, assistance and coordination was provided by the Department for Local Government.

This Update is the latest in the continuous preparation of a Comprehensive Economic Development Strategy. It can be reviewed at www.nkadd.org or by contacting the Area Development District. The 2015 Update and its subsequent updates serve to make the CEDS an up-to-date working document to guide the economic development of the NKADD region.
II. Public – Private Partnerships

Organization and Management

This 2015 version is an update of the 2012 rewrite of the CEDS. The 2012 CEDS plan built upon successful, previous plans for the economic growth of Northern Kentucky. The 2012 CEDS and subsequent updates are available for public view at www.nkadd.org
Integration of Kentucky’s Economic Priorities

In 2011, the Kentucky Cabinet for Economic Development enlisted Boyette Strategic Advisors to undertake a Statewide Economic Development Plan. Input was sought from community leaders, elected officials, partner organizations, Kentucky companies, and state government representatives throughout Kentucky. The result of this effort is a plan titled *Kentucky’s Unbridled Future*.

NKADD supports these statewide priorities and will continue to support them to the extent that they are consistent and complementary to local and regional priorities.

*Source: Kentucky’s Unbridled Future - http://www.kentuckysunbridledfuture.com*
III. Economic Analysis

This update presents the most recent data available and information related to population, per capita income, unemployment rate, and wage data.

Demographics

Growth in the MSA no longer seems to be exclusively moving to the suburbs; the urban core has been making a small comeback, with more people moving to Hamilton County, OH and Kenton County, KY, although a few suburban counties have also experienced population growth. Boone County is still experiencing a population boom due to development potential and a good location. Updated Table 2 compares the population of the entire Greater Cincinnati MSA that includes counties in Ohio, Kentucky, and Indiana.

Updated Table 2

<table>
<thead>
<tr>
<th></th>
<th>2007</th>
<th>2008</th>
<th>2009</th>
<th>2010</th>
<th>2011</th>
<th>2012</th>
<th>2013</th>
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<tbody>
<tr>
<td>Cincinnati, OH-KY-IN</td>
<td>2,134,864</td>
<td>2,155,435</td>
<td>2,170,828</td>
<td>2,133,203</td>
<td>2,138,038</td>
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<td>Dearborn, IN</td>
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<td>50,502</td>
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<td>50,113</td>
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<td>Franklin, IN</td>
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<td>23,074</td>
<td>23,041</td>
<td>23,006</td>
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<td>Ohio, IN</td>
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<td>6,111</td>
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<td>6,093</td>
<td>6,075</td>
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<td>115,262</td>
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<td>121,737</td>
<td>123,316</td>
<td>121,214</td>
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<td>8,473</td>
<td>8,506</td>
<td>8,513</td>
<td>8,494</td>
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<td>90,940</td>
<td>90,908</td>
<td>90,606</td>
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<td>8,420</td>
<td>8,533</td>
<td>8,613</td>
<td>8,612</td>
<td>8,479</td>
<td>8,525</td>
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<td>Grant, KY</td>
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<td>24,856</td>
<td>24,697</td>
<td>24,689</td>
<td>24,816</td>
<td>24,485</td>
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<tr>
<td>Kenton, KY</td>
<td>157,240</td>
<td>158,258</td>
<td>159,239</td>
<td>159,897</td>
<td>160,406</td>
<td>161,711</td>
<td>160,828</td>
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<td>Pendleton, KY</td>
<td>14,935</td>
<td>14,867</td>
<td>14,786</td>
<td>14,912</td>
<td>14,698</td>
<td>14,604</td>
<td>14,714</td>
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<tr>
<td>Brown, OH</td>
<td>44,490</td>
<td>44,668</td>
<td>44,740</td>
<td>44,857</td>
<td>44,687</td>
<td>44,381</td>
<td>44,604</td>
</tr>
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<td>Butler, OH</td>
<td>361,192</td>
<td>364,179</td>
<td>366,633</td>
<td>368,630</td>
<td>369,999</td>
<td>370,589</td>
<td>369,650</td>
</tr>
<tr>
<td>Clermont, OH</td>
<td>194,346</td>
<td>195,891</td>
<td>196,512</td>
<td>197,604</td>
<td>199,139</td>
<td>199,085</td>
<td>198,417</td>
</tr>
<tr>
<td>Hamilton, OH</td>
<td>801,815</td>
<td>799,840</td>
<td>802,149</td>
<td>802,252</td>
<td>800,362</td>
<td>802,038</td>
<td>802,481</td>
</tr>
<tr>
<td>Warren, OH</td>
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<td>208,640</td>
<td>211,231</td>
<td>213,192</td>
<td>214,910</td>
<td>217,241</td>
<td>215,274</td>
</tr>
</tbody>
</table>

Source: U.S. Census Bureau, American Community Survey 1-Year Estimates
2013: American Community Survey 5-Year Estimates
Unemployment rates in our area have improved in the past year. Gallatin County shows the greatest improvement in unemployment rate.

Updated Table 5 displays NKADD Unemployment Rates. The county with the highest rate of unemployment is Carroll at a rate of 6.2 percent. This is 1.0 points higher than the State’s average, and 0.6 points higher than the US average. Owen County has the lowest unemployment rate at 4.1 as of July 2015. All NKADD counties have shown greater improvement in unemployment rates than the US and are consistent with the improvement statewide.

<table>
<thead>
<tr>
<th></th>
<th>2012</th>
<th>July 2015</th>
<th>Change</th>
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<tbody>
<tr>
<td>US</td>
<td>8.4</td>
<td>5.6</td>
<td>-2.8</td>
</tr>
<tr>
<td>Kentucky</td>
<td>8.4</td>
<td>5.2</td>
<td>-3.2</td>
</tr>
<tr>
<td>Boone</td>
<td>7.3</td>
<td>4.3</td>
<td>-3.0</td>
</tr>
<tr>
<td>Campbell</td>
<td>7.7</td>
<td>4.5</td>
<td>-3.4</td>
</tr>
<tr>
<td>Carroll</td>
<td>9.4</td>
<td>6.2</td>
<td>-3.2</td>
</tr>
<tr>
<td>Gallatin</td>
<td>8.9</td>
<td>5.3</td>
<td>-3.6</td>
</tr>
<tr>
<td>Grant</td>
<td>8.5</td>
<td>5.2</td>
<td>-3.3</td>
</tr>
<tr>
<td>Kenton</td>
<td>7.4</td>
<td>4.5</td>
<td>-3.1</td>
</tr>
<tr>
<td>Owen</td>
<td>7.0</td>
<td>4.1</td>
<td>-3.1</td>
</tr>
<tr>
<td>Pendleton</td>
<td>8.6</td>
<td>5.3</td>
<td>-3.3</td>
</tr>
</tbody>
</table>

Source: Bureau of Labor Statistics, Local Area Unemployment Statistics Program
The 2011 per capita income for the NKADD region as a whole was $32,007, an increase of over $8,000 from 2010. Income levels for Boone, Campbell, and Kenton counties are much higher than the rural counties, and exceed the State’s average per capita income, but are lower than the national average (Updated Table 3).

