

Strengths, Weaknesses, Opportunities, and Threats (SWOT) Analysis

Strengths	Weaknesses
• Central location with interstate access to most of the United States • Resources, educational institutions, and care facilities that contribute to the region's quality of life • Low cost of living compared to similar metropolitan areas • Progressive Healthcare System (2023) • Transportation systems modification to meet changing market needs (i.e., CVG expanding cargo capacity) waiting for information from CVG to expand this element (2023) • Access to utilities including broadband, natural gas, cellular services, water, wastewater • "Business Friendly" region • Regional collaboration and alignment of all development partners	• Attainable and affordable housing for all • Minimal cultural diversity • Limited public transportation throughout the region • Access to quality early childhood education • Labor costs • Limited skilled workforce causing labor shortages • Entrepreneurship investment opportunities
Opportunities	Threats
• Workforce housing with proximity to workforce hubs • Attracting and retaining diverse populations • Additional social interactive opportunities for all ages • Creating a sense of place through natural resources, outdoor recreation, and community resources • Addressing redevelopment needs for all employers in each community • Provide additional training and upskilling opportunities to meet employment needs • Improved access to quality early childcare and early childhood education • Improved performance of K-12 schools • Access to alternative fuels and clean energy • Aligning educational opportunities with employers needs to create a trained and skilled workforce (2023) • Improving digital equity in the region (2023)	• Aging infrastructure • Shrinking population (2023) • Limited infrastructure to support sustainable development outside the I-275 corridor (2023) • Ever-changing talent/workforce needs make solutions a challenge • Decreasing the overall percentage of jobs that offer a self-sustaining wage • Exodus of educated and trained workforce • Limited attainable housing choices • Limited healthcare and mental healthcare services • Inadequate quality childcare to support workforce development • Lack of shovel-ready developable industrial sites • Prevalence of substance use disorder • Underutilizing brownfield sites for redevelopment (2023)

SWOT analysis elements in italics have been added for the 2026 Northern Kentucky CEDS update. Analysis elements added in previous years are indicated with the year after the element.

Vision Statement: The Northern Kentucky Economic Development District will collaborate with its eight-county and 53 municipalities to increase economic growth capacity and foster impactful economic development through successfully implementing strategic initiatives that improve the quality of life for everyone in the region.



Goal 1: Promote a Globally Competitive Region

1. Collaborate to attract and retain companies
2. Encourage entrepreneurship and small to medium size company growth throughout the region
3. Implement a multilayer regional strategy to attract and retain skilled talent
4. Encourage renewable energy use
5. Advocate for attraction and retention through an equity lens



Goal 2: Enhance Regional Infrastructure

1. Improve the safety and mobility of common methods of transportation
2. Increase traffic into local transportation ports traffic (Air, water, and rail)
3. Expand infrastructure to meet the growing use of alternative and sustainable transportation
4. Provide infrastructure to meet regional public transportation needs
5. Ensure Northern Kentucky's water systems meet and exceed all regulations
6. Address critical infrastructure needs that could hinder economic growth



Goal 3: Foster Healthy and Vibrant Communities

1. Sensible redevelopment and infill development
2. Promote environmental stewardship
3. Foster community vibrancy through recreational and attraction development
4. Acknowledge the importance of celebrating the region's agricultural roots
5. Advocate for continuous improvement of PK-12 schools to meet state and national criteria
6. Encourage community planning through placemaking



Goal 4: Embrace All People

1. Incorporate nontraditional educational opportunities into the workforce pipeline
2. Emphasize the importance of available affordable and attainable housing
3. Encourage accessible healthcare
4. Ensure access to early childhood learning opportunities
5. Reduce barriers to services and resources for all in need
6. Increase income self-sufficiency

Evaluation Framework

Items in italics have been added to the 2026 Northern Kentucky CEDS update.

Goal 1: Promote a Globally Competitive Region				
Action Step	Performance Metric	Responsible Entities	Update Frequency	Status
1. Collaborate to attract and retain companies	• Address barriers to development • Promote regional business attraction • Intentional approach to “best use” industrial development	Economic Development Agencies, Port Authorities, Local Government, Planning Organizations	Yearly	2026 Completed • <i>Per MeetNKY, tourism supports close to 14,000 jobs in Northern Kentucky.</i> • <i>BE NKY published the “Northern Kentucky Economy in Review 2025”.</i> Ongoing • <i>BE NKY expanded the team to begin working on “nextNKY Economic Plan”.</i> • <i>The “Bridging Back Business” and “Bridging the Gap: Small Business Specials” initiative continues to revitalize the economies of the Cities of Dayton, Bellevue, Newport, Covington, and Fort Thomas following a fire that closed the I-471 bridge connecting Northern Kentucky and Cincinnati.</i> • <i>CVG 2050 Master Plan focuses on continued air cargo growth.</i> • <i>Groups such as the Northern Kentucky Port Authority, the Commonwealth of Kentucky, Kenton County Fiscal Court, City of Covington, and private developers collaborate to leverage Northern Kentucky's strategic advantages, including lower business costs and robust infrastructure, and use various incentives, such as tax credits and grant reimbursement programs, to attract and retain biomedical research companies.</i> • <i>Pendleton County Fiscal Court Office of Economic Development is a participant in the 2025 Duke Energy Site Readiness Program for the Commonwealth Commerce Center industrial park located south of Falmouth.</i> • <i>MeetNKY is utilizing the NKY narrative, developed in collaboration with BE NKY and the NKY Chamber, for business, tourism, and talent attraction.</i> • <i>OneNKY Alliance continues its “OneNKY Building Community Unity” initiative to focus on resident pride and present a unified narrative that reflects who we are and where we aspire to go, together as a community.</i> • <i>The Campbell County and Municipal Planning and Zoning Commission is preparing a new comprehensive plan that covers unincorporated Campbell County and the Cities of Crestview, Silver Grove, Melbourne, Southgate, and Woodlawn.</i> • <i>Gallatin County is preparing a new comprehensive plan that covers unincorporated Gallatin County and the Cities of Glencoe, Sparta, and Warsaw.</i>

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				2025 Completed • BE NKY released the report “Navigating Change & Charting a Course to a More Competitive Northern Kentucky.” • The OneNKY Alliance annual summit, “Changing it Up in OneNKY: A Systemic Focus on Excellence,” convened representatives from the eight Northern Kentucky counties and key industry leaders to discuss strategies for attracting tech companies and fostering innovation in the region. • Kenton County Fiscal Court, in partnership with the Northern Kentucky Port Authority and Planning & Development Services of Kenton County, updated its Site Readiness Initiative and created a development plan for two focus areas within Southwest Kenton County. • The "Bridging Back Business" initiative was launched to revitalize the economies of the Cities of Dayton, Bellevue, Newport, Covington, and Fort Thomas following a fire that closed the I-471 bridge connecting Northern Kentucky and Cincinnati. • Cincinnati/Northern Kentucky International Airport (CVG) opened the first development at its Global Logistics Park. • Boone County Fiscal Court adopted Our Boone County 2045, which includes the planning and building of new and infill residential developments and guides land use and development throughout unincorporated Boone County and the Cities of Florence, Union, and Walton. • Kenton County Fiscal Court adopted the Comprehensive Plan prepared by the Planning and Development Services of Kenton County (PDS) and approved by the Kenton County Planning Commission (KCPC). • The NKY narrative for business, tourism, and talent attraction was created through the collaboration of MeetNKY, BE NKY, and the NKY Chamber. Ongoing • CVG 2050 Master Plan focuses on continued air cargo growth. • Groups such as the Northern Kentucky Port Authority, the Commonwealth of Kentucky, Kenton County Fiscal Court, City of Covington, and private developers collaborate to leverage Northern Kentucky's strategic advantages, including lower business costs and robust infrastructure, and use various incentives, such as tax credits and grant reimbursement programs, to attract and retain biomedical research companies. • Pendleton County Fiscal Court Office of Economic Development is a participant in the 2025 Duke Energy Site Readiness Program for the Commonwealth Commerce Center industrial park located south of Falmouth. • Per MeetNKY, tourism supports close to 13,000 jobs in Northern Kentucky.

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				• MeetNKY is utilizing the NKY narrative, developed in collaboration with BE NKY and the NKY Chamber, for business, tourism, and talent attraction. • OneNKY Alliance launched its “OneNKY Building Community Unity” initiative to focus on resident pride and present a unified narrative that reflects who we are and where we aspire to go, together as a community. • The Campbell County and Municipal Planning and Zoning Commission is preparing a new comprehensive plan that covers unincorporated Campbell County and the Cities of Crestview, Silver Grove, Melbourne, Southgate, and Woodlawn. 2024 Ongoing • Establishment of a joint House and Senate Workforce Attraction and Retention Task Force to study how Kentucky should address workforce shortages • The Northern Kentucky Port Authority works to identify, control, prepare, and promote sites for subsequent private commercial and industrial development and redevelopment that exceed community employment and wage targets with projects that include the OneNKY Center and SparkHaus. • CVG 2050 Master Plan focuses on continued air cargo growth • Kenton Co Fiscal Court – Southwest Kenton Co Site Readiness Initiative to create a new primary industry site readiness initiative • County Planning Agencies are conducting major Comprehensive Plan updates with a focus on future development • Pendelton County Fiscal Court hired an economic development and tourism director to lead the county’s economic development efforts. 2023 Ongoing through local economic development organizations • Re-establish the Northern Kentucky Port Authority to identify, control, prepare, and promote sites for subsequent private commercial and industrial development and redevelopment that exceed community employment and wage targets. • CVG 2050 Master Plan focuses on continued air cargo growth • Kenton Co Fiscal Court – Southwest Kenton Co Site Readiness Initiative to create a new primary industry site readiness initiative

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Action Step	Performance Metric	Responsible Entities	Update Frequency	Status
2. Encourage entrepreneurship and small to medium size company growth throughout the region	Support initiatives for existing industries, small businesses, and entrepreneurs with a combination of funding and growth initiatives	Blue North, Main Street Ventures, Aviatra Accelerators	Semiannually	2026 <i>Completed</i> <i>The Duke Energy Foundation and the Northern Kentucky Chamber awarded 26 Small Business Relief Grants ranging from \$2,500 to \$10,000 to businesses with 50 or fewer employees.</i> <i>SparkHaus, the redeveloped Simms Building and Northern Kentucky's new hub for entrepreneurship and innovation, is now open and fully occupied, providing space for startups, entrepreneurs, and organizations supporting the region's business ecosystem.</i> <i>Ongoing</i> <i>Blue North and its entrepreneurship partners are collaborating to grow businesses in the region.</i> <i>The City of Covington's Small Business Program helps fledgling businesses with first-year rent and façade improvements of commercial buildings.</i> <i>Owen County Chamber of Commerce continues its small business grant program.</i> <i>The City of Carrollton provides façade improvement grants to its small businesses.</i> 2025 <i>Completed</i> <i>The City of Covington completed the Madison Avenue Streetscape corridor project, with new sidewalks, gutters, traffic signals, lighting, pavement resurfacing, and relocation of above-ground utilities to below-ground between 8th Street and 11th Street to enhance transportation efficiency and support local businesses.</i> <i>The Duke Energy Foundation and Blue North sponsored the 2024 NKY Small Business Grants program to allocate \$1,000 to \$10,000 to businesses with 50 or fewer employees.</i> <i>Ongoing</i> <i>Blue North and its entrepreneurship partners are collaborating to grow businesses in the region.</i> <i>Redevelopment continues of the Simms Building as SparkHaus business incubator; eGateway Partners is the first tenant.</i> <i>Duke Energy and the NKY Chamber partnered to provide \$45,000 in grants to small businesses in Northern Kentucky.</i> <i>The City of Covington's Small Business Program helps fledgling businesses with first-year rent and façade improvements of commercial buildings.</i> <i>Owen County Chamber of Commerce launched a small business grant program.</i> 2024

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				Ongoing - Blue North and entrepreneurship partners are working together to grow businesses in the region - Located in Covington, Blue North is one of six innovation hubs across the commonwealth that support entrepreneurs and high-tech, high-growth-potential startups by leveraging the region's unique strengths. As an innovation hub, Blue North serves 17 counties across northern Kentucky. - SparkHaus received support from the 2024 KY General Assembly for an entrepreneurship hub in Covington to serve the region. 2023 Ongoing - Blue North and entrepreneurship partners are working together to grow businesses in the region
3. Implement a multilayer regional strategy to attract and retain skilled talent	- Partner with higher education to align with targeted business and industry sectors to ensure a qualified, trained workforce - Consult with employers to understand and address their employment needs - Create employment pipelines to keep graduates in the region - Create self-sustaining employment opportunities for those underemployed or with barriers to employment through training and upskilling	Economic Development Agencies, Workforce Development Partners, Educational Institutions, Local Government, Planning Organizations	Quarterly	2026 Completed <i>The Enzweiler Building Institute received a \$20,000 grant from the Ohio Valley Foundation, Fifth Third Bank, N.A., Agent to support its Critical Tool Replacement Program.</i> <i>The Enzweiler Building Institute received a USDA Rural Development Grant to launch the Rural Construction Workforce Accelerator, expanding access to skilled trades education and workforce training in Gallatin, Grant, Owen, and Pendleton counties through a mobile training unit designed to address workforce shortages, support local employers, and create career opportunities in construction-related industries.</i> <i>The "Bridging the Gap: Small Business Specials" initiative continues to push to revitalize and maintain the economy of cities like Newport, Covington, and Fort Thomas following the start of work on the Brent Spence Bridge connecting Northern Kentucky and Cincinnati.</i> <i>NKYWorks hosted "Industry Immersion for Educators" to connect teachers to local industries.</i> Ongoing <i>NKY Works continues as a regional workforce development initiative to provide a single point of contact for employers to find data, best practices, partners, and resources that enable them to attract, grow, and retain talent.</i> <i>The Kentucky Chamber continues to provide Talent Pipeline Management to convene businesses, provide talent solutions, and improve collaboration.</i> <i>NKY Chamber provides Young Professionals and Encounter NKY programs for rising talent.</i>

Goal 1: Promote a Globally Competitive Region				
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				• <i>The Regional Talent Attraction and Promotion Focus Area, formed by the NKY Chamber and NKY Works, explores strategies to attract and retain new talent.</i> • <i>The Northern Kentucky Accountability Group at the Kenton County Public Library is a job search support group for professionals in career transition.</i> • <i>CVG is implementing a regional aviation development plan to engage regional economic development strategies to support the aviation ecosystem.</i> • <i>Enzweiler Building Institute at the Building Industry Association of Northern Kentucky offers an apprenticeship model trade school for working adults, has introduced a 13-week afternoon program in collaboration with the Life Learning Center, and offers the Intro to Trades program for high school students. These programs are designed to serve as a pathway to career advancement and economic mobility for adults throughout the region.</i> • <i>Youth First connects young, eligible workers to employment opportunities.</i> • <i>TradesNKY partners with schools, educators, and industry leaders to deliver meaningful career experiences that connect classrooms with the workforce.</i> 2025 Completed • The "Home for All: Northern Kentucky Housing Strategies" outlines 50 strategies to address the region's housing shortage. The report was released by a coalition of over 90 community leaders and experts led by NKADD and Brighton Center/Brighton Properties. • The "Corridor of Commerce in the Heartland" white paper was written by eGateway Capital and released by OneNKY Alliance • Kenton County Fiscal Court, Northern Kentucky Port Authority, Northern Kentucky University, and the University of Kentucky secured funding from the Kentucky General Assembly in the 2024 biennial budget for the Commonwealth Center for Biomedical Excellence in Covington, which will house the Northern Kentucky University Salmon P. Chase College of Law and the University of Kentucky College of Medicine's Northern Kentucky campus. Ongoing • NKY Works continues as a regional workforce development initiative to provide a single point of contact for employers to find data, best practices, partners, and resources that enable them to attract, grow, and retain talent. • The Kentucky Chamber continues to provide Talent Pipeline Management to convene businesses, provide talent solutions, and improve collaboration. • NKY Chamber provides "College Community Connections," Young Professionals, and Encounter NKY programs for rising talent.

Goal 1: Promote a Globally Competitive Region				
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				• The Talent Relocation Task Force, formed by the NKY Chamber and NKY Works, explores strategies to attract and retain new talent. • The Northern Kentucky Accountability Group at the Kenton County Public Library is a job search support group for professionals in career transition. • CVG is implementing a regional aviation development plan to engage regional economic development strategies to support the aviation ecosystem. • Enzweiler Building Institute at the Building Industry Association of Northern Kentucky offers an apprenticeship model trade school for working adults, has introduced a 13-week afternoon program in collaboration with the Life Learning Center, and offers the Intro to Trades program for high school students. These programs are designed to serve as a pathway to career advancement and economic mobility for adults throughout the region. 2024 Completed • Based at CVG, the Epic Flight Academy program trains students to become FAA-certified airframe and powerplant (A&P) aviation mechanics Ongoing • NKYWorks launch in 2024 provides new governance and funding around existing and new workforce development initiatives. • Talent Pipeline Management and the NKY Chamber to better understand employee needs • NKY Regional Housing Data Analysis/Study • NKY Chamber “College Community Connections,” Young Professionals, and Encounter NKY programs for rising talent • Talent Relocation Task Force formed by NKY Chamber and NKY Works to explore strategies to attract & retain new talent • One NKY Alliance Corridor of Commerce • CVG is implementing a regional aviation development plan to engage regional economic development strategies to support the aviation ecosystem • Expansion of Kentucky’s public universities in the region (Northern Kentucky University and the University of Kentucky) 2023 Completed • Workforce governance study completed (GROW NKY) • Pillar metrics established by GROW NKY to foster future workforce development Ongoing

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				• Workforce governance recommendations implementation (GROW NKY) • Talent Pipeline Management and the NKY Chamber to better understand employee needs • NKY Regional Housing Data Analysis/Study • NKY Chamber “College Community Connections” program • One NKY Alliance Corridor of Commerce • CVG is implementing a regional aviation development plan to engage regional economic development strategies to support the aviation ecosystem
4. Encourage renewable energy use	• Increase opportunities to access renewable energy sources	Local Government, Planning Organizations, Utility Companies	Yearly	2026 Ongoing • NKADD, counties, and cities continue research and seek grant opportunities. • The Rumpke landfill in Pendleton County is recapturing energy and putting it back into the power grid. • Duke Energy is playing a leading role in the development of small modular nuclear reactors, citing its direct work with another company’s reactor and energy storage program (carbon plan). 2025 Completed • Duke Energy added solar power facilities in Kenton County and Amazon’s facility at CVG. Ongoing • NKADD, counties, and cities continue research and seek grant opportunities. • The Rumpke landfill in Pendleton County is recapturing energy and putting it back into the power grid. • Duke Energy is playing a leading role in the development of small modular nuclear reactors, citing its direct work with another company’s reactor and energy storage program (carbon plan). 2024 Ongoing • Continue to look for and research grant opportunities • The Rumpke landfill in Pendleton County is recapturing energy and putting it back into the power grid • Duke Energy - playing a leading role in the development of small modular nuclear reactors, citing its direct work with another company’s reactor and energy storage program (carbon plan)

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				2023 Completed - CVG 2023 Energy and Sustainability Master Plan outlines achieving net-zero carbon emissions, supporting and promoting Sustainable Aviation Fuel (SAF), and developing a reporting framework Ongoing - Continue to look for and research grant opportunities - The Rumpke landfill in Pendleton County is recapturing energy and putting it back into the power grid - Duke Energy - playing a leading role in the development of small modular nuclear reactors, citing its direct work with another company's reactor and energy storage program (carbon plan)
5. Advocate for attraction and retention through an equity lens	Prioritize creating a community to incorporate inclusion	Economic Development Agencies, Workforce Development Partners, Educational Institutions, Local Government	Yearly	2026 Completed - The Northern Kentucky Office of Drug Control Policy (NKYODCP) received its second \$1M award from KYOAC (Kentucky Opioid Abatement Advisory Committee) for continued funding of the NKY CAREs Program, which supports a "No Wrong Door" approach to entering treatment and recovery, expediting treatment, after-care, employment assistance, and transportation services. - BE NKY released the "2025 Economy in Review," providing a comprehensive assessment of Boone, Campbell, and Kenton counties, including demographic and workforce trends, key traded and non-traded industries, and economic challenges that will help shape the region's future economic development strategy. - Gateway Community and Technical College's Gateway Adult Education ESL Program has expanded to a second location. Ongoing - Youth First connects young, eligible workers to employment opportunities. - Nonprofit partners, such as Fiesta and Kentucky Refugee Ministries, provide individuals with resources to gain sustainable employment. - NKY Chamber hosts a quarterly Talent Strategies event series for businesses committed to enhancing their talent pool, driving innovation, and gaining a competitive advantage through diversity. - NKWIB and NKY Works partners continue to work at attracting and retaining new talent to the region. - The City of Covington employment programs connect disadvantaged residents with employment opportunities.

Goal 1: Promote a Globally Competitive Region				
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				• <i>The Regional Talent Attraction and Promotion Focus Area, formed by the NKY Chamber and NKY Works, explores strategies to attract and retain new talent.</i> • <i>MeetNKY is utilizing the NKY narrative, developed in collaboration with BE NKY and the NKY Chamber, for business, tourism, and talent attraction.</i> • <i>United Way of Greater Cincinnati supports local non-profit organizations that provide workforce development and support services specifically for underserved populations, aiming to increase their access to skilled jobs and improve retention.</i> 2025 Completed • BE NKY released the report “Navigating Change & Charting a Course to a More Competitive Northern Kentucky.” • The NKY narrative for business, tourism, and talent attraction was created through the collaboration of MeetNKY, BE NKY, and the NKY Chamber. • Pounds of Plastic opened a new manufacturing facility in Owenton by leasing a building purchased by the Owen County Industrial Development Cooperation using Community Development Block Grant funds through the Owen County Fiscal Court. Pounds of Plastic has created at least 39 jobs for Owen County residents, with at least 51% being LMI. • Brighton Center received a \$300,000 grant to support sustainable employment through a three-pronged approach focusing on skills, credentials, and career pathways for individuals in recovery. • The Northern Kentucky Office of Drug Control Policy (NKYODCP) received its second \$1M award from KYOAAC (Kentucky Opioid Abatement Advisory Committee) for continued funding of the NKY CAREs Program, which supports a "No Wrong Door" approach to entering treatment and recovery, expediting treatment, after-care, employment assistance, and transportation services. Ongoing • Nonprofit partners, such as Fiesta and Kentucky Refugee Ministries, provide individuals with resources to gain sustainable employment. • NKY Chamber hosts a quarterly Inclusive Business Strategies event series for businesses committed to enhancing their talent pool, driving innovation, and gaining a competitive advantage through diversity. • NKWIB and NKY Works partners continue to work at attracting and retaining new talent to the region. • The City of Covington employment programs connect disadvantaged residents with employment opportunities.