### Updated Table 3

<table>
<thead>
<tr>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>Boone</td>
<td>$17,934</td>
<td>$30,529</td>
<td>$32,807</td>
<td>$34,137</td>
<td>$34,889</td>
<td>$33,830</td>
<td>$34,414</td>
<td>$36,864</td>
<td>$36,467</td>
<td>$37,948</td>
<td>$38,297</td>
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<tr>
<td>Campbell</td>
<td>$16,109</td>
<td>$27,033</td>
<td>$34,503</td>
<td>$35,775</td>
<td>$37,098</td>
<td>$36,269</td>
<td>$38,440</td>
<td>$40,162</td>
<td>$41,457</td>
<td>$41,062</td>
<td>$41,331</td>
</tr>
<tr>
<td>Carroll</td>
<td>$14,305</td>
<td>$22,567</td>
<td>$28,655</td>
<td>$31,792</td>
<td>$32,428</td>
<td>$32,495</td>
<td>$33,392</td>
<td>$32,987</td>
<td>$34,029</td>
<td>$34,029</td>
<td>$34,375</td>
</tr>
<tr>
<td>Gallatin</td>
<td>$11,892</td>
<td>$20,749</td>
<td>$23,937</td>
<td>$24,914</td>
<td>$26,743</td>
<td>$27,444</td>
<td>$25,931</td>
<td>$28,062</td>
<td>$35,25%</td>
<td>$30,050</td>
<td>$30,621</td>
</tr>
<tr>
<td>Grant</td>
<td>$13,081</td>
<td>$21,988</td>
<td>$26,061</td>
<td>$27,187</td>
<td>$27,673</td>
<td>$28,819</td>
<td>$29,613</td>
<td>$34,68%</td>
<td>$30,717</td>
<td>$31,040</td>
<td>$31,117</td>
</tr>
<tr>
<td>Kenton</td>
<td>$17,477</td>
<td>$29,822</td>
<td>$38,244</td>
<td>$38,671</td>
<td>$39,047</td>
<td>$38,331</td>
<td>$38,459</td>
<td>$41,118</td>
<td>$37,88%</td>
<td>$41,592</td>
<td>$41,766</td>
</tr>
<tr>
<td>Owen</td>
<td>$12,083</td>
<td>$19,179</td>
<td>$32,022</td>
<td>$24,150</td>
<td>$25,608</td>
<td>$26,152</td>
<td>$26,722</td>
<td>$27,935</td>
<td>$45,65%</td>
<td>$29,221</td>
<td>$30,194</td>
</tr>
<tr>
<td>Pendleton</td>
<td>$12,277</td>
<td>$20,845</td>
<td>$24,127</td>
<td>$25,655</td>
<td>$26,714</td>
<td>$27,127</td>
<td>$27,235</td>
<td>$29,114</td>
<td>$39,67%</td>
<td>$30,631</td>
<td>$31,045</td>
</tr>
<tr>
<td>NKADD</td>
<td>$14,395</td>
<td>$24,089</td>
<td>$28,278</td>
<td>$29,716</td>
<td>$30,813</td>
<td>$30,638</td>
<td>$31,229</td>
<td>$32,007</td>
<td>$32,87%</td>
<td>$34,029</td>
<td>$34,850</td>
</tr>
<tr>
<td>Kentucky</td>
<td>$15,360</td>
<td>$24,785</td>
<td>$30,682</td>
<td>$31,170</td>
<td>$32,855</td>
<td>$32,333</td>
<td>$32,929</td>
<td>$34,568</td>
<td>$39.47%</td>
<td>$35,857</td>
<td>$36,214</td>
</tr>
</tbody>
</table>

Source: Bureau of Economic Analysis, Regional Economic Accounts, Local Area Personal Income and Employment, per capita income

### Workforce Development

#### Wage Data

The median wage rate for the Cincinnati MSA in May 2012 was $16.72 per hour. Food Preparation and Serving Related occupations paid the least at a rate of $8.91 per hour and Management occupations paid the highest with a rate of $43.93 per hour. The MSA wage rates were higher than the Commonwealth in all but one occupation group. The MSA wages compared to the national median wages were not as favorable. For the most part, wages were equal, except Legal occupations, which paid $13,000 less a year, Computer and Mathematical occupations which paid $7,000 less a year and Arts, Design, Entertainment, Sports, and Media occupations which paid $10,000 less a year.

There is a positive correlation between higher levels of education and higher earnings. As such, the Northern Kentucky region has a competitive advantage against the State, but is not as competitive against the U.S.
<table>
<thead>
<tr>
<th>Occupation</th>
<th>MSA</th>
<th>KENTUCKY</th>
<th>NATIONAL</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>Total</td>
<td>Median</td>
<td>Median</td>
</tr>
<tr>
<td></td>
<td>Employed</td>
<td>Hourly Rate</td>
<td>Annual Wages</td>
</tr>
<tr>
<td>All Occupations</td>
<td>981,050</td>
<td>$16.72</td>
<td>$44,630</td>
</tr>
<tr>
<td>Management Occupations</td>
<td>50,920</td>
<td>$43.93</td>
<td>$104,980</td>
</tr>
<tr>
<td>Business and Financial Operations Occupations</td>
<td>52,900</td>
<td>$28.21</td>
<td>$64,890</td>
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<tr>
<td>Computer and Mathematical Occupations</td>
<td>28,510</td>
<td>$33.66</td>
<td>$74,330</td>
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<tr>
<td>Architecture and Engineering Occupations</td>
<td>17,780</td>
<td>$34.03</td>
<td>$74,330</td>
</tr>
<tr>
<td>Life, Physical, and Social Science Occupations</td>
<td>6,760</td>
<td>$26.29</td>
<td>$62,640</td>
</tr>
<tr>
<td>Community and Social Service Occupations</td>
<td>11,580</td>
<td>$18.45</td>
<td>$41,920</td>
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<tr>
<td>Legal Occupations</td>
<td>6,180</td>
<td>$32.93</td>
<td>$85,950</td>
</tr>
<tr>
<td>Education, Training, and Library Occupations</td>
<td>55,390</td>
<td>$22.77</td>
<td>$52,810</td>
</tr>
<tr>
<td>Arts, Design, Entertainment, Sports, and Media</td>
<td>11,520</td>
<td>$18.75</td>
<td>$44,170</td>
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<tr>
<td>Healthcare Practitioners and Technical Occupa-</td>
<td>61,330</td>
<td>$27.58</td>
<td>$69,590</td>
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<td>Healthcare Support Occupations</td>
<td>33,180</td>
<td>$12.17</td>
<td>$27,210</td>
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<td>Protective Service Occupations</td>
<td>20,810</td>
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<td>$40,310</td>
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<tr>
<td>Food Preparation and Serving Related Occup-</td>
<td>93,680</td>
<td>$8.91</td>
<td>$20,440</td>
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<td>Building and Grounds Cleaning and Maintenance</td>
<td>27,720</td>
<td>$11.20</td>
<td>$25,620</td>
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<tr>
<td>Personal Care and Service Occupations</td>
<td>23,330</td>
<td>$9.63</td>
<td>$24,180</td>
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<td>Sales and Related Occupations</td>
<td>103,740</td>
<td>$12.65</td>
<td>$39,620</td>
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<td>Office and Administrative Support Occupations</td>
<td>166,170</td>
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<td>$33,950</td>
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<tr>
<td>Farming, Fishing, and Forestry Occupations</td>
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<td>Construction and Extraction Occupations</td>
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<td>$44,350</td>
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<tr>
<td>Installation, Maintenance, and Repair Occupa-</td>
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<td>$20.04</td>
<td>$43,340</td>
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<td>Production Occupations</td>
<td>71,760</td>
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<td>$35,720</td>
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<td>Transportation and Material Moving Occupations</td>
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<td>$13.46</td>
<td>$32,520</td>
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</tbody>
</table>

NKADD | Comprehensive Economic Development Strategy  9
<table>
<thead>
<tr>
<th>Year</th>
<th>Action</th>
<th>Count</th>
<th>Investment</th>
<th>Jobs Created</th>
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<tr>
<td>2009</td>
<td>New Manufacturing Firms</td>
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<td>$2,975,000</td>
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<tr>
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<td>Expanded Manufacturing Firms</td>
<td>14</td>
<td>$25,372,985</td>
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<tr>
<td></td>
<td>New Support/Service Firms</td>
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<td>139-159</td>
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<td>Expanded Support/Service Firms</td>
<td>7</td>
<td>$22,150,000</td>
<td>215-295</td>
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<tr>
<td></td>
<td><strong>SUBTOTAL</strong></td>
<td>29</td>
<td>$94,086,550</td>
<td>553-661</td>
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<tr>
<td>2010</td>
<td>New Manufacturing Firms</td>
<td>1</td>
<td>$3,632,314</td>
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<tr>
<td></td>
<td>Expanded Manufacturing Firms</td>
<td>20</td>
<td>$139,460,680</td>
<td>675-692</td>
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<tr>
<td></td>
<td>New Support/Service Firms</td>
<td>2</td>
<td>$6,296,000</td>
<td>255-328</td>
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<td></td>
<td>Expanded Support/Service Firms</td>
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<td>$17,830,000</td>
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<tr>
<td></td>
<td><strong>SUBTOTAL</strong></td>
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<td>$167,218,994</td>
<td>1099-1189</td>
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<td>2011</td>
<td>New Manufacturing Firms</td>
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<td>587-684</td>
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<td>$26,874,000</td>
<td>131</td>
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<tr>
<td></td>
<td><strong>SUBTOTAL</strong></td>
<td>36</td>
<td>$291,577,585</td>
<td>1432-1593</td>
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<td>2012</td>
<td>New Manufacturing Firms</td>
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*Source: Kentucky Cabinet for Economic Development*
According to the Brookings Institute, our region's manufacturing sector has experienced a slight increase in employment of 2.6% over the past four quarters, Q1 2013 to Q1 2014 (relative to all employment.)