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				- Gateway Community and Technical College’s Gateway Adult Education ESL Program is expanding to a second location. - The Talent Relocation Task Force, formed by the NKY Chamber and NKY Works, explores strategies to attract and retain new talent. - MeetNKY is utilizing the NKY narrative, developed in collaboration with BE NKY and the NKY Chamber, for business, tourism, and talent attraction. - United Way of Greater Cincinnati supports local non-profit organizations that provide workforce development and support services specifically for underserved populations, aiming to increase their access to skilled jobs and improve retention. 2024 Ongoing - Nonprofit partners, such as Fiesta and Kentucky Refugee Ministries, provide individuals with resources to gain sustainable employment - NKY Chamber annually hosts Diversity, Equity, and Inclusion Seminars with a focus on employers - NKWIB and NKY Works partners continue to look at attracting and retaining new talent to the region - BE NKY and MeetNKY formalizing a regional identity to help with attraction and retention to the region 2023 Ongoing - NKWIB and GROW NKY partners continue to look at attracting and retaining new talent to the region - BE NKY and MeetNKY formalizing a regional identity to help with attraction and retention to the region
Goal 2: Enhance Regional Infrastructure				
Action Step	Performance Metric	Responsible Entities	Update Frequency	Status
1. Improve the safety and mobility of common methods of transportation	Improve roadways, bridges, and interchanges to increase safety and mobility, mitigate congestion and open up areas for development	Local Government, Planning Organizations	Yearly	2026 <i>Completed</i> <i>The Boone County Fiscal Court created a Transportation Improvement District.</i> <i>Boone County Fiscal Court has updated the county transportation plan.</i> <i>NKADD, through the Safe Streets for All Grant, developed a Safety Action Plan for Campbell,</i>

Goal 2: Enhance Regional Infrastructure				
Action Step	Performance Metric	Responsible Entities	Update Frequency	Status
	- Support construction projects to reduce daily interstate traffic congestion (I-275 interchanges, I-75 bridges, interchanges, and exits, and I-71 lane limitations) - Support construction projects on state routes to improve accessibility and safety concerns (KY 8 infrastructure, KY 25 widening, KY 536 extension, KY 2345 extension and cross county port to the port corridor)			<i>Carroll, Gallatin, Grant, Kenton, Owen, and Pendleton counties.</i> <i>Ongoing</i> <i>Kentucky Industrial Access and Safety Improvement (KIASI) grant funding:</i> <i>Soil stabilization of two switch tracks from industrial parks in Florence, Boone County.</i> <i>Soil stabilization of railroad roadbeds for mainline track in Grant County.</i> <i>KY Transportation Cabinet, through the I-75/I-275 Interchange Scoping Study, is working to identify and evaluate options to reduce congestion, improve travel safety, and promote better connectivity.</i> <i>The KY 8 Licking River Bridge construction began and is projected to be completed by Summer 2028.</i> <i>KY 2026 Transportation (Construction and Preconstruction) Budget contains projects to improve safety, mobility, and operation throughout NKY, including I-75, I-71, I-275, I-471, US 42, US 25, US 27, KY 22, and KY 536.</i> <i>The Cities of Newport and Cincinnati, and regional public, private, and philanthropic communities to maintain, preserve, and enhance the Purple People Bridge for public multi-modal transportation and creative placemaking, with the repainting and lighting of the bridge as a regional asset and destination.</i> <i>The I-71 Corridor of Commerce continues to drive economic growth across Northern Kentucky, connecting communities in Boone, Gallatin, Carroll, and Owen counties with major employment centers, industrial and logistics development, and access to regional and national markets.</i> <i>The Kentucky Transportation Cabinet's SHIFT (Strategic Highway Investment Formula for Tomorrow) is a data-driven approach to prioritize roadway projects based on safety, asset management, congestion relief, and economic development across the state. This includes the highest prioritized projects within the 8 NKADD counties of Boone, Campbell, Carroll, Gallatin, Grant, Kenton, Owen, and Pendleton.</i> <i>2025 Completed</i> <i>The Kentucky Department of Transportation opened a new Highway District 6 office that serves the Northern Kentucky region. District 6 staff coordinate all aspects of road development from planning, design, and right-of-way purchasing to administering construction contracts.</i> <i>The City of Florence created a Transportation Improvement District.</i> <i>The OKI Board of Directors adopted the update to OKI's 2050 Metropolitan Transportation Plan. The Plan Update serves as a blueprint for transportation projects in our region through</i>

Goal 2: Enhance Regional Infrastructure				
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				the year 2050. • The City of Newport and Boone County Fiscal Court undertook traffic signal synchronization projects to reduce congestion and improve safety. Ongoing • NKADD, through the Safe Streets for All Grant, is developing a Safety Action Plan for Campbell, Carroll, Gallatin, Grant, Kenton, Owen, and Pendleton counties. • Kentucky Industrial Access and Safety Improvement (KIASI) grant funding: ○ Soil stabilization of two switch tracks from industrial parks in Florence, Boone County. ○ Soil stabilization of railroad roadbeds for mainline track in Grant County. • Boone County Fiscal Court is updating the county transportation plan. • KY Transportation Cabinet, through the I-75/I-275 Interchange Scoping Study, is working to identify and evaluate options to reduce congestion, improve travel safety, and promote better connectivity. • KY 2024 Transportation (Construction and Preconstruction) Budget contains projects to improve safety, mobility, and operation throughout NKY, including I-75, I-71, I-275, I-471, US 42, US 25, US 27, KY 22, and KY 536. • The Purple People Bridge Company is working collaboratively with the Cities of Newport and Cincinnati, and regional public, private, and philanthropic communities to maintain, preserve, and enhance the bridge for public multi-modal transportation and creative placemaking, with the repainting and lighting of the bridge as a regional asset and destination. • The Kentucky Transportation Cabinet's SHIFT (Strategic Highway Investment Formula for Tomorrow) is a data-driven approach to prioritize roadway projects based on safety, asset management, congestion relief, and economic development across the state. This includes the highest prioritized projects within the 8 NKADD counties of Boone, Campbell, Carroll, Gallatin, Grant, Kenton, Owen, and Pendleton. 2024 Ongoing • Submission of Boone County and NKADD's "Safe Streets for All" planning grants • KY Transportation Cabinet is conducting a 75/275 interchange corridor study to address transportation needs and reduce congestion issues within the corridor • KY 2024 Transportation (Construction and Preconstruction) Budget contains projects to improve the safety, mobility, and operation throughout NKY, including I-75, I-71, I-275, I-471, US 42, US 25, US 27, KY 22, KY 536

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				- The Purple People Bridge Company is working collaboratively with the Cities of Newport and Cincinnati as well as the regional public, private, and philanthropic community to maintain, preserve, and enhance the bridge for public multi-modal transportation and creative placemaking with the repainting and lighting up the bridge as a regional asset and destination. 2023 Ongoing - Submission of Boone County and NKADD's "Safe Streets for All" planning grants - KY Transportation Cabinet is conducting a 75/275 interchange corridor study to address transportation needs and reduce congestion issues within the corridor
2. Increase traffic into local transportation ports traffic	- Ensure current available flights and future passenger flight development meet local demand - Maintain current projected air cargo growth through the development of critical infrastructure and supportive resources - Encouraged the continued use of river docks and terminals to move goods into and through our region - Assist employers along active rail lines transport materials into and out of the region	Local Government, Planning Organizations, Airport Authorities (Kenton County Airport Board/CVG Airport), Northern Kentucky Port Authority, Economic Development Agencies	Yearly	2026 Completed - NKADD updated the NKY Coordinated Regional Transit Plan and released the NKY Coordinated Transit Study with OKI Mobility Management grant funding. The documents provide a comprehensive framework for enhancing mobility and coordination among transportation providers across the NKADD region. - Governor Andy Beshear announced the beginning of construction of the Brent Spence Bridge Corridor Project. In addition to the new bridge, this project includes upgrades to 8 miles of approaches, interchanges, and infrastructure, significantly impacting the region's transportation network. Ongoing - CVG continues to increase the number of non-stop and international flights. - NKADD, Proudworks, TANK, and Owen County Public Transit meet regularly to discuss how to implement the suggestions of the NKY Coordinated Transit Study. - Continuing to upgrade the Gallatin County Regional Airport. - The Gallatin County Regional Airport is beginning construction on a new hanger. - Planning for a new box hanger with rotating floor and an expanded concrete apron at the Gene Snyder Airport, Pendleton County, continues. - NKADD, the eight Northern Kentucky counties, and transportation providers are implementing the NKY Regional Coordinated Transit Study recommendation to offer transportation services across need-based programs while eliminating duplication of services, improving service efficiency, and lowering operating costs.

Goal 2: Enhance Regional Infrastructure				
Action Step	Performance Metric	Responsible Entities	Update Frequency	Status
				2025 Completed - NKADD updated the NKY Coordinated Regional Transit Plan and released the NKY Coordinated Transit Study with OKI Mobility Management grant funding. The documents provide a comprehensive framework for enhancing mobility and coordination among transportation providers across the NKADD region. - Cincinnati/Northern Kentucky International Airport (CVG) opened the first development at its Global Logistics Park. Ongoing - CVG continues to increase the number of non-stop and international flights. - NKADD, BAWAC, TANK, and Owen County Public Transit meet regularly to discuss how to implement the suggestions of the NKY Coordinated Transit Study. - Governor Andy Beshear announced \$1.6 billion in funding for the Brent Spence Bridge Corridor Project. In addition to the new bridge, this project includes upgrades to 8 miles of approaches, interchanges, and infrastructure, significantly impacting the region's transportation network. - Continuing to upgrade the Gallatin County Regional Airport. - Planning for a new box hanger with rotating floor and an expanded concrete apron at the Gene Snyder Airport, Pendleton County, continues - NKADD, the eight Northern Kentucky counties, and transportation providers are implementing the NKY Regional Coordinated Transit Study recommendation to offer transportation services across need-based programs while eliminating duplication of services, improving service efficiency, and lowering operating costs. 2024 Ongoing - CVG continues to increase the number of non-stop and international flights. - The NKADD Safe Streets for All Grant is continuing, including holding data collection training so each county can collect data to incorporate into the Action Plan. - In partnership with OKI, the Mobility Management grant to complete the NKADD Regional Transportation Plan is in the data collection phase and is scheduled to be completed by the project's consultant, Benesch, by the beginning of Fall 2024. 2023 Completed - Gallatin Co Regional Airport opened in June 2023 to provide regional aviation services to

Goal 2: Enhance Regional Infrastructure				
Action Step	Performance Metric	Responsible Entities	Update Frequency	Status
				communities along the I-71 corridor. Ongoing • What is going on with the Carroll Co port? • CVG continues to increase the number of non-stop and international flights.
3. Expand infrastructure needs to meet the growing use of alternative and sustainable transportation	• Work to create infrastructure to support electric vehicles and vehicles fueled by hydrogen • <i>Expand the current bicycle lanes system to increase safe passage throughout the region</i>	Local Governments, State Cabinets, Utility Companies	Yearly	2026 <i>Completed</i> • <i>Tri-State Trails published the NKY Trails Plan, which is an effort to connect Boone, Campbell, and Kenton through a network of paved trails.</i> • <i>Governor Andy Beshear announced \$2.5 million available to expand electric vehicle charging stations across Kentucky. These funds were awarded under the Volkswagen Environmental Mitigation Trust.</i> Ongoing • Kentucky Transportation Cabinet (KYTC) continues to seek build-out certification across its AFC network, which within the NKADD region includes I-71, I-75, and I-275. • Kentucky Transportation Cabinet (KYTC) is working on the next phases of Kentucky's Electric Vehicle Infrastructure Deployment Plan to leverage National Electric Vehicle Infrastructure (NEVI) Formula Funds. With possible funding within the NKADD region, similar to the first phase. • Various organizations and businesses, including Boone County Public Library, Meijer, Northern Kentucky University, Ovation Project, Enterprise, CVG, and the City of Covington, have added EV infrastructure. 2025 <i>Completed</i> • TANK completed its current round of upgrading its fleet with hybrid units. • The Cities of Covington and Newport adopted their first joint Bicycle Transportation Plan. • Governor Andy Beshear unveiled the 2024 Recommended Highway Plan, which includes significant investments in electric vehicle charging stations and improvements to bike lanes and pedestrian pathways. Ongoing • Kentucky Transportation Cabinet (KYTC) continues to seek build-out certification across its AFC network, which within the NKADD region includes I-71, I-75, and I-275. • Kentucky Transportation Cabinet (KYTC) is working on the next phases of Kentucky's Electric Vehicle Infrastructure Deployment Plan to leverage National Electric Vehicle Infrastructure (NEVI) Formula Funds. With possible funding within the NKADD region, similar to the first phase.

Goal 2: Enhance Regional Infrastructure				
Action Step	Performance Metric	Responsible Entities	Update Frequency	Status
				- Various organizations and businesses, including Boone County Public Library, Meijer, Northern Kentucky University, Ovation Project, Enterprise, CVG, and the City of Covington, have added EV infrastructure. 2024 Completed - National Electric Vehicle Infrastructure (NEVI) Formula Program funds were awarded for the construction of 4 charging stations (Crestview Hills, Florence, Sparta, and Walton) Ongoing - Continue to support the Southeast Hydrogen Hub coalition, including Duke Energy and LG&E/KU, as they build on existing infrastructure utilizing technologies to advance the production, storage, transport, and delivery of hydrogen - Make ready credit for EV and tariff - DUKE Energy has started to replace aging gas lines to meet the needs of alternative transportation - TANK is expanding its hybrid bus fleet 2023 Ongoing - The City of Covington and CVG were awarded funding to install EV charging stations. - Included in the Southeast Hydrogen Station proposal. - Make ready credit for EV and tariff - DUKE Energy has started to replace aging gas lines to meet the needs of alternative transportation - TANK is expanding its hybrid bus fleet
4. Provide infrastructure to meet regional public transportation needs	- Provide public transportation options in rural communities - Provide public transportation solutions for seniors, those with disabilities, and those with barriers to employment in the workforce - Develop an alternative solution for quick access along the I-75/71 corridor	Local Governments, Community Service Agencies, Public Transportation Authorities	Semiannually	2026 Completed - NKADD updated the NKY Coordinated Regional Transit Plan and released the NKY Coordinated Transit Study with OKI Mobility Management grant funding. The documents provide a comprehensive framework for enhancing mobility and coordination among transportation providers across the NKADD region. - The NKADD Board of Directors established the Regional Mobility Steering Committee. This committee will involve providers, county representatives, and the NKADD meeting regularly to discuss how to implement the suggestions of the NKY Coordinated Transit Study. - NKADD was awarded a \$25,000 Community Rides Grant from the National Rural Transit Assistance Program to expand mobility initiatives.

Goal 2: Enhance Regional Infrastructure				
Action Step	Performance Metric	Responsible Entities	Update Frequency	Status
				<i>Ongoing</i> • Governor Andy Beshear announced the beginning of construction of the Brent Spence Bridge Corridor Project. In addition to the new bridge, this project includes upgrades to 8 miles of approaches, interchanges, and infrastructure, significantly impacting the region's transportation network. • TANK Plus provides on-demand, curb-to-curb transportation, or connection to a TANK fixed route transfer point. • TANK Regional Area Mobility Program (RAMP) offers door-to-door paratransit service to disabled citizens in Boone, Campbell, and Kenton counties who are unable to use TANK's fixed-route bus service. • Owen County Public Transit (OCPT) operates on-demand transportation services in Owen, Carroll, Gallatin, Grant, Boone, Kenton, Campbell, and Pendleton counties. • Carroll County Wellness Transportation (CCWT) transports community members lacking alternative transportation. • The Kentucky Transportation Cabinet's SHIFT (Strategic Highway Investment Formula for Tomorrow) is a data-driven approach to prioritize roadway projects based on safety, asset management, congestion relief, and economic development across the state. This includes the highest prioritized projects within the 8 NKADD counties of Boone, Campbell, Carroll, Gallatin, Grant, Kenton, Owen, and Pendleton. 2025 <i>Completed</i> • NKADD updated the NKY Coordinated Regional Transit Plan and released the NKY Coordinated Transit Study with OKI Mobility Management grant funding. The documents provide a comprehensive framework for enhancing mobility and coordination among transportation providers across the NKADD region. • TANK modified routes to employment hubs. <i>Ongoing</i> • Governor Andy Beshear announced \$1.6 billion in funding for the Brent Spence Bridge Corridor Project. In addition to the new bridge, this project includes upgrades to 8 miles of approaches, interchanges, and infrastructure, significantly impacting the region's transportation network. • TANK Plus, provides on-demand, curb-to-curb transportation or connection to a TANK fixed route transfer point. • TANK Regional Area Mobility Program (RAMP) offers door-to-door paratransit service to disabled citizens in Boone, Campbell, and Kenton counties who are unable to use TANK's

Goal 2: Enhance Regional Infrastructure				
Action Step	Performance Metric	Responsible Entities	Update Frequency	Status
				fixed-route bus service. - NKADD, BAWAC, TANK, and Owen County Public Transit meet regularly to discuss how to implement the suggestions of the NKY Coordinated Transit Study. - Owen County Public Transit (OCPT) operates on-demand transportation services in Owen, Carroll, Gallatin, Grant, Boone, Kenton, Campbell, and Pendleton counties. - Carroll County Wellness Transportation (CCWT) transports community members lacking alternative transportation. - The Kentucky Transportation Cabinet's SHIFT (Strategic Highway Investment Formula for Tomorrow) is a data-driven approach to prioritize roadway projects based on safety, asset management, congestion relief, and economic development across the state. This includes the highest prioritized projects within the 8 NKADD counties of Boone, Campbell, Carroll, Gallatin, Grant, Kenton, Owen, and Pendleton. 2024 Ongoing - NKADD has received a new planning grant for public transit in southern counties. - Modifying TANK routes to employment hubs - TANK piloting a “micro-transit” approach to provide door-to-door transportation in new areas 2023 Ongoing - NKADD has received a new planning grant for public transit in southern counties. - Modifying TANK routes to employment hubs
5. Ensure Northern Kentucky water systems meet and exceed all regulations	- Replace aging infrastructure - Create a mapping platform for all water and sewer utilities, including age, materials, and repair history. (Use this to develop a coordinated rehabilitation upgrade plan coordinated with the transportation project.) - Expand services throughout the region as needed - Address changing regulatory requirements	Water Utilities, Wastewater/Stormwater Utilities, Local Governments	Semiannually	2026 Completed - The Northern Kentucky Water Management Council (WMC) approved a 2026 regional priority list of projects. - The Northern Kentucky Water Management Council (WMC) provided information on Kentucky Rural Water’s Registered Apprenticeship Program to support the workforce talent pipeline to fill water system employment opportunities. Ongoing - Per federal mandate, water utilities are reviewing and updating inventories of all drinking water service lines with a focus on lead service pipes. - NKADD monitors for new regulations and funding availability. - NKADD, counties, cities, and water utilities seek funding to replace lead water lines.

Goal 2: Enhance Regional Infrastructure				
Action Step	Performance Metric	Responsible Entities	Update Frequency	Status
	- Implement long-term sustainability measures - Coordinate utilities repairs/replacements with road improvement and repaving projects - Provide affordable services.			- NKADD, counties, cities, and water utilities seek funding to extend lines into unserved areas. - There are 14 water and wastewater projects under construction. Projects include water main extensions, treatment plant improvements, water loss reduction, meter replacement, and sewer system improvements and extensions. - Utilities are planning Water Treatment Plan upgrades to address PFAS regulations. - The Northern Kentucky Water Management Council (WMC) will begin work on providing information on creating Asset Inventories. 2025 Completed - Per federal mandate, water utilities inventoried all drinking water service lines with a focus on lead service pipes. - Water districts used an App to detail where lead lines are located. - The Kentucky Energy and Environment Cabinet implemented the EPA’s final PFAS National Primary Drinking Water Regulation to regulate six PFAS in drinking water. - The Northern Kentucky Water Management Council (WMC) has developed a regional priority list of projects. - The Northern Kentucky Water Management Council (WMC) provided information on Kentucky Rural Water’s Registered Apprenticeship Program to support the workforce talent pipeline to fill water system employment opportunities. Ongoing - NKADD monitors for new regulations and funding availability. - NKADD, counties, cities, and water utilities seek funding to replace lead water lines. - NKADD, counties, cities, and water utilities seek funding to extend lines into unserved areas. - There are 13 water and wastewater projects under construction. Projects include water main extensions, treatment plant improvements, water loss reduction, meter replacement, and sewer system improvements and extensions. - Utilities are planning Water Treatment Plan upgrades to address PFAS regulations. - The Northern Kentucky Water Management Council (WMC) has begun work on completing Asset Inventories. 2024 Ongoing - Per federal mandate, inventorying all drinking water service lines with a focus on lead service pipes - Working to find funding to replace the lines

Goal 2: Enhance Regional Infrastructure				
Action Step	Performance Metric	Responsible Entities	Update Frequency	Status
				- Monitoring new regulations and funding availability - Creating a workforce talent pipeline to fill water system employment opportunities - Work continues to secure remaining funding to complete the Carrollton Utilities Wastewater Treatment Plant expansion. 2023 Ongoing - Working to find funding to replace the lines - Monitoring new regulations and funding availability - Creating a workforce talent pipeline to fill water system employment opportunities
6. Address critical infrastructure needs that could hinder economic growth	- Replace aging infrastructure - Develop action plans to address critical infrastructure needs throughout the region - Upgrade aging attraction and facility infrastructure (Covington Convention Center, General Butler State Park) - Ensure equity in providing reliable broadband service to all	Local Governments, Community Service Partners, Utility Companies, Economic Development Agencies	Yearly	2026 Ongoing <i>United Way of Greater Cincinnati has prioritized digital equity for all and has provided funding through a new Digital Equity Grant Program.</i> <i>Broadband expansion increased with support from the Kentucky Office of Broadband Development. Boone, Carroll, and Gallatin Counties received \$2.5 million from KY BEAD (Broadband Equity Access and Deployment Program) for 2,730 unserved locations.</i> <i>Working together, local governments and non-profits have created an NKY regional “wish list” of projects.</i> <i>Northern Kentucky Water District continues its water main replacement program.</i> <i>The City of Covington continues to provide “Covington Connect” to expand access to free public Wi-Fi.</i> <i>Governor Andy Beshear announced the beginning of construction of the Brent Spence Bridge Corridor Project. In addition to the new bridge, this project includes upgrades to 8 miles of approaches, interchanges, and infrastructure, significantly impacting the region's transportation network.</i> <i>The KY 8 Licking River Bridge construction began and is projected to be completed by Summer 2028.</i> <i>There are 14 water and wastewater projects under construction. Projects include water main extensions, treatment plant improvements, water loss reduction, meter replacement, and sewer system improvements and extensions.</i> <i>The Kentucky Transportation Cabinet's SHIFT (Strategic Highway Investment Formula for Tomorrow) is a data-driven approach to prioritize roadway projects based on safety, asset management, congestion relief, and economic development across the state. This includes</i>