**Transportation**

The NKADD implements a transportation prioritization and ranking of highway, Intelligent Transportation System, safety and pedestrian/bicycle transportation projects for the five rural counties. The prioritization is used as input for the recommended Six-Year Highway Plan, submitted to the Kentucky General Assembly. **APPENDIX 2** contains a spreadsheet listing the transportation priorities for the rural counties of the NKADD. OKI’s priorities are detailed in separate transportation plans for each county. **APPENDIX 3** lists those priorities.

**Infrastructure**

No significant changes were made since 2012.

A complete list of the NKADD water and wastewater project priorities can be found in **APPENDIX 4**. These projects represent an important component of the CEDS and staff will utilized this set of priorities in attempts to obtain funding and secure the completion of each project.

**Industrial Parks**

No significant changes were made since 2012.

**Education**

No significant changes were made since 2012.

**Technology and Innovation**

No significant changes were made since 2012.
## List of FY 2015 Economic Development Projects

<table>
<thead>
<tr>
<th>Entity</th>
<th>County</th>
<th>Loan/Grant Title</th>
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<tbody>
<tr>
<td>Pendleton County Fiscal Court</td>
<td>Pendleton</td>
<td>Regional Sewer System Development</td>
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<tr>
<td>Boone County Conservation District</td>
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<td>319 Nonpoint Source Water Pollution - Gunpowder</td>
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<td>Courthouse HVAC Replacement</td>
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<td>Carrollton Utilities</td>
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<td>Carrollton Utilities Natural Gas Expansion</td>
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<td>Riverside Marketplace Project</td>
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<td>New Buffington Road Sewer Improvements</td>
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<td>Grant</td>
<td>Career Advancement Center Acquisition</td>
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<td>Heroin Impact Response</td>
<td>Regional</td>
<td>Heroin Response Task Force Grants</td>
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<td>Central Campbell Fire District</td>
<td>Campbell</td>
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</tr>
<tr>
<td>City of Crescent Springs</td>
<td>Kenton</td>
<td>Facilities Expansion Project</td>
</tr>
</tbody>
</table>
IV. Economic Cluster Analysis

No significant change since 2012.

V. Action Plan

The Action Plan section of the CEDS identifies goals, objectives, and development strategies. The goals, objectives, and development strategies reflect the need to improve the quality of life as part of its economic development strategy, in addition to promoting regional clusters and increasing the competitive advantages of Northern Kentucky. In this document, updates are provided for the action items identified in Section V of the 2012 CEDS.

Action Items

Economy/Education/Workforce Development

GOAL: Increase Community/Technical College opportunities through satellite programs.

Objectives:
1. Identify locations that would support educational opportunities
2. Identify skilled labor needs in the region for Business and Industry
3. Meet the manufacturing sector’s workforce pipeline needs

Update: Falmouth is currently working towards attracting a satellite campus of Gateway Community and Technical College. Potential classes would include writing and computer skills and courses addressing the specific workforce needs of local industries. Pendleton County is working on forming collaborations with other area technology colleges on promoting welder and diesel programs.

GOAL: Utilize agricultural resources in the region

Objectives:
1. Support projects that promote alternative uses of the region’s agricultural products
2. Support non-traditional research to introduce new agricultural products to the area
3. Agritourism
Update: NKADD Kentucky’s Area Development Districts have partnered with the U.S. Economic Development Administration, Kentucky Department of Agriculture, Governor’s Office of Agriculture Policy, and Kentucky Agricultural Council to launch the Kentucky Agricultural Development Information System (KADIS). As a part of business development, there is focus on removing barriers and leveraging opportunities. KADIS will form a better, more efficient and comprehensive network by enabling farmers (industrial to hobby), producers, suppliers, wholesalers, consumers, distributors and retailers access to a user-friendly GIS portal.

Goal: Ensure that Northern Kentucky’s career Center system is focused on needs of industry sectors that are key to the area’s economic health.
Objectives:
1. Use data from Job Outlook 2020 and the work of the Partners for a Competitive Workforce to influence our work, especially in career pathways. Currently identified as Health, Transportation/Logistics, Energy, Advanced Manufacturing, IT, Services.
2. Assess local labor market data (including NKIP Advanced Manufacturing Study, Energy Industry Partnership study, Tri-Ed report, One Stop Trends, and OET data) to determine if adjustments are needed to the demand industry cluster or career pathways for Northern Kentucky to best meet the needs of our customers.
3. ensure customer focus, job seekers and employers served through the Career Center system report a customer satisfaction rate of 97%

Goal: Foster and maintain innovative programs that meet current industry demands that pave the way for future needs.

Objectives:
1. Utilize data from the NKIP Study of Advanced manufacturing to educate and encourage Career Cent customers about benefits and opportunities in the Advanced Manufacturing Sector
2. Build upon the success of the “Girls Day Out” event held in Carroll County to educate and encourage high school students to consider careers in Advanced Manufacturing. Make the even available throughout the NKADD region.

Goal: Implement, enhance and expand services available through the Kentucky Career Center system.

Objectives:
1. Deliver high quality, customer friendly, industry relevant information and services that result in increased levels of employment for Job Seekers. This includes performance skills training, occupational training career assessment and coaching, job placement and follow up for success.
2. Deliver high quality, customer friendly and company specific information and services for employers that result in hiring increased levels of qualified candidates thus decreasing employee turn-over.

Goal: Align services for “Opportunity” Youth with the work of the Northern Kentucky Education Council.
Objectives:

1. Reduce barriers to education and employment
2. Have all students be college and career ready
3. Ensure that educators meet or exceed national standards of excellence.
4. Make certain that lifelong learning opportunities are available, accessible and affordable to every community member.
5. Confirm that meaningful business engagement and service learning opportunities exist in all schools.
6. Certify that all education institutions have the necessary financial resources and program alignment to support the needs of the region.

**Infrastructure/ Livable community**

GOAL: Improve the public infrastructure of the region in order to support and sustain a viable economy and environment

Objective:

1. Support the development of airport facilities as an engine of economic development
2. Provide resources, training, and education for future projects
3. Use transportation as a form of economic development

Action:

1. Assist the counties and communities in the region with the improvement of their infrastructure
2. Identify local, state, federal, and private funding sources for capital improvements
3. Replace the Brent Spence Bridge
4. Improve and upgrade airport facilities
5. Support and encourage communication among industrial firms regarding air travel

GOAL: Promote the availability of water/sewer infrastructure to meet the demands of present and future population within the NKADD

Objectives:

1. Ensure adequate, efficient, and affordable water systems throughout the Northern Kentucky ADD
2. Promote long-range water supply capability throughout the District, with a particular focus on rural areas
3. Promote sufficient water treatment capacity capable of producing high quality potable water to meet the expanding water needs of the District
4. Maximize the utilization of available public monies for water system improvements, extensions, and additions
5. Construct, rehabilitate, and consolidate water facility projects that will enhance the availability of clean, affordable treated water in the District
6. Develop programs to provide adequate treated water storage and alternative treated water supply in times of emergency

Update: The NKADD is involved in determining old or inadequate water infrastructure and working towards funding solutions to replace it. The old water lines in northern Kenton and Campbell Counties are slowly getting replaced by the Northern Kentucky Water District. The NKADD staff has also worked on obtaining GPS points for a variety of water and sewer features in the NKADD service area, which will facilitate the systems in updating their Asset Inventory. This information will in turn aid them in securing funding and reporting to regulatory agencies.

Environment/Health

GOAL: Observe, protect, and manage the natural resources of the region to promote environmental stewardship

Objectives:
1. Promote alternative energy development within the Region including waste to energy, landfill gas to energy, use of alternative fuels, etc., to reduce solid-waste related impacts on climate change
2. Become efficient in our use of resources

Action:
1. Conduct ongoing health and social assessments and implement a comprehensive regional approach to meet and fund those needs
2. Promote the development of renewable energy production in the region
3. Encourage the development of alternative energy sources
4. Promote and expand developing Water Cluster.

Update: Northern Kentucky is suffering with the widespread abuse of opiates including heroin. This abuse has led to an increase in crime and strain on the court system and is an obstacle in providing employers with a qualified workforce. The Heroin Impact Response was formed in order to establish a plan and steps to combat this devastating issue. Members of the Response include government leaders, doctors, other medical and substance abuse treatment professionals, and law enforcement officials. The NKADD staff has been involved in these meetings and supports the goals
of the Response. A comprehensive regional plan to solve this problem was published in November 2013. Since then, the NKY Heroin Impact Response Task force has hired a full-time coordinator to further the group’s efforts and bring aspects of the plan to fruition by securing funding. Efforts are continuing to eradicate this threat, and Boone, Kenton, and Campbell Counties have funded the Northern Kentucky Office of Drug Control Policy and Kenton County has established a Substance Abuse Treatment program for the incarcerated population at the Kenton County Detention Center, and Campbell County has approved capital expenditures to begin a SAT program as well.