Goal 2: Enhance Regional Infrastructure				
Action Step	Performance Metric	Responsible Entities	Update Frequency	Status
				<i>the highest prioritized projects within the 8 NKADD counties of Boone, Campbell, Carroll, Gallatin, Grant, Kenton, Owen, and Pendleton.</i> 2025 Completed • The City of Covington completed the Madison Avenue Streetscape corridor project, with new sidewalks, gutters, traffic signals, lighting, pavement resurfacing, and relocation of above-ground utilities to below-ground between 8th Street and 11th Street to enhance transportation efficiency and support local businesses. Ongoing • United Way of Greater Cincinnati has prioritized digital equity for all and has provided funding through a new Digital Equity Grant Program. • Broadband expansion increased with support from the Kentucky Office of Broadband Development. Boone, Carroll, and Gallatin Counties received \$2.5 million from KY BEAD (Broadband Equity Access and Deployment Program) for 2,730 unserved locations. • Working together, local governments and non-profits have created an NKY regional “wish list” of projects. • Northern Kentucky Water District continues its water main replacement program. • The City of Covington launched “Covington Connect” to expand access to free public Wi-Fi. • Governor Andy Beshear announced \$1.6 billion in funding for the Brent Spence Bridge Corridor Project. In addition to the new bridge, this project includes upgrades to 8 miles of approaches, interchanges, and infrastructure, significantly impacting the region's transportation network. • There are 13 water and wastewater projects under construction. Projects include water main extensions, treatment plant improvements, water loss reduction, meter replacement, and sewer system improvements and extensions. • The Kentucky Transportation Cabinet's SHIFT (Strategic Highway Investment Formula for Tomorrow) is a data-driven approach to prioritize roadway projects based on safety, asset management, congestion relief, and economic development across the state. This includes the highest prioritized projects within the 8 NKADD counties of Boone, Campbell, Carroll, Gallatin, Grant, Kenton, Owen, and Pendleton. 2024 Ongoing • Working together, local governments and non-profits have created NKY regional “wish list” projects

Goal 2: Enhance Regional Infrastructure				
Action Step	Performance Metric	Responsible Entities	Update Frequency	Status
				- Broadband expansion through the region has increased with support from the state - United Way of Greater Cincinnati has prioritized digital equity for all - After sustaining damage in December 2022, the General Butler State Park Restaurant and Lodge has been repaired and updated. - Work continues to secure remaining funding to complete the Carrollton Utilities Wastewater Treatment Plant expansion. - The City of Covington, Southbank Partners and Kenton County Planning and Development Services are collaborating to create an inventory of aging infrastructure to understand the infrastructure update needs of the river cities. 2023 Ongoing - SD1 continues to update and submit its decent decree - Working together, local governments and non-profits have created NKY regional “wish list” projects - Broadband expansion through the region has increased with support from the state - United Way of Greater Cincinnati has prioritized digital equity for all

Goal 3: Foster Healthy and Vibrant Communities				
Action Step	Performance Metric	Responsible Entities	Update Frequency	Status
1. Sensible redevelopment and infill development	- Support urban core development (IRS redevelopment, Covington Convention Center, Riverfront Commons, Downtown Restoration Projects) - Encourage infill development and redevelopment in suburban and rural communities (Neighborhood Commercial Districts and Main Streets) - Monitor redevelopment of aging/declining neighborhoods to lessen the potential of gentrification	Economic Development Agencies, Local Government, Planning Organizations, Community Development Agencies, Catalytic Fund	Bi-annually	2026 <i>Completed</i> <i>Mainstrasse Flats opened in Covington’s historic MainStrasse Village, adding 12 new apartments across two buildings on a previously vacant lot at 319 W. 7th St. Developed by A.M. Titan, the project is believed to be the first infill development of its scale in the neighborhood in roughly 150 years.</i> <i>SparkHaus, the redeveloped Simms Building and Northern Kentucky’s new hub for entrepreneurship and innovation, is now open and fully occupied, providing space for startups, entrepreneurs, and organizations supporting the region’s business ecosystem.</i> <i>Carrollton completed a Main Street Market Study.</i> <i>Ovation Project: A \$1 billion multi-use development in Newport, covering 25 acres at the intersection of the Ohio and Licking Rivers. It includes over 1,000 residential units, 500,000 square feet of office space, multiple hotels, 150,000 square feet of retail and entertainment space, and surface and underground parking.</i>

Goal 3: Foster Healthy and Vibrant Communities				
Action Step	Performance Metric	Responsible Entities	Update Frequency	Status
				• <i>OneNKY Center: A new building that will house Northern Kentucky's major growth organizations, fostering collaboration and economic development in the region.</i> • <i>The City of Falmouth and the Northern Kentucky Area Development District (NKADD) received a \$500,000 EPA Brownfields Assessment Grant to evaluate 13 underutilized properties, helping prepare sites for future redevelopment, attract investment, expand housing and employment opportunities, and support community revitalization.</i> Ongoing • <i>Governor Andy Beshear announced the beginning of construction of the Brent Spence Bridge Corridor Project. In addition to the new bridge, this project includes upgrades to 8 miles of approaches, interchanges, and infrastructure, significantly impacting the region's transportation network.</i> • <i>The KY 8 Licking River Bridge construction began and is projected to be completed by Summer 2028.</i> • <i>The City of Covington's Small Business Program helps fledgling businesses with first-year rent and façade improvements of commercial buildings.</i> • <i>Southbank Partners is working with the Cities of Ludlow, Covington, Newport, Bellevue, Dayton, Fort Thomas, Silver Grove, Southgate, Highland Heights, and Wilder on specific corridor studies within each of the cities to evaluate future redevelopment and investment opportunities.</i> • <i>Central Covington Riverfront: A 23-acre redevelopment project transforming the former IRS processing center into a mixed-use site with offices, homes, hotels, and retail shops, along with significant public infrastructure improvements.</i> • <i>The expansion and enhancement of Riverfront Commons, a planned 20-mile scenic multi-use path from Devou Park to Penderly Park along the Ohio River.</i> • <i>The Campbell County and Municipal Planning and Zoning Commission is preparing a new comprehensive plan that covers unincorporated Campbell County and the Cities of Crestview, Silver Grove, Melbourne, Southgate, and Woodlawn.</i> • <i>Promoting regional brownfield programs, including the City of Covington, Kenton County, and Carroll County.</i> • <i>Revitalization of Downtown Carrollton, Owenton, Falmouth, and Williamstown.</i> 2025 Completed • <i>Boone County Fiscal Court adopted Our Boone County 2045, which includes the planning and building of new and infill residential developments and guides land use and development throughout unincorporated Boone County and the Cities of Florence, Union,</i>

Goal 3: Foster Healthy and Vibrant Communities				
Action Step	Performance Metric	Responsible Entities	Update Frequency	Status
				and Walton. • Kenton County Fiscal Court adopted the Comprehensive Plan prepared by the Planning and Development Services of Kenton County (PDS) and approved by the Kenton County Planning Commission (KCPC). • The "Home for All: Northern Kentucky Housing Strategies" outlines 50 strategies to address the region's housing shortage. The report was released by a coalition of over 90 community leaders and experts led by NKADD and Brighton Center/Brighton Properties. Ongoing • Redevelopment continues of the Simms Building as SparkHaus business incubator; eGateway Partners is the first tenant. • The City of Covington's Small Business Program helps fledgling businesses with first-year rent and façade improvements of commercial buildings. • Southbank Partners is working with the Cities of Ludlow, Covington, Newport, Bellevue, Dayton, Fort Thomas, Silver Grove, Southgate, Highland Heights, and Wilder on specific corridor studies within each of the cities to evaluate future redevelopment and investment opportunities. • Ovation Project: A \$1 billion multi-use development in Newport, covering 25 acres at the intersection of the Ohio and Licking Rivers. It includes over 1,000 residential units, 500,000 square feet of office space, multiple hotels, 150,000 square feet of retail and entertainment space, and surface and underground parking. • Central Covington Riverfront: A 23-acre redevelopment project transforming the former IRS processing center into a mixed-use site with offices, homes, hotels, and retail shops, along with significant public infrastructure improvements. ○ Included in this redevelopment project is the Commonwealth Center for Biomedical Excellence, which will house the Northern Kentucky University Salmon P. Chase College of Law and the University of Kentucky College of Medicine's Northern Kentucky Campus, and funded by the Kentucky General Assembly's 2024 biennial budget and secured by Kenton County Fiscal Court, Northern Kentucky Port Authority, Northern Kentucky University, and the University of Kentucky. • Brent Spence Bridge Project: Governor Andy Beshear announced \$1.6 billion in funding for the Brent Spence Bridge Corridor Project. In addition to the new bridge, this project includes upgrades to 8 miles of approaches, interchanges, and infrastructure, significantly impacting the region's transportation network. • OneNKY Center: A new building that will house Northern Kentucky's major growth organizations, fostering collaboration and economic development in the region.

Goal 3: Foster Healthy and Vibrant Communities				
Action Step	Performance Metric	Responsible Entities	Update Frequency	Status
				- The expansion and enhancement of Riverfront Commons, a planned 20-mile scenic multi-use path from Devou Park to Pendery Park along the Ohio River. - The Campbell County and Municipal Planning and Zoning Commission is preparing a new comprehensive plan that covers unincorporated Campbell County and the Cities of Crestview, Silver Grove, Melbourne, Southgate, and Woodlawn. - Promoting regional brownfield programs, including the City of Covington, Kenton County, and Carroll County. - Revitalization of Downtown Carrollton and Williamstown. 2024 Ongoing - Redevelopment has started for a mixed-use development on the old Covington IRS site. - Redevelopment within the Mall Road Corridor in Florence - Mixed-use development of 25 acres in Newport (Ovation) - Continuing to promote the regional brownfield program, including programs in the City of Covington and Carroll County - Redevelopment of the Simms Building as SparkHaus business incubator - Revitalization of Downtown Carrollton and Williamstown - Use the 2023 Northern Kentucky Housing Data Study to create a housing playbook to provide guidance on creating housing opportunities throughout the region - Southbank Partners is working with the Cities of Ludlow, Covington, Newport, Bellevue, Dayton, Fort Thomas, Silver Grove, Southgate, Highland Heights, and Wilder on specific corridor studies within each of the cities to evaluate future redevelopment and investment opportunities. 2023 Ongoing - Continuing to promote the regional brownfield program, including programs in the City of Covington and Carroll County - Redevelopment of the Simms Building as an incubator - Revitalization of Downtown Carrollton and Williamstown
2. Promote environmental stewardship	Conservation of natural resources	Local Governments, Conservation Agencies	Yearly	2026 Completed Tri-State Trails published the NKY Trails Plan, which is an effort to connect Boone, Campbell, and Kenton through a network of paved trails. Ongoing

Goal 3: Foster Healthy and Vibrant Communities				
Action Step	Performance Metric	Responsible Entities	Update Frequency	Status
				• Collaborate with Green Umbrella, a public policy group, to create environmental stewardship policies and changes. • The Rumpke landfill in Pendleton County is recapturing energy and putting it back into the power grid. • NKU was awarded nearly \$300,000 over 5 years to provide undergraduate research opportunities in stream ecology and changes with climate, geography, and land cover as part of a \$20 million National Science Foundation (NSF) project aimed at advancing Kentucky's climate resiliency. NKU will host one of the project's Learning Hubs and develop pathways for Kentucky undergraduate students to pursue advanced degrees in environmental science, stream ecology, and community engagement. • Duke Energy Foundation supports community impact by funding tree plantings, trail development, and philanthropic initiatives in the community. • Local County Extension Offices work with landowners and environmental organizations to promote stewardship. • The Ohio River Way works to conserve and preserve the waterway, surrounding areas, and the viewshed, as well as promoting economic development, recreation, education, and tourism. • The Cincinnati Off-Road Alliance (CORA) and Tri-State Trails collaborate to maintain and promote sustainable trail use in natural areas across Northern Kentucky, encouraging responsible recreation and conservation of these resources. • The County Conservation District offices promote environmentally responsible practices by offering educational programs and workshops on topics such as stormwater management, soil health, and native plant landscaping. • The City of Erlanger continues to develop Eons Adventure Park (formerly known as Greenway at Dry Creek), a 1,000-acre multi-functional park designed to attract tourists and provide recreational opportunities for residents. • The City of Crittenden continues to develop Crittenden Nature Park, with plans moving forward for the park's second phase, which will expand the park with additional walkways, parking, a new pavilion, a natural meadow with native grasses and wildflowers, benches, and other improvements to enhance outdoor recreational opportunities for residents. • Kenton County is developing Fox Ridge Park, transforming the former 225-acre Fox Run Golf Course in Independence into a major regional park featuring fishing, playgrounds, mountain biking, trails, a dog park, outdoor fitness and adventure amenities, and nature-focused recreational spaces. Construction began in 2026, with the park expected to reopen in late summer 2028.

Goal 3: Foster Healthy and Vibrant Communities				
Action Step	Performance Metric	Responsible Entities	Update Frequency	Status
				• <i>Campbell County is undertaking a \$10 million improvement project at A.J. Jolly Lake to complete critical dam repairs and safety upgrades. The project requires lowering the lake and temporarily closing it to fishing, kayaking, and other recreational activities throughout 2026.</i> 2025 Completed • The Cities of Covington and Newport adopted their first joint Bicycle Transportation Plan. • The Kentucky General Assembly created the Ohio River Recreation Authority (KORRA). Ongoing • Collaborate with Green Umbrella, a public policy group, to create environmental stewardship policies and changes. • The Rumpke landfill in Pendleton County is recapturing energy and putting it back into the power grid. • NKU was awarded nearly \$300,000 over 5 years to provide undergraduate research opportunities in stream ecology and changes with climate, geography, and land cover as part of a \$20 million National Science Foundation (NSF) project aimed at advancing Kentucky's climate resiliency. NKU will host one of the project's Learning Hubs and develop pathways for Kentucky undergraduate students to pursue advanced degrees in environmental science, stream ecology, and community engagement. • Duke Energy Foundation supports community impact by funding tree plantings, trail development, and philanthropic initiatives in the community. • Local County Extension Offices work with landowners and environmental organizations to promote stewardship. • The Ohio River Way works to conserve and preserve the waterway, surrounding areas, and the viewshed, as well as promoting economic development, recreation, education, and tourism. • The Cincinnati Off-Road Alliance (CORA) and Tri-State Trails collaborate to maintain and promote sustainable trail use in natural areas across Northern Kentucky, encouraging responsible recreation and conservation of these resources. • The County Conservation District offices promote environmentally responsible practices by offering educational programs and workshops on topics such as stormwater management, soil health, and native plant landscaping. • The City of Erlanger continues to develop Eons Adventure Park (formerly known as Greenway at Dry Creek), a 1000-acre multi-functional park designed to attract tourists and provide recreational opportunities for residents.

Goal 3: Foster Healthy and Vibrant Communities				
Action Step	Performance Metric	Responsible Entities	Update Frequency	Status
				2024 Ongoing - Collaborate with Green Umbrella, a public policy group, to create environmental stewardship policies and changes - The City of Covington participated in Green Umbrella's Climate Action Fellowship program. The program will assist the city in creating policies that address the negative effects of climate change. - DUKE Energy Foundation continues to support community impact by funding tree plantings, trail development and philanthropic community - Local County Extension Offices are working with landowners and environmental organizations to promote stewardship throughout the region - The Ohio River Way works to conserve and preserve the waterway, surrounding areas and the viewshed and promote economic development, recreation, education, and tourism. Creation of Kentucky Ohio River Recreation Authority (KORRA) by Kentucky General Assembly - Creation of new The NKY Trail Fund was established with Horizon Community Funds, in partnership with the Cincinnati Off-Road Alliance and Tri-State Trails. - Creation of the Greenway at Dry Creek, an interactive park from Erlanger to the Ohio River. 2023 Ongoing - Green Umbrella is a public policy group focused on environmental stewardship - ACI - DUKE Energy Foundation continues to support community impact by funding tree plantings, trail development and philanthropic community - Local County Extension Offices are working with landowners and environmental organizations to promote stewardship throughout the region - The Ohio River Way works to conserve and preserve the waterway, surrounding areas and the viewshed and promote economic development, recreation, education, and tourism.
3. Foster community vibrancy through recreational and attraction development	Promote access to parks, rivers, and trails (Grant County Heritage Trail Project, Licking River Blue Water Trail (Paddling Trail) including access points, Licking River Greenway, Northern KY Greenline natural	Local Governments, Convention and Visitor Bureaus, Chamber of Commerce	Yearly	2026 <i>Completed</i> <i>Tri-State Trails published the NKY Trails Plan, which is an effort to connect Boone, Campbell, and Kenton through a network of paved trails.</i>

Goal 3: Foster Healthy and Vibrant Communities				
Action Step	Performance Metric	Responsible Entities	Update Frequency	Status
	surface trails, multi-use cross-county trails, Riverfront Commons) • Promote regional attractions locally, regionally, nationwide, and internationally • Expand outdoor recreation opportunities through development (disc golf, wayfinding/ signage, regional and state parks) • Continued investment in arts/culture (Ark Development, Bourbon Trail (tasting rooms)) • Invest in family-focused projects (pools, large sports facilities)			• <i>BLINK, the nation's largest art and projection mapping festival, was held for the second year for four nights in the urban core of Cincinnati and Northern Kentucky.</i> • <i>The Cities of Erlanger and Elsmere partnered to design and complete a mural for Eons Park.</i> • <i>MAMMOTH Music and Arts Festival returned for its third year for a weekend in October.</i> • <i>ArtsWave and meetNKY awarded a combined \$60,000 in grants to nine arts and cultural projects across Northern Kentucky through their Northern Kentucky Creative Placemaking program. The funded projects are designed to celebrate local heritage, activate public spaces, strengthen neighborhoods, and expand access to arts and cultural experiences throughout Boone, Campbell, and Kenton counties.</i> Ongoing • <i>MeetNKY is utilizing the NKY narrative, developed in collaboration with BE NKY and the NKY Chamber, for business, tourism, and talent attraction.</i> • <i>The City of Erlanger continues to develop Eons Adventure Park (formerly known as Greenway at Dry Creek), a 1000-acre multi-functional park designed to attract tourists and provide recreational opportunities for residents.</i> • <i>The Ohio River Way works to conserve and preserve the waterway, surrounding areas, and the viewshed, as well as promoting economic development, recreation, education, and tourism.</i> • <i>The expansion and enhancement of Riverfront Commons, a planned 20-mile scenic multi-use path from Devou Park to Penderly Park along the Ohio River.</i> • <i>City of Covington Quality of Place grants, from \$1,000 to \$30,000, support creative, place-based projects to improve neighborhoods that align with the city's Economic Development Department's strategic focus on "Experiencing Covington."</i> • <i>The City of Covington, in partnership with The Carnegie Visual and Performing Arts Center, The Center for Great Neighborhoods, ArtsWave, and the Carol Ann and Ralph V. Haile, Jr. Foundation, is advancing CAIRN, a landmark public art installation for the Covington Central Riverfront neighborhood. Selected through a national public art competition, the winning design by MATCOM lab will incorporate community-sourced and salvaged materials and feature a series of vertical pillars representing Covington's 19 neighborhoods, reflecting the city's layered history, diverse communities, and shared future.</i> • <i>The B-Line (Bourbon Line) continues to bring visitors and international recognition to the region while adding new distilleries.</i>

Goal 3: Foster Healthy and Vibrant Communities				
Action Step	Performance Metric	Responsible Entities	Update Frequency	Status
				• The Cincinnati Off-Road Alliance (CORA) and Tri-State Trails collaborate to maintain and promote sustainable trail use in natural areas across Northern Kentucky, encouraging responsible recreation and conservation of these resources. • Discussions started about creating the KY River Water Trail in Owen and Carroll counties. • The City of Erlanger continues to develop Eons Adventure Park (formerly known as Greenway at Dry Creek), a 1000-acre multi-functional park designed to attract tourists and provide recreational opportunities for residents. • The City of Crittenden continues to develop Crittenden Nature Park, with plans moving forward for the park's second phase, which will expand the park with additional walkways, parking, a new pavilion, a natural meadow with native grasses and wildflowers, benches, and other improvements to enhance outdoor recreational opportunities for residents. • Kenton County is developing Fox Ridge Park, transforming the former 225-acre Fox Run Golf Course in Independence into a major regional park featuring fishing, playgrounds, mountain biking, trails, a dog park, outdoor fitness and adventure amenities, and nature-focused recreational spaces. Construction began in 2026, with the park expected to reopen in late summer 2028. • Campbell County is undertaking a \$10 million improvement project at A.J. Jolly Lake to complete critical dam repairs and safety upgrades. The project requires lowering the lake and temporarily closing it to fishing, kayaking, and other recreational activities throughout 2026. • Local festivals such as Woolfest, Marigold Day, and the Carroll County Tobacco Festival continues to bring visitors to the region. 2025 Completed • The National Park Service designated Big Bone Lick State Historic Site as a National Historic Landmark. The state park is one of only 16 in the United States to possess National Historic Landmark and National Natural Landmark status. • America's River Roots Festival, October 8 through 12, 2025, celebrated the country's 250th anniversary and the food, music, and culture of the Ohio River Valley. • The City of Newport created a new website, Meet on Monmouth, and a monthly business spotlight to attract more attention and increase foot traffic to Monmouth Street. • The NKY narrative for business, tourism, and talent attraction was created through the collaboration of MeetNKY, BE NKY, and the NKY Chamber. • The Kentucky General Assembly created the Ohio River Recreation Authority (KORRA). Ongoing

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				• MeetNKY is utilizing the NKY narrative, developed in collaboration with BE NKY and the NKY Chamber, for business, tourism, and talent attraction. • The City of Erlanger continues to develop Eons Adventure Park (formerly known as Greenway at Dry Creek), a 1000-acre multi-functional park designed to attract tourists and provide recreational opportunities for residents. • The Ohio River Way works to conserve and preserve the waterway, surrounding areas, and the viewshed, as well as promoting economic development, recreation, education, and tourism. • The expansion and enhancement of Riverfront Commons, a planned 20-mile scenic multi-use path from Devou Park to Penderly Park along the Ohio River. • The City of Covington, partnering with the Carnegie Visual and Performing Arts Center, The Center for Great Neighborhoods, ArtsWave, and the Carol Ann and Ralph V. Haile, Jr. Foundation, is undertaking a national design competition to install a landmark piece of art at a prominent location in the developing Covington Central Riverfront neighborhood. • The B-Line (Bourbon Line) continues to bring visitors and international recognition to the region while adding new distilleries. • The Cincinnati Off-Road Alliance (CORA) and Tri-State Trails collaborate to maintain and promote sustainable trail use in natural areas across Northern Kentucky, encouraging responsible recreation and conservation of these resources. • Discussions started about creating the KY River Water Trail in Owen and Carroll counties. 2024 Ongoing • Redevelopment of the region’s riverfronts ○ Southbank Partners is working with the Cities of Ludlow, Covington, Newport, Bellevue, and Dayton on redeveloping their riverfronts and marketing the entire NKY riverfront into one area, “Riverfront Commons.” Riverfront Commons is a world-class active destination that connects people through a 20-mile greenway along the Ohio River. ▪ Southbank Partners secured funding for a USDOT RAISE grant for this project. ○ In partnership with ReNewport, the City of Newport received a technical service grant from the National Parks Services Rivers, Trails, and Conservation Assistance Program for General James Taylor Park. • The B-Line continues to bring visitors and international recognition to the region while adding new distilleries. • Expansion of the Ohio River Way program