Housing

GOAL: Preserve and expand the supply of good-quality housing units in which to meet demand to all income groups
GOAL: Make existing housing more affordable and more readily available
GOAL: Promote racial and economic diversity in residential neighborhoods

Objectives:
1. Financial literacy and prevent homelessness
2. Link housing with essential supportive services
3. Promote balanced metropolitan growth.

Housing markets are regional, so housing policies should be.

Often overlooked, state and local regulatory policies offer cost-effective opportunities to make private housing more available and affordable. Regulations such as zoning policies, land use restrictions, development fees, subdivision and design requirements, building codes, rent controls, and other regulations help determine whether and where different types of housing can be developed, how much it costs, and how it is maintained.

The traditional approach to land use and development regulation has resulted in policies that explicitly or implicitly limit or prevent the development of affordable housing in a jurisdiction, through restrictive policies like outright bans on multifamily housing or through requirements for large lot sizes, houses set back from the street, and wide sidewalks.

Aging

GOAL: Empower older Kentuckians, their families, and other consumers to make informed decisions about, and to be able to easily access, existing health and long-term care options.

Objective:
1. NKADD/AAAIL will provide a one-stop shop for aging and disability information, programs, and services.
2. NKADD/AAAIL will provide in-house assessment and case management of older Kentuckians, coordinating services on behalf of consumers.

Strategies:
1. NKADD/AAAIL will provide in-house assessment and case management of older Kentuckians, coordinating services on behalf of consumers.
   Person and entity Responsible: ADRC and Case Management Staff

Update: The ADRC and Case Management Staff continue to provide in-house assessment and case management of older Kentuckians. Their wait-list to be assessed continues to be reduced as they have worked hard towards seeing as many people as possible in order to provide service to them as soon as possible.

GOAL: Enable senior Kentuckians and individuals with disabilities to remain in their homes with high quality of life for as long as possible through the provision of home and community-based services, including supports for family caregivers.

Objectives:
1. Enable senior Kentuckians and individuals with disabilities to remain in their homes with high quality of life for as long as possible through the provision of home and community-based services, including supports for family caregivers.
2. NKADD/AAAIL will administer programs which respond to the needs of the community.

Strategies to Objective 1:
   a. A program and planning committee will meet on an as needed basis to determine needs in the community.
   b. A comprehensive needs assessment survey will be administered annually in the community, allowing consumers and family caregivers an opportunity to provide input as to their needs.

Update: In 2013, a comprehensive community needs assessment was conducted to allow key stakeholders, consumers, and family caregivers to identify the most needed services and programs and to help identify gaps in those services. This needs assessment has enabled the program staff to continue with identifying and planning programs and services based on the identified gaps from the assessment for 2014 and beyond.

Strategies to Objective 2:
   a. Programs will continue to be awarded to subcontracted agencies through an RFP process, including the Homecare Program, Adult Day Care, Personal Care Attendant Program, Older American’s Act Title III programs and other programs which provide long term care services to older adults, disabled individuals, and family caregivers in the Northern KY Region.
   b. The Consumer Directed Option Program will serve as the Medicaid Waiver Program for individuals who are Medicaid eligible and enrolled in the Home and Community Based (HCB)
Waiver. This program will provide disabled individuals needed services and supports to remain in their homes. This program gives individuals the freedom and flexibility to direct their own care and hire their own caregivers.

Update: The Consumer Directed Option Program serves as the Medicaid Waiver Program for individual who are Medicaid eligible and enrolled in one of the following waivers: Home and Community Based (HCB)Waiver, Michelle P (MP) Waiver, Support for Community Living (SCL)Waiver, Acquired Brain Injury (ABI) Waiver and Acquired Brain Injury Short-term Waiver. These waivers provide services and support to individuals, with either a physical or intellectual disability, so they are able to remain in the community. These programs provide individuals the freedom and flexibility to direct their own care and hire their own caregivers.

c. The National Family Caregiver Support Program will be administered by NKADD/AAAIL and will provide support and services to family caregivers of older adults, adults with Alzheimer’s disease or dementia, and grandparents and relative caregivers age 55 or older who are the primary caregivers of minor children.
Person and entity Responsible: All AAAIL and Case Management Staff

GOAL: Empower senior Kentuckians and individuals with disabilities to stay active and healthy through Evidence-Based disease and Disability Prevention Programs and other community opportunities.

Objectives:
1. NKADD/AAAIL will fund evidence based and other programs which promote health and wellness to older and disabled adults.
2. NKADD/AAAIL will promote Senior Centers in every county of the Northern KY region to serve as a focal point for nutrition services and to promote socialization and activities of older Kentuckians.

Strategies to Objective 1:

a. NKADD/AAAIL currently provides funds for the evidence based program, “Healthy Rhythms”.

b. NKADD/AAAIL currently funds the Chronic Disease Self Management Program and an initiative known as Improving Arthritis Outcomes.

Update: The Improving Arthritis Outcomes is an on-going initiative and will be utilizing the Arthritis Foundation’s “Walk with Ease” program to accomplish positive outcomes for individuals suffering from Arthritis.

c. NKADD/AAAIL provides funding and staffing assistance that is used to help support the Northern Kentucky Senior Games, which is a community wide annual event that encourages
Northern Kentuckians, age 50 and older to participate in spirited competition and exercise through games and events.

Strategies to Objective 2:

a. NKADD/AAAIL will plan for the implementation of Senior Center and Congregate Meal services to encourage health and activity for senior Kentuckians in Northern KY.

b. Senior Centers will be located in every county of the Northern KY ADD to serve as a focal point for wellness programs, socialization, and nutrition for individuals age 60 and older.

c. Disabled adults under age 60 who reside in buildings where a congregate meal is being offered or who are accompanied by a senior adult age 60 or older may participate in nutrition services in Senior Centers.

Update: The Commodity Food Supplemental Program will continue to work to improve the lives of low income, older adults age 60 and over, by supplementing their diet with a monthly food package of USDA products.

Person and entity Responsible: AAAIL Staff
VI. Strategic Projects

This section of the CEDS Report provides a list of projects that are important to Northern Kentucky and are longer in nature than those identified in the Present Economic Development Projects. They are broken down by List of Projects and Vital Regional Projects

List of Projects

The following projects are priorities for individual communities and it is the goal of the NKADD to work toward their funding completion.

**Brent Spence Bridge** – The lack of capacity and resulting congestion on this component of the interstate system adversely impacts the regional, state and national economy. It is vital that adequate and continued funding of the Brent Spence Bridge project that furthers the economic growth of the Commonwealth be achieved. “The Brent Spence Interstate Bridge is a critical economic resource linking Kentucky and the rest of the nation and providing a vital conduit for Kentucky’s commerce. Aging beyond serviceability, it now operates at 185% of original design capacity and the resulting safety concerns have listed it as a “top ten” in the nation’s most dangerous bridges. The accident rate on the bridge is 750% higher than the accident rate on the rest of the Kentucky Interstate Highway System” (Northern Kentucky Chamber.)

**Riverfront Commons** – Three mile pedestrian corridor connecting the communities of Covington, Newport, Bellevue and Dayton, along the south bank of the Ohio River; will support current development efforts and stimulate further economic development along the riverfront and within the communities.

**Replacement of Aging Water and Wastewater Lines**
Replace aging water lines. The river cities of Bromley, Covington, Ludlow, Bellevue, Newport and Dayton share over 175 miles of unlined cast iron water lines varying in age from 60 to 110 years old. Replacement of these lines is critical to residential, commercial and industrial customers, as well as to overall public health. The Northern Kentucky Water District is able to provide $69 million in local dollars for this $138 million project. (Funding request: $69 million)

*Update: This is an ongoing project that consists of several projects over many years. The NKWD replaces about $6 million worth of water lines every year, which equals a mile or two of water lines. There are currently ongoing projects in Park Hills, Fort Mitchell and Fort Wright. There are several other projects that are currently under design. In addition, the aging wastewater infrastructure in the urban core is also an issue as many residents suffer sewage backups into their basements during periods of particularly heavy rain.*
Southern Kenton County Water Expansion
The USDA awarded $2.3 million in loan and grant funding to extend water infrastructure to 135 houses in rural Kenton County and is supplemented by a $1 million Community Development Block Grant awarded to the Kenton County Fiscal Court. Construction bids are scheduled to be secured by the end of the year pending approvals, easements and permitting.