Goal 3: Foster Healthy and Vibrant Communities				
Action Step	Performance Metric	Responsible Entities	Update Frequency	Status
				- Revitalization of community parks, including the City of Glencoe’s JuJu Sullivan Playground, - BE NKY and MeetNKY formalizing a regional identity 2023 Ongoing - Southbank Partners' new USDOT RAISE grant will connect seven cities within the urban core through 20 miles of multi-use paths (Riverfront Commons). - The B-line continues to bring visitors and international recognition to the region while adding new distilleries. - Expansion of the Ohio River Way program - BE NKY and MeetNKY formalizing a regional identity
4. Acknowledge the importance of celebrating the region’s agricultural roots	- Increase access to fresh food - Support projects that promote alternative uses of the region’s agricultural products - Support non-traditional research to introduce new agricultural products to the area - Agritourism	Local Governments, Extension Offices	Bi-annually	2026 Completed <i>The Covington Farmers Market relocated its outdoor market to a more centrally located site at 425 Madison Avenue, providing a safer setting, improved parking and accessibility, and space for more than 20 local farmers and producers. The year-round market also supports food access by accepting SNAP, WIC, and senior nutrition benefits and participating in the Kentucky Double Dollars program.</i> Ongoing <i>Community Supported Agriculture (CSA) programs.</i> <i>Agricultural extension agents serving Northern Kentucky work with local farmers to explore and potentially introduce new specialty crops.</i> <i>Local restaurants and producers create Farm to Table events.</i> <i>UK extension offices' countywide farm tours.</i> <i>Increased agritourism opportunities include Benton Farms, Kidman Farms, and Sugar Ridge Farms.</i> <i>The County Conservation District offices promote environmentally responsible practices by offering educational programs and workshops on topics such as stormwater management, soil health, and native plant landscaping.</i> <i>Farmers markets across Northern Kentucky continue to connect residents with locally grown and produced goods while supporting farmers, small businesses, and community gathering spaces. Markets throughout the region provide regular opportunities to purchase fresh produce, locally produced foods, and artisan goods while strengthening the region’s local food economy.</i>

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				2025 Ongoing - Community Supported Agriculture (CSA) programs. - Agricultural extension agents serving Northern Kentucky work with local farmers to explore and potentially introduce new specialty crops. - Local restaurants and producers create Farm to Table events. - UK extension offices' countywide farm tours. - Increased agritourism opportunities include Benton Farms, Kidman Farms, and Sugar Ridge Farms. - The County Conservation District offices promote environmentally responsible practices by offering educational programs and workshops on topics such as stormwater management, soil health, and native plant landscaping. 2024 Ongoing - Local restaurants and producers creating Farm to Table events - UK extension offices' countywide farm tours - Increased number of agritourism opportunities include Benton Farms, Kidman Farms, Sugar Ridge Farms 2023 Ongoing - Local restaurants and producers creating Farm to Table events - UK extension offices' countywide farm tours - Converted industrial facility into a vertical farming facility (80 Acres) - Increased number of agritourism opportunities include Benton Farms, Kidman Farms, Sugar Ridge Farms
5. Advocate for continuous improvement of PK-12 schools to meet state and national criteria	Partner with community stakeholders to ensure local schools meet all requirements	Educational Institutions, Community Service Partners, Educational Partners (Northern Kentucky Education Council, Northern Kentucky Educational Cooperative)	Yearly	2026 Completed - NKYWorks hosted “Industry Immersion for Educators” to connect teachers to local industries. - Northern Kentucky University and Gateway Community & Technical College revitalized the River City Promise program, providing free tuition for eligible graduates of Bellevue, Dayton, Holmes, Lloyd Memorial, Ludlow, and Newport high schools to earn an associate degree at Gateway before transferring to NKU, expanding access to higher education and strengthening the region’s talent pipeline.

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Action Step	Performance Metric	Responsible Entities	Update Frequency	Status
				• EducateNKY expanded its Read Ready Network, a regional early-learning initiative focused on improving kindergarten readiness, through the integration of Read Ready Covington, a new corporate partnership with C-Forward, and a \$150,000 grant from the Haile Foundation. • The Kentucky Board of Education designated all eight Covington Independent schools, along with other district-operated educational programs, as Schools of Innovation, opening access to a state pilot program that includes \$2.5 million in funding for the 2026–27 fiscal year to support innovative approaches to improving student outcomes. Ongoing • Collaborations with regional educational non-profits, such as NKCES “Co-op,” NKY Education Council, EducateNKY, NKY Works, I-Lead, and CS71, to better prepare students. • Elevate discussions of apprenticeship and pre-apprenticeship opportunities in high school. • Ignite Institute is Kentucky’s first STEAM-focused high school specializing in Science, Technology, Engineering, Arts, and Mathematics. Located in Boone County, the school is also available to Kenton County students. • Educate NKY aims to align policies and develop innovative education strategies. • Northern Kentucky University's College of Education partners with local school districts to provide research-based professional development. • Dolly Parton’s Imagination Library continues to expand access to early literacy across Northern Kentucky, providing free monthly books to children from birth to age five throughout the region. St. Elizabeth Healthcare recently joined EducateNKY and the Boone, Campbell, and Kenton County public libraries to connect families with the program at birth, reaching approximately 4,000 new families each year through its postpartum units. 2025 Completed • BE NKY, under its Community Competitive Initiative, hosted, in conjunction with the NKY Chamber, “Bridging Futures – Career Development & Education for a Thriving Business Community” that brought together education and business leaders on how local businesses can get involved with helping students from kindergarten through 12th grade get early exposure to local industries and trades, explore different career paths, and engage in real-world experiences that bring learning to life. Ongoing • Collaborations with regional educational non-profits, such as NKCES “Co-op,” NKY Education Council, EducateNKY, NKY Works, I-Lead, and CS71, to better prepare students. • Elevate discussions of apprenticeship and pre-apprenticeship opportunities in high school.

Goal 3: Foster Healthy and Vibrant Communities				
Action Step	Performance Metric	Responsible Entities	Update Frequency	Status
				- Ignite Institute is Kentucky’s first STEAM-focused high school specializing in Science, Technology, Engineering, Arts, and Mathematics. Located in Boone County, the school is also available to Kenton County students. - Educate NKY aims to align policies and develop innovative education strategies. - Northern Kentucky University's College of Education partners with local school districts to provide research-based professional development. 2024 Ongoing - Collaborations with regional educational non-profits, such as NKCES “Co-op” NKY Education Council, EducateNKY, NKY Works, I-Lead and CS71, to better prepare students. - Elevate discussions of apprenticeship and pre-apprenticeship opportunities in high school - Assisting Carrollton Utilities in the creation of an apprenticeship program through the Kentucky Rural Water Association - Ignite Institute – high school with hands-on learning and real-life experiences 2023 Ongoing - Collaborations with regional educational non-profits, such as NKCES “Co-op” NKY Education Council. GROW NKY Pillar 2, I-Lead and CS71, to better prepare students. - Educate NKY by aligning policies and developing innovative education strategies. - Ignite Institute – high school with hands-on learning and real-life experiences
6. Encourage community planning through placemaking	Work together to improve the quality of life by realizing the importance of public services, community publications, a friendly environment, and better everyday conveniences.	Community Service Partners	Yearly	2026 <i>Completed</i> <i>BLINK, the nation’s largest art and projection mapping festival, was held for four nights in the urban core of Cincinnati and Northern Kentucky.</i> <i>ArtsWave and meetNKY awarded a combined \$60,000 in grants to nine arts and cultural projects across Northern Kentucky through their Northern Kentucky Creative Placemaking program. The funded projects are designed to celebrate local heritage, activate public spaces, strengthen neighborhoods, and expand access to arts and cultural experiences throughout Boone, Campbell, and Kenton counties.</i> Ongoing <i>City of Covington Quality of Place grants, from \$1,000 to \$30,000, support creative, place-based projects to improve neighborhoods that align with the city’s Economic Development Department’s strategic focus on “Experiencing Covington.”</i>

Goal 3: Foster Healthy and Vibrant Communities				
Action Step	Performance Metric	Responsible Entities	Update Frequency	Status
				• The City of Covington, in partnership with The Carnegie Visual and Performing Arts Center, The Center for Great Neighborhoods, ArtsWave, and the Carol Ann and Ralph V. Haile, Jr. Foundation, is advancing CAIRN, a landmark public art installation for the Covington Central Riverfront neighborhood. Selected through a national public art competition, the winning design by MATCOM lab will incorporate community-sourced and salvaged materials and feature a series of vertical pillars representing Covington’s 19 neighborhoods, reflecting the city’s layered history, diverse communities, and shared future. • Initiatives by Southbank Partners and MeetNKY to create regional destinations and experiences. • The Cities of Newport and Cincinnati, and regional public, private, and philanthropic communities to maintain, preserve, and enhance the Purple People Bridge for public multi-modal transportation and creative placemaking, with the repainting and lighting of the bridge as a regional asset and destination. • The expansion and enhancement of Riverfront Commons, a planned 20-mile scenic multi-use path from Devou Park to Penderly Park along the Ohio River. • River cities' efforts attract and drive populations to the region. • The Campbell County and Municipal Planning and Zoning Commission is preparing a new comprehensive plan that covers unincorporated Campbell County and the Cities of Crestview, Silver Grove, Melbourne, Southgate, and Woodlawn. • Local community newspapers and online publications, such as the NKY Tribune and LINK nky, highlight local events, community initiatives, and public service announcements. • MeetNKY and ArtsWave announced a new partnership designed to increase cultural vibrancy in Northern Kentucky (NKY) through art and creative placemaking. • OneNKY Alliance continues its “OneNKY Building Community Unity” initiative to focus on resident pride and present a unified narrative that reflects who we are and where we aspire to go, together as a community. • The City of Newport and community partners are developing a series of 19 historical murals along the Dave Cowens Road floodwall, transforming a prominent gateway along the Riverfront Commons Trail into public art that celebrates Newport’s history, culture, and community. • The City of Erlanger continues to develop Eons Adventure Park (formerly known as Greenway at Dry Creek), a 1000-acre multi-functional park designed to attract tourists and provide recreational opportunities for residents. • The City of Crittenden continues to develop Crittenden Nature Park, with plans moving forward for the park’s second phase, which will expand the park with additional walkways,

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Action Step	Performance Metric	Responsible Entities	Update Frequency	Status
				<i>parking, a new pavilion, a natural meadow with native grasses and wildflowers, benches, and other improvements to enhance outdoor recreational opportunities for residents.</i> <i>Kenton County is developing Fox Ridge Park, transforming the former 225-acre Fox Run Golf Course in Independence into a major regional park featuring fishing, playgrounds, mountain biking, trails, a dog park, outdoor fitness and adventure amenities, and nature-focused recreational spaces. Construction began in 2026, with the park expected to reopen in late summer 2028.</i> <i>Campbell County is undertaking a \$10 million improvement project at A.J. Jolly Lake to complete critical dam repairs and safety upgrades. The project requires lowering the lake and temporarily closing it to fishing, kayaking, and other recreational activities throughout 2026.</i> <i>Local festivals such as Woolfest, Marigold Day, and the Carroll County Tobacco Festival continue to bring visitors to the region.</i> 2025 Completed - BLINK, the nation’s largest art and projection mapping festival, was held for four nights in the urban core of Cincinnati and Northern Kentucky. - Boone County Fiscal Court adopted Our Boone County 2045, which includes the planning and building of new and infill residential developments and guides land use and development throughout unincorporated Boone County and the Cities of Florence, Union, and Walton. - Kenton County Fiscal Court adopted the Comprehensive Plan prepared by the Planning and Development Services of Kenton County (PDS) and approved by the Kenton County Planning Commission (KCPC). Ongoing - City of Covington Quality of Place grants, from \$1,000 to \$30,000, support creative, place-based projects to improve neighborhoods that align with the city’s Economic Development Department’s strategic focus on “Experiencing Covington.” - The City of Covington, partnering with the Carnegie Visual and Performing Arts Center, The Center for Great Neighborhoods, ArtsWave, and the Carol Ann and Ralph V. Haile, Jr. Foundation, is undertaking a national design competition to install a landmark piece of art at a prominent location in the developing Covington Central Riverfront neighborhood. - Initiatives by Southbank Partners and MeetNKY to create regional destinations and