*Update: Phase I of this project has been completed. The project came in under budget and the remaining funds will be used to construct water lines to serve an estimated 35 additional customers.*

Licking River Greenway
Address erosion problems and develop a pedestrian pathway along the Ohio River and hiking and walking trails along the Licking River. This project will address serious riverbank erosion along the south shore of the Ohio River, create a multi-use pedestrian pathway connecting the river cities of Northern Kentucky, linking residential and commercial locations, recreational opportunities, tourist attractions and art and cultural sites, and provide a hiking and walking trail along both sides of the Licking River from the Ohio River to I-275. Phase I of the project will correct two of the most critical erosion problems along the Ohio River and create the first trail section of the Licking River Greenway. (Funding request: $12.9 million)

*Update: The Licking River Greenway Petroleum Assessment Project has been completed.*

Route 16 Taylor Mill Road Reconstruction
The realignment of KY 16 will unleash vast potential for new development. Taylor Mill recognizes the massive public investment that this represents. We understand this is a once in a lifetime opportunity to set a course for economic development within our city. The city administration realizes the potential for tremendous commercial growth and has taken a proactive step to attract quality traditional development to Taylor Mill. Taylor Mill in conjunction with this new road project intends to follow through with its vision and create an area called “The Districts”. Taylor Mill has established guidelines for downtown development and has formalized its commitment to commercial zoning for “The Districts” by adopting zoning for the area. The Districts are primed to fill the roles of an economic base and gathering place for the community. (Funding request: $15 - $20 million)

*Update: This project is complete.*

SPUI & RR Underpass at US 25 & KY 338
Suitable zoning for industrial purposes is in place in both Boone and Kenton counties for approximately 1,000 acres of land. By contrast the Northern Kentucky Industrial Park encompasses nearly 2,000 acres. If fully developed, approximately 35 to 40 new industrial facilities could be built, employing around 8,000 new workers with at least $500 million in new capital investment. (Funding request: $20 million)

*Update: Phase II design is underway.*
Mt. Zion Road (KY 536) Reconstruction to 5 Lane Urban
Economic development in the City of Union along with parts of southern Boone, Campbell and Kenton Counties as a tri-county connector route. Also this improvement will relieve traffic congestion and promote safety. This project will strongly impact the initialization of the Union Town Center project along with other developments in Boone, Campbell and Kenton Counties. (Budget: $49 million)

*Update: Construction and planning funds were allocated in the General Assembly road plan in 2014. Funds were allocated for utility relocation in Boone county, construction, and right of way acquisition in all three counties.*

Dayton Manhattan Harbour
$200 million that could include up to 1,100 housing units as well as civic, retail and entertainment uses

*Update: Under construction*

Ovation
Newport - A $600 million project on the banks of the Licking and Ohio River will include office, 900 residential units and retail development. Most of the retail development will be geared to people living and working in the development.

Ludlow Lagoon
Developing 75 acre property for recreation and public use connecting to Devou Park.

Newport Steel
The old Newport Steel site is in the most western part of the city of Newport. It is currently owned by a company called IPSCO with a primary office in Downers Grove, Ill. There are approximately 20 acres at the site. The site has gone through Phase one of EPA testing of hazardous material. The site is located next to the Route 9 extension through Newport scheduled to begin in late 2013. This new road makes this site very attractive for several types of development provided the remaining EPA requirements can be satisfied.

*Realignment of Kentucky Routes 8 and 9 in Newport for $12.5 million*

*Update: Phase I of the project started this year and is expected to be completed by early 2017.*

Park to Park Trails This project will encompass Carroll County in its entirety by connecting Butler State Park to the county and city parks. It includes 18 miles of land and water trails. A riverwalk will be established to downtown’s Pointe Park (Project cost: $14 million).

ARK Encounter (Williamstown) - According to research cited by Ark Encounter, the attraction is expected to draw more than a million people in its first year. The project will be built in multiple
phases over many years and will reduce the initial construction period and funding requirements. The ark and supporting elements such as interactive children’s activities, restaurants, live entertainment venues and shopping areas will open during the first phase, which is projected to be complete by 2014 (project cost: $150 million)

*Update: Construction is underway*

**Carrollton Gas Line Expansion**
Carrollton Utilities is exploring the possibility of installing a natural gas pipeline beneath the Ohio River. The pipeline would provide an additional source of natural gas for the utility's customers, as well as adding capacity to their system to allow for future industrial expansion. The line is expected to cost $7-10 million and extend for 10 miles to the nearest pipeline. Carrollton Utilities provides water, sewer, and natural gas to customers in Carroll, Gallatin, Owen, Henry, and Trimble Counties. They supply natural gas to a major industrial corridor along Route 42 in Carroll and Gallatin Counties. The additional line would facilitate future economic development opportunities in and around the multi-county area.

**Construction of an adolescent residential substance abuse treatment facility for $2.4 million**
*Update: In 2014 The Northern Kentucky Heroin Impact and Response Work Group formed a committee to address the limited adolescent treatment in the region and advised a continuum of care from early detection to residential treatment. In August of 2014 the Children’s Home of NKY received a $1.5 million grant through the KY Kids Recovery Grant to start residential substance abuse-treatment services and expand its current program.*

**Kitchen Accelerator** – is a regional, shared-use commercial incubator kitchen designed to help develop food entrepreneurs, create new food businesses, grow existing food businesses, and provide workforce development resulting in new jobs and new economic development in rural Northern Kentucky.

**Kentucky I-71 Corridor Economic Development Task Force Planning**
Study on widening the Interstate 71 Corridor from Jefferson County to Boone County to enhance safety and to build economic development in this region. This is the first step in an eventual upgrade and expansion of this busy interstate to at least six (6) lanes in both directions.

**Bromley Septic System/Public Sewer Hook-Up**
This project will target a southwest area of the City of Bromley that currently does not have sewer service. The scope of this project consists of installing 1,680 l.f. of 2" low pressure force main on the south side of River Road and installing 1,650 l.f. of 2" low pressure force main on the north side of River Road. In addition, 380 l.f. of 2" low pressure force main will be installed on Hayward Street. There will also be a 300 l.f. extension of 8" gravity sewers up to Hayward Street where the low pressure force mains will tie into a sanitary manhole. This low pressure system will incorporate 6 flushing manholes along its length and a grinder and ejector pump will be installed at each home
tying into the low pressure system. It is estimated that 33 homes will utilize the low pressure system and 2 homes will tie into the gravity extension.

_Update: This continues to be an issue in the City of Bromley. Additional alternatives for solving the problem for the affected residents are being identified._

**Orchard Street Rowhouses**
Live/work space for artists that will take five shotgun houses and turn them into modern and attractive homes for sale. As part of this project, the Center is purchasing a former dump lot to do surface parking. Money is still needed to build out this parking lot.

_Update: The rowhouses were completed in January of 2014._

**Pike Star**
This is a building on Pike Street that will consist of 7 market rate rental units and approx. 5,000 square feet of commercial space. Construction should start at the beginning of 2013.

_Update: The Pike Star project has added an additional building, the Tanino’s Café Building (114 West Pike). This adds four additional market rate apartments and another commercial space. The rental units are complete and in use._

**1108 Holman**
A single family historic home that will be rehabbed and sold to a first time homebuyer.

**Circus Performance and Training Center**
_Update: No Update._

**Carroll County Water District 5,000 Gallon Elevated Water Storage Tank**
Construction of a new water tank to increase water storage capacity in Carroll County water District #1 and improve service to industrial and residential customers.

**Redevelopment of Showcase Cinema Property**
The City of Erlanger wishes to redevelop a significant, underutilized piece of property immediately west of I-75. The former Showcase Cinema has sat vacant for years, however, the property is ripe for redevelopment.

_Vital Regional Projects_

The Northern Kentucky Region participates in a consensus project aimed at identifying the vital regional projects.

**Northern Kentucky Convention Center Expansion**
Expand the Northern Kentucky Convention Center. Since it began operations in 1999, the Convention Center has fulfilled its promise to the Commonwealth and region. Booked business has exceeded initial projections by 38% and has generated an economic impact of $918 million. To continue growth and attract even larger conventions, an additional ballroom and 20 additional meeting rooms need to be added. (Funding request: $30 - $35 million)

*Update: In January of 2014 a sales tax was proposed to pay for, among other things, the expansion of the Convention Center.*

**Urban Campus of Gateway Community & Technical College**
The project encompasses the design and building of a major new campus in the urban core. Gateway’s commitment to build a new comprehensive Urban Campus in Covington to serve the urban core of the region is consistent with the Vision 2015 plan and mission of Gateway and the Kentucky Community and Technical College System (KCTCS) to increase access to affordable postsecondary education and training where citizens live and work. The current campus facilities on Amsterdam Road are outdated, inadequate and not accessible by bus to residents of the urban core. The proposed Urban Campus will include new facilities totaling between 85,000 to 125,000 square feet and will be built in Covington on Scott Blvd. in collaboration with the Kenton County Public Library, City of Covington, TANK, Kenton County Fiscal Court and other community partners. It will serve the largest number of residents in the region who do not possess any college and/or have some college but do not have a college credential or degree. The new Urban Campus is expected annually to reach 2,500 new students and provide entry into technical and career training as well as transfer oriented programs leading to bachelor’s degrees in the region’s 4-year colleges and universities. It will also serve as a hub for dual credit programs for the urban high schools, a center for adult education and an anchor for the redevelopment of the urban business community. (Funding request: $52.8 million)

*Update: Substantially complete.*

**Health Innovations Center / Renovation of Old Science Building** – Northern Kentucky University
The Health Innovations Center will bring together the University’s health care related disciplines to create interdisciplinary programs focused on teaching, community engagement, partnerships and applied research in ways that will impact the region’s economic vitality. The Center will house advanced programs in psychology, nursing, radiological technology and respiratory therapy and help meet the region’s demand for quality health care professionals. Opened in 1974, the Old Science Building (Founder’s Hall) is essential to the University’s operations and is in drastic need of renovation. Funds are needed to install/replace the HVAC system, wiring, sprinklers, lighting, restrooms, fire alarm system and roof. (Funding request: $92.5 million)

*Update: The Health Innovations Center recently received funding from St. Elizabeth.*
New Carrollton Campus of Jefferson Community & Technical College
Build a new Carrollton Campus of Jefferson Community & Technical College. The Carrollton Campus originally opened in a shopping center in 1990 and moved to a renovated department store in 1994. The current location has exhausted its available space and cannot meet the demands of students, business and the community. This project will provide a new 40,000 square foot facility. (Funding request: $15 million)

Update: JCTC is currently pursuing matching funds to participate in the BuildSmart program, which will allow JCTC to use $4 million in matching funds through the Kentucky Community & Technical College System to issue agency bonds to fund the project.

Development of Covington Square and public market for $14 million.
Originally conceived as “Times Star Commons”, this project received $1 million in state funding from the 2006 General Assembly for “planning” purposes. The city used some of this funding for appraisals for properties to be acquired for this project, a downtown parking study, and to hire the Project for Public Squares, Inc. (“PPS”), the preeminent expert on public space, a conduct public visioning and planning process and to prepare a report of recommendations for the project. This project has two components: a civic square and public market in a block of downtown Covington bounded by Madison Ave., Scott Blvd., 4th St., and 5th St.

Tri-County Regional Airport in Gallatin County for $8 million. The airport would serve small aircraft in Carroll, Gallatin and Owen counties.

Brownfields- Growing out of the success in serving as one of three partnering agencies for the Licking River Greenway Brownfield Coalition, the NKADD has developed an overall regional plan for brownfield redevelopment. The NKADD is currently working to implement this plan, and is seeking funding from federal, state, and private sources. This program will allow the NKADD to work with the communities they serve in inventory creation, funding options, environmental assessments, remediation planning, site cleanup, and redevelopment. By redeveloping brownfield sites the NKADD communities will be benefiting as healthier, more viable areas for living.

Update: In 2012 the NKADD was awarded $850,000 for a Brownfield Revolving Loan Fund. This grant program must run at least five years before closing out. These funds are for the cleanup of assessed brownfield sites into viable properties, and for the administration thereof. A small portion of funding was set aside for sub-grants for local government entities and nonprofits. The rest is available for lending at low to no interest rates over an extended period of time. In 2013 two nonprofit property owners received sub-grants to cleanup sites that are part of larger projects. In 2014 the two nonprofit property owners received site remediation. The United States Department of Environmental Protection has awarded the Northern Kentucky Area Development District (NKADD) with a brownfield grant assessment grant for the Licking River Greenway Corridor allocating $600,000, with NKADD as the lead applicant and fiscal agent in partnership with the cities of
Comprehensive Economic Development Strategy

Covington and Newport, to assess brownfield sites assumed or known to be contaminated with hazardous substances.

Broadband
Expanding broadband to unserved areas will create jobs and allow businesses to expand their services, increase educational experiences, and make it easier for residents to do job searches.

Update: The NKADD continues to support the improvement of the Broadband system. Efforts continue across the area to provide Broadband to a larger population of people.

Business Development
The Northern Kentucky Area Development District’s small business lending program, formally known as the Revolving Loan Fund, is a publicly funded and administered development capital fund.
It was established to provide access to debt financing capital to small businesses unable to obtain sufficient private financing for projects deemed of economic benefit to the NKADD’s eight counties.
In this program, economic benefit is measured by capital investment and job creation.

Update: Since September 1999, NKADD has loaned 1.68 million dollars to expanding business and start-ups, and leveraged an additional 6.75 million dollars in private and other public investment. These investments have directly created or helped retained 153 jobs.

INKUBATOR
The INKUBATOR is founded on the idea of Discere Faciend – To Learn by Doing, and is the applied arm of entrepreneurship, housed within the Haile/US bank College of Business at Northern Kentucky University (NKU). A cross campus collaborative effort involving all schools at NKU, The INKUBATOR creates and runs programs that facilitate the application of knowledge gained in the classroom with the overall objective of creating and sustaining an entrepreneurial ecosystem. Our programs are designed to help current and recently graduated NKU students apply learned skills, ideate, build strong cross discipline teams, validate, and implement innovative ideas. They include the summer incubator program, startup weekend, and virtual coops.

Update: This 12-week program for students began in 2012, the second class was completed in 2013, and the third class finished in August of 2014. Students can be a part of the Inkubator by either submitting an entrepreneurial idea or by signing up to be a part of a team. The students will then work towards milestones over the course of the class that focus on building a strong and viable business model, building a strong team, and developing a prototype. The program ends with a presentation to a group of investors.
VII. Evaluation/Reporting

The Northern Kentucky Area Development District will review, analyze, and update the Comprehensive Economic Development Strategy annually. The 2012 CEDS establishes new goals, objectives, and action items that will be monitored through the CEDS updates. Additionally, the NKADD has outlined and described numerous projects at area and regional levels that will be reported on every update. In order to achieve the goals listed and complete the projects noted, the NKADD will be pursuing all available funding sources based on priority.

A diagram of the review process:
Appendix One: CEDS Committee/CEDS Resolution

2012 Committee Members

Jessica Rawe, Adams Stepner Wolterman & Dusing
Lewis Diaz, Peck/Shaffer
Nate Salyers, Legacy Financial Advisors
Arli Schuermann, Corporex
Jack Moreland, Southbank Partners
Bill Scheyer, Vision 2015
Doug West, Mayor, City of Owenton
Joan Moore, Carroll County Community Development Corporation
Janet Harrah, Northern Kentucky University
Joe Wind, Northern Kentucky University
John Muller, Carespring
Tony Hyott, St. Elizabeth Healthcare
Jason Payne, Republic Bank
Kris Morgan, Von Lehman
Rebecca Volpe, City of Covington
Lisa Wilson-Plajer, Citizen Member
Josh Wice, City of Florence
Mark Peachey, Northern Kentucky Chamber of Commerce

NKADD Staff
Meghan Sandfoss
Naashom Marx
Bill Mitchell
Sara Jo Shipley
Drew Tilow
## Appendix Two: Transportation Priorities-Rural Counties

<table>
<thead>
<tr>
<th>COUNTY</th>
<th>MILES</th>
<th>DESCRIPTION</th>
<th>COST</th>
</tr>
</thead>
<tbody>
<tr>
<td>GALLATIN</td>
<td>0.500</td>
<td>IMPROVE SAFETY AND CONGESTION ON US 42 FROM PAYNE AVE TO DORMAN DR</td>
<td>$5,000,000</td>
</tr>
<tr>
<td>CARROLL</td>
<td>0.242</td>
<td>Replace Bridge on US-42 (5.822) Over KENTUCKY RIVER &amp; CITY ST (SD, SR = 27.8) 021B00043N</td>
<td>$29,810,000</td>
</tr>
<tr>
<td>OWEN</td>
<td>4.612</td>
<td>Improve safety and mobility and address geometric deficiencies along KY 22 from KY 227 (Georgetown Road) to KY 845 (Eden Shale Road). (Section A 1 May 2004 Programming Study)</td>
<td>$29,000,000</td>
</tr>
<tr>
<td>GRANT</td>
<td>6.040</td>
<td>RECONSTRUCTION OF ROUTE 22 FROM KY 1993 TO BATON ROUGE RD. SEE SECTION A3 IN MAY 2004 PROGRAMMING STUDY.</td>
<td>$60,000,000</td>
</tr>
<tr>
<td>OWEN</td>
<td>2.503</td>
<td>WIDEN KY 22 FROM INTERSECTION WITH KY 845 TO THE OWEN/GRANT COUNTY LINE (120CC) (140CR)</td>
<td>$35,000,000</td>
</tr>
<tr>
<td>GRANT</td>
<td>0.046</td>
<td>Replace Bridge on KY-22 (6.617) Over CLARKS CRK+BATON ROUGE R (SD, SR = 45.6) 041B00011N</td>
<td>$2,900,000</td>
</tr>
<tr>
<td>CARROLL</td>
<td>0.135</td>
<td>DRAINAGE IMPROVEMENTS ALONG US 42 AT PRESTONSVILLE</td>
<td>$3,200,000</td>
</tr>
<tr>
<td>PENDLETON</td>
<td>0.400</td>
<td>INTERSECTION IMPROVEMENTS ADD TURN LANNES ALONG US 27 AT THE INTERSECTION OF KY 17</td>
<td>$750,000</td>
</tr>
<tr>
<td>GRANT</td>
<td>0.004</td>
<td>Replace Bridge on KY-491 (0.002) Over BULLOCK CREEK (SD, SR = 29.4) 041B00017N</td>
<td>$1,225,000</td>
</tr>
<tr>
<td>OWEN</td>
<td>0.324</td>
<td>Diamond Grind PCC Pavement</td>
<td>$165,000</td>
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<tr>
<td>CARROLL</td>
<td>2.495</td>
<td>RECONSTRUCTION OF JY 55 FROM I-71 TO KY-42</td>
<td>$25,000,000</td>
</tr>
<tr>
<td>CARROLL</td>
<td>0.500</td>
<td>RECONSTRUCT 0.5 MI EASTERNLY FROM KY 227 WITH CURB, GUTTER AND SIDEWALKS</td>
<td>$2,900,000</td>
</tr>
<tr>
<td>OWEN</td>
<td>5.600</td>
<td>RECONSTRUCT KY 657 TO ELIMINATE THE HAIRPIN TURN NEAR SAWRIDGE CREEK</td>
<td>$5,000,000</td>
</tr>
<tr>
<td>PENDLETON</td>
<td>0.400</td>
<td>INTERSECTION IMPROVEMENTS ADD TURN LANNES ALONG US 27 AT THE INTERSECTION OF KY 17</td>
<td>$750,000</td>
</tr>
<tr>
<td>GALLATIN</td>
<td>3.219</td>
<td>UPGRADE US 42 FROM CARROLL CO LINE TO RT 1039 INCREASE SAFETY WITH ADDITIONAL TURNING LANES AND SIGNAGE</td>
<td>$31,000,000</td>
</tr>
<tr>
<td>GRANT</td>
<td>0.456</td>
<td>RECONSTRUCTION OF ROUTE 1994 FROM I-75 TO US 25. SEE I-75 LISTING FOR NEW INTERCHANGE AT I-75.</td>
<td>$9,000,000</td>
</tr>
<tr>
<td>OWEN</td>
<td>2.04</td>
<td>RECONSTRUCTION OF KY 22 FROM KY 355 TO TOP OF THE HILL AT MILE POINT 2.35. SEE SECTION A4 IN MAY 2004 STUDY</td>
<td>$20,000,000</td>
</tr>
<tr>
<td>GRANT</td>
<td>4.080</td>
<td>RECONSTRUCTION OF ROUTE 22 FROM BATON ROUGE RD TO KY 467. SEE SECTION A4 IN MAY 2004 PROGRAMMING STUDY.</td>
<td>$40,000,000</td>
</tr>
<tr>
<td>CARROLL</td>
<td>0.766</td>
<td>SPOT IMPROVEMENTS ALONG HIGHWAY 36 AT THE INTERSECTIONS OF COMANCHE LN &amp; 36 AND BOONE RD &amp; 36</td>
<td>$3,950,000</td>
</tr>
<tr>
<td>CARROLL</td>
<td>2.900</td>
<td>CONSTRUCT THE INTERSECTION KY 389 AND GREENBOTTOM ROAD</td>
<td>$3,000,000</td>
</tr>
<tr>
<td>OWEN</td>
<td>1.628</td>
<td>RECONSTRUCTION OF KY 22 FROM TOP OF HILL AT MILE POINT 2.35 TO MORGANS RD</td>
<td>$17,000,000</td>
</tr>
<tr>
<td>PENDLETON</td>
<td>6.900</td>
<td>RELOCATION FROM KY 1054 TO THE INTERSECTION OF FRYER ROAD AND KY 335 (ALIGNMENT H FROM 1988 STUDY)</td>
<td>$70,000,000</td>
</tr>
<tr>
<td>GALLATIN</td>
<td>2.328</td>
<td>RECONSTRUCTION OF KY 467 FROM US 127 TO GRANT C/L</td>
<td>$23,500,000</td>
</tr>
<tr>
<td>CARROLL</td>
<td>3.893</td>
<td>RECONSTRUCTKY 36 FROM KY 227 TO KY FOUR MILE RD</td>
<td>$41,000,000</td>
</tr>
<tr>
<td>OWEN</td>
<td>0.825</td>
<td>RECONSTRUCTION OF KY 22 FROM KY 1670 TO US 127</td>
<td>$10,750,000</td>
</tr>
<tr>
<td>PENDLETON</td>
<td>3.888</td>
<td>RECONSTRUCTION OF KY 159 FROM RT 22 TO KINCAID LAKE STATE PARK</td>
<td>$35,500,000</td>
</tr>
<tr>
<td>OWEN</td>
<td>2.579</td>
<td>RECONSTRUCTION OF KY 22 FROM MORGANS ROAD TO HIDE AWAY DRIVE</td>
<td>$24,000,000</td>
</tr>
<tr>
<td>CARROLL</td>
<td>2.444</td>
<td>RECONSTRUCT KY 36 FROM KY 1204 TO KY 467</td>
<td>$24,000,000</td>
</tr>
<tr>
<td>GALLATIN</td>
<td>3.000</td>
<td>RECONSTRUCT US 42 FROM APPROX. 2.0 MILE OF WARSAW TO US 127. SEE SECTION 2 ALTERNATE 2B IN 1999 LOCATION STUDY REPORT.</td>
<td>$36,000,000</td>
</tr>
<tr>
<td>PENDLETON</td>
<td>0.676</td>
<td>TRUCK CLIMBING LN ON NORTHBOUND US 27 FROM MENZIE BOTTOMS RD</td>
<td>$5,500,000</td>
</tr>
</tbody>
</table>

**Tier 1** <$2 million

**Tier 2** $2-$10 million

**Tier 3** >$10 million
## Appendix Three: Transportation Priorities-Urban Counties

Highway District 6 Top 30 unscheduled Projects List (Boone, Campbell, Kenton)

<table>
<thead>
<tr>
<th>OVERALL RANK</th>
<th>COUNTY</th>
<th>ROUTE</th>
<th>PROJECT DESCRIPTION</th>
<th>TOTAL COST</th>
<th>RANK BY TIER</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>Boone</td>
<td>CR 1014</td>
<td>RECONSTRUCT RICHARDSON RD FROM US 25 TO KY 1303 (TURKEYFOOT RD.) INCL. BRIDGE OVER NS RAILROAD</td>
<td>$24,500,000.00</td>
<td>1</td>
</tr>
<tr>
<td>2</td>
<td>Boone</td>
<td>CS 1000</td>
<td>RECONSTRUCT RICHARDSON RD FROM US 25 TO KY 1303 (TURKEYFOOT RD.) INCL. BRIDGE OVER NS RAILROAD</td>
<td>$24,500,000.00</td>
<td>1</td>
</tr>
<tr>
<td>4</td>
<td>Kenton</td>
<td>KY 177</td>
<td>IMPROVE INTERSECTION FOR SAFE FREIGHT/TRUCK MOVEMENTS</td>
<td>$1,550,000.00</td>
<td>1</td>
</tr>
<tr>
<td>5</td>
<td>Boone</td>
<td>I 75</td>
<td>RECONSTRUCT I-275 TO MAINLINE I-75 SB COLLECTOR / DISTRIBUTOR TO RELIEVE CONGESTION &amp; INCREASE SAFETY</td>
<td>$50,000,000.00</td>
<td>3</td>
</tr>
<tr>
<td>6</td>
<td>Boone</td>
<td>KY 237</td>
<td>RECONSTRUCT KY 237 FROM KY 536 TO US 42</td>
<td>$19,000,000.00</td>
<td>4</td>
</tr>
<tr>
<td>9</td>
<td>Kenton</td>
<td>KY 536</td>
<td>RECONSTRUCT KY 536 FROM KY 16 TO KY 177 ON NEW ALIGNMENT</td>
<td>$68,000,000.00</td>
<td>6</td>
</tr>
<tr>
<td>11</td>
<td>Campbell</td>
<td>KY 9</td>
<td>RECONSTRUCT THE INTERCHANGE OF KY 9 AND I-275</td>
<td>$39,500,000.00</td>
<td>8</td>
</tr>
<tr>
<td>13</td>
<td>Campbell</td>
<td>KY 1998</td>
<td>BRIDGE AND APPROACH ROAD TO PROVIDE ACCESS FROM AA HIGHWAY NEAR KY 1998 TO KY 177</td>
<td>$21,500,000.00</td>
<td>10</td>
</tr>
<tr>
<td>14</td>
<td>Boone</td>
<td>CR 1001</td>
<td>RECONSTRUCT CAMP ERNST ROAD FROM KY 237 TO KY 536</td>
<td>$42,800,000.00</td>
<td>11</td>
</tr>
<tr>
<td>18</td>
<td>Boone</td>
<td>KY 18</td>
<td>REHABILITATION OF PAVEMENT / DRAINAGE OF KY 18 THRU I-75 INTERCHANGE</td>
<td>$22,000,000.00</td>
<td>13</td>
</tr>
<tr>
<td>19</td>
<td>Kenton</td>
<td>KY 536</td>
<td>RECONSTRUCT KY 536 FROM KY 17 TO KY 16</td>
<td>$18,400,000.00</td>
<td>14</td>
</tr>
<tr>
<td>22</td>
<td>Kenton</td>
<td>KY 1303</td>
<td>RELOCATE INTERSECTION OF CRESTVIEW HILLS MALL RD. TO RELIEVE CONGESTION</td>
<td>$9,990,000.00</td>
<td>2</td>
</tr>
<tr>
<td>23</td>
<td>Kenton</td>
<td>KY 8</td>
<td>REPLACE 4TH ST. BRIDGE</td>
<td>$18,000,000.00</td>
<td>16</td>
</tr>
<tr>
<td>25</td>
<td>Kenton</td>
<td>KY 3187</td>
<td>RECONSTRUCT INTERSECTIONS OF FARRELL DR. &amp; MT. VERNON TO CORRECT SIGHT DISTANCE &amp; ADD TURN LANES</td>
<td>$8,250,000.00</td>
<td>3</td>
</tr>
<tr>
<td>31</td>
<td>Campbell</td>
<td>KY 8</td>
<td>RECONSTRUCT KY 8 FROM TOWER HILL RD TO KY 445</td>
<td>$53,000,000.00</td>
<td>22</td>
</tr>
<tr>
<td>34</td>
<td>Campbell</td>
<td>KY 2924</td>
<td>RECONSTRUCT KY 2924 FROM US 27 TO KY 915</td>
<td>$32,250,000.00</td>
<td>24</td>
</tr>
<tr>
<td>35</td>
<td>Boone</td>
<td>KY 3060</td>
<td>CONSTRUCT NEW EXTENSION FROM KY 3060 (FROGTOWN RD) TO KY 536 (MT. ZION RD)</td>
<td>$32,700,000.00</td>
<td>25</td>
</tr>
<tr>
<td>36</td>
<td>Campbell</td>
<td>KY 915</td>
<td>RECONSTRUCT KY 915 FROM KY 2924 TO KY 9</td>
<td>$35,000,000.00</td>
<td>26</td>
</tr>
<tr>
<td>43</td>
<td>Boone</td>
<td>KY 338</td>
<td>RECONSTRUCT KY 338 FROM TRIPLE CROWN BOULEVARD TO HICKS PIKE</td>
<td>$6,750,000.00</td>
<td>8</td>
</tr>
<tr>
<td>44</td>
<td>Kenton</td>
<td>KY 8</td>
<td>WIDEN KY 8 (4TH ST) FROM US 25 (MAIN ST) TO KY 3090 (PHILADELPHIA ST)</td>
<td>$3,750,000.00</td>
<td>9</td>
</tr>
<tr>
<td>45</td>
<td>Kenton</td>
<td>KY 1829</td>
<td>RECONSTRUCT KY 1829 FROM KY 1303 TO KY 3035 AND KY 1486 FROM KY 3035 TO KY 17 CONNECTOR RD</td>
<td>$54,000,000.00</td>
<td>30</td>
</tr>
<tr>
<td>46</td>
<td>Campbell</td>
<td>KY 547</td>
<td>RECONSTRUCTION OF KY 547 FROM KY 9 TO KY 8</td>
<td>$51,500,000.00</td>
<td>31</td>
</tr>
<tr>
<td>47</td>
<td>Kenton</td>
<td>US 25</td>
<td>RECONSTRUCT US 25 (DIXIE HWY) FROM KY 371 (ORPHANAGE RD) TO I-75</td>
<td>$8,800,000.00</td>
<td>10</td>
</tr>
<tr>
<td>48</td>
<td>Boone</td>
<td>KY 842</td>
<td>CONSTRUCT A GRADE SEPERATED INTERCHANGE AT KY 842 &amp; KY 18</td>
<td>$34,000,000.00</td>
<td>32</td>
</tr>
</tbody>
</table>
## Appendix Four: Water and Wastewater Priorities

### WRIS Fiscal year 2015 Project Rankings for NKADD in Descending Order (Clean Water)

<table>
<thead>
<tr>
<th>Planning Unit</th>
<th>County Name</th>
<th>PNUM</th>
<th>Applicant</th>
<th>Project Title</th>
<th>Regional Planning Unit</th>
<th>Total Points</th>
</tr>
</thead>
<tbody>
<tr>
<td>Carroll</td>
<td>Carroll</td>
<td>SX21041003</td>
<td>Carrollton Utilities</td>
<td>CU - The 3444 Sanitary Sewer Project</td>
<td>1</td>
<td>1</td>
</tr>
<tr>
<td>Grant</td>
<td>Grant</td>
<td>SX21081001</td>
<td>City of Dry Ridge</td>
<td>City of Dry Ridge - US-25 Sewer System Expansion</td>
<td>2</td>
<td>1</td>
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<tr>
<td>Boone</td>
<td>Boone</td>
<td>SX21015005</td>
<td>Boone County Fiscal Court</td>
<td>Sand Run Rehab Project</td>
<td>3</td>
<td>1</td>
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<tr>
<td>Owen</td>
<td>Owen</td>
<td>SX21187101</td>
<td>Owen County Fiscal Court</td>
<td>Carrollton Utilities - Obie Cook Road Sanitary Sewer Project</td>
<td>4</td>
<td>1</td>
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<tr>
<td>Kenton</td>
<td>Kenton</td>
<td>SX21117001</td>
<td>Sanitation District #1 of Northern Kentucky</td>
<td>SD1 - Highland Pike Sewer Replacement</td>
<td>5</td>
<td>1</td>
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<tr>
<td>Gallatin</td>
<td>Gallatin</td>
<td>SX21077001</td>
<td>Gallatin County Fiscal Court</td>
<td>Willow Pointe Lift Station and Force Main</td>
<td>6</td>
<td>1</td>
</tr>
<tr>
<td>Pendleton</td>
<td>Pendleton</td>
<td>SX21191007</td>
<td>City of Butler</td>
<td>City of Butler Sewer System Rehabilitation Project</td>
<td>7</td>
<td>1</td>
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<tr>
<td>Boone</td>
<td>Boone</td>
<td>SX21015006</td>
<td>City of Florence</td>
<td>Greenview Lift Station Replacement</td>
<td>8</td>
<td>2</td>
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<tr>
<td>Carroll</td>
<td>Carroll</td>
<td>SX21041002</td>
<td>Carroll County Fiscal Court</td>
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## WRIS Fiscal Year 2015 Project Rankings for NKADD in Descending Order (Drinking Water)

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<th>PNUM</th>
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