Goal 3: Foster Healthy and Vibrant Communities				
Action Step	Performance Metric	Responsible Entities	Update Frequency	Status
				experiences. • The Purple People Bridge Company is working collaboratively with the Cities of Newport and Cincinnati, and regional public, private, and philanthropic communities to maintain, preserve, and enhance the bridge for public multi-modal transportation and creative placemaking, with the repainting and lighting of the bridge as a regional asset and destination. • The expansion and enhancement of Riverfront Commons, a planned 20-mile scenic multi-use path from Devou Park to Pendery Park along the Ohio River. • River cities' efforts attract and drive populations to the region. • The Campbell County and Municipal Planning and Zoning Commission is preparing a new comprehensive plan that covers unincorporated Campbell County and the Cities of Crestview, Silver Grove, Melbourne, Southgate, and Woodlawn. • Local community newspapers and online publications, such as the NKY Tribune and LINK nky, highlight local events, community initiatives, and public service announcements. • MeetNKY and ArtsWave announced a new partnership designed to increase cultural vibrancy in Northern Kentucky (NKY) through art and creative placemaking. • OneNKY Alliance launched its “OneNKY Building Community Unity” initiative to focus on resident pride and present a unified narrative that reflects who we are and where we aspire to go, together as a community. 2024 Ongoing • Quality place grants in Covington to improve neighborhoods. • Initiatives by Southbank Partners and MeetNKY to create regional destinations and experiences • The Purple People Bridge Company is working collaboratively with the Cities of Newport and Cincinnati as well as the regional public, private, and philanthropic community to maintain, preserve, and enhance the bridge for public multi-modal transportation and creative placemaking with the repainting and lighting up the bridge as a regional asset and destination. • The expansion of Riverfront Commons, a planned 20-mile scenic multi-use path from Devou Park to Pendery Park along the Ohio River, was announced. • River cities' efforts attract and drive populations to the region. • County Planning Agencies are conducting major Comprehensive Plan updates with a focus on future development

Goal 3: Foster Healthy and Vibrant Communities				
Action Step	Performance Metric	Responsible Entities	Update Frequency	Status
				- MeetNKY, along with the NKY Chamber of Commerce, BE NKY Growth Partnership, and OneNKY Alliance, have been working to create an external narrative for the NKY Regional Identity that creates a brand identity for the region, including a tourism standpoint, a business attraction standpoint, and a talent development standpoint, along with quality of life. 2023 Ongoing - Quality place grants in Covington to improve neighborhoods. - Initiatives by Southbank Partners and MeetNKY to create regional destinations and experiences - River cities' efforts attract and drive populations to the region.

Goal 4: Embrace All People				
Action Step	Performance Metric	Responsible Entities	Update Frequency	Status
1. Incorporate nontraditional educational opportunities into the workforce pipeline	Utilize all educational opportunities to create a skilled workforce (Building Industry Association/ Enzweiler Building Institute, area technology centers, vocational training, satellite campus, charter schools)	Trade Associations, School Districts	Yearly	2026 <i>Completed</i> <i>Northern Kentucky University and Gateway Community & Technical College revitalized the River City Promise program, providing free tuition for eligible graduates of Bellevue, Dayton, Holmes, Lloyd Memorial, Ludlow, and Newport high schools to earn an associate degree at Gateway before transferring to NKU, expanding access to higher education and strengthening the region's talent pipeline.</i> <i>The Kentucky Board of Education designated all eight Covington Independent schools, along with other district-operated educational programs, as Schools of Innovation, opening access to a state pilot program that includes \$2.5 million in funding for the 2026-27 fiscal year to support innovative approaches to improving student outcomes.</i> <i>The Enzweiler Building Institute received a USDA Rural Development Grant to launch the Rural Construction Workforce Accelerator, expanding access to skilled trades education and workforce training in Gallatin, Grant, Owen, and Pendleton counties through a mobile training unit designed to address workforce shortages, support local employers, and create career opportunities in construction-related industries.</i> <i>Ongoing</i> <i>Elevate discussions of apprenticeship and pre-apprenticeship opportunities in high school.</i> <i>Ignite Institute is Kentucky's first STEAM-focused high school specializing in Science, Technology, Engineering, Arts, and Mathematics. Located in Boone County, the school is also</i>

Goal 4: Embrace All People				
Action Step	Performance Metric	Responsible Entities	Update Frequency	Status
				available to Kenton County students. - Educate NKY aims to align policies and develop innovative education strategies. - Northern Kentucky University's College of Education partners with local school districts to provide research-based professional development. - Collaborations with regional educational non-profits, such as NKCES "Co-op," NKY Education Council, EducateNKY, NKY Works, I-Lead, and CS71, to better prepare students. - Continued expansion of dual-credit opportunities for high school students to gain college credits and shorten the time/cost of associate degrees and higher, including NKU, Thomas More University, and Gateway Community and Technical College. - Gateway Community and Technical College, through open enrollment, provides leadership and technical skills training that utilizes existing funding sources, thus reducing employers' costs. - Northern Kentucky University offers micro-credential courses in data analytics and cybersecurity, designed to upskill workers and meet industry demands. - Enzweiler Building Institute at the Building Industry Association of Northern Kentucky offers an apprenticeship model trade school for working adults, has introduced a 13-week afternoon program in collaboration with the Life Learning Center, and offers the Intro to Trades program for high school students. These programs are designed to serve as a pathway to career advancement and economic mobility for adults throughout the region. - Cincinnati State Technical and Community College operates a vocational school at CVG to train aviation technicians. - Youth First connects young, eligible workers to employment opportunities. - TradesNKY partners with schools, educators, and industry leaders to deliver meaningful career experiences that connect classrooms with the workforce. 2025 Completed - The Northern Kentucky Water Management Council (WMC) provided information on Kentucky Rural Water's Registered Apprenticeship Program to support the workforce talent pipeline to fill water system employment opportunities. - Thomas More University expanded its online learning platform to include certificate programs in project management and digital marketing, providing flexible learning options for working adults. - NKU launched its 3 States, 1 Rate tuition model for new undergraduate students from Kentucky, Ohio, and Indiana. Ongoing

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Action Step	Performance Metric	Responsible Entities	Update Frequency	Status
				- Elevate discussions of apprenticeship and pre-apprenticeship opportunities in high school. - Continued expansion of dual-credit opportunities for high school students to gain college credits and shorten the time/cost of associate degrees and higher, including NKU, Thomas More University, and Gateway Community and Technical College. - Gateway Community and Technical College, through open enrollment, provides leadership and technical skills training that utilizes existing funding sources, thus reducing employers' costs. - Northern Kentucky University offers micro-credential courses in data analytics and cybersecurity, designed to upskill workers and meet industry demands. - Enzweiler Building Institute at the Building Industry Association of Northern Kentucky offers an apprenticeship model trade school for working adults, has introduced a 13-week afternoon program in collaboration with the Life Learning Center, and offers the Intro to Trades program for high school students. These programs are designed to serve as a pathway to career advancement and economic mobility for adults throughout the region. - Cincinnati State Technical and Community College operates a vocational school at CVG to train aviation technicians. 2024 Completed - Based at CVG, the Epic Flight Academy program trains students to become FAA-certified airframe and powerplant (A&P) aviation mechanics Ongoing - NaviGo partnerships with local schools to provide the YouScience assessment and the My Career E3 employment database. Grant received through Kentucky WIOA Statewide Reserve to fund ongoing YouScience reporting. - Elevate discussions of apprenticeship and pre-apprenticeship opportunities in high school - Continued expansion of dual-credit opportunities for high school students to gain college credits and shorten the time/cost of associate degrees and higher - Gateway Community and Technical College, through open enrollment, has created leadership and technical skills training that utilizes existing funding sources, thus reducing the cost for employers 2023 Completed - Heritage Trades Academy receives increased funding - Building Industry Association – Enzweiler Institute expands programs and adds location

Goal 4: Embrace All People				
Action Step	Performance Metric	Responsible Entities	Update Frequency	Status
				Ongoing NaviGo partnerships with local schools to provide the YouScience assessment and the My Career E3 employment database
2. Emphasize the importance of available affordable and attainable housing	- Preserve and expand the supply of affordable housing units to meet demand - Expand attainable housing in proximity to employment hubs - Support alternative housing opportunities for those most vulnerable	Local Governments, Housing Authorities, Community Service Providers, Economic Development Agencies	Semiannually	2026 Completed - Mainstrasse Flats opened in Covington's historic MainStrasse Village, adding 12 new apartments across two buildings on a previously vacant lot at 319 W. 7th St. Developed by A.M. Titan, the project is believed to be the first infill development of its scale in the neighborhood in roughly 150 years. - The Catalytic Fund launched the Northern Kentucky Housing Fund, a revolving loan fund providing flexible, below-market financing to support new housing construction and the redevelopment of vacant or underutilized properties across Boone, Campbell, and Kenton counties, with an initial goal of raising \$5 million in lending capital. Ongoing - Incorporation of non-traditional housing stock to meet demand. - United Way of Greater Cincinnati launched a public awareness campaign highlighting the need for affordable housing and encouraging community support for new housing initiatives. - Carroll County and the City of Carrollton continue to work on attracting housing development. - NKADD, in partnership with the Greater Cincinnati Foundation, is creating a new data dashboard to track the progress of the objectives presented in the report "Home for All: Northern Kentucky Housing Strategies." 2025 Completed - The "Home for All: Northern Kentucky Housing Strategies" outlines 50 strategies to address the region's housing shortage. The report was released by a coalition of over 90 community leaders and experts led by NKADD and Brighton Center/Brighton Properties. Ongoing - Incorporation of non-traditional housing stock to meet demand. - United Way of Greater Cincinnati launched a public awareness campaign highlighting the need for affordable housing and encouraging community support for new housing initiatives. 2024 Completed

Goal 4: Embrace All People				
Action Step	Performance Metric	Responsible Entities	Update Frequency	Status
				- With the help of a grant from Interact for Health, Brighton Center Properties and the NKADD created a housing playbook with a menu of options to assist elected officials, shareholders and developers in decision-making related to housing Ongoing - Incorporation of non-traditional housing stock to meet demand - Use the recently completed housing playbook to inform and educate local leaders on the menu of options to address the regional housing needs 2023 Completed - Completion of NKY Regional Housing Study - Churchill Downs/Turfway incorporated onsite housing for backside workers Ongoing - Incorporation of non-traditional housing stock to meet demand - With the help of a grant from Interact for Health, Brighton Center Properties and the NKADD are working together using the housing study as a guide on the next steps related to housing
3. Encourage accessible healthcare	- Support adequate healthcare facilities - Expand healthcare and mental healthcare for the most vulnerable populations - Ensure diverse healthcare options throughout the region - Empower families to make informed healthcare decisions, including easy access, existing health concerns and long-term care options.	Healthcare Providers, Community Service Partners, Local Governments	Yearly	2026 Completed <i>Gallatin County Fiscal Court completed construction of Triad Pharmacy, adding to the existing Gallatin County Health with CDBG grant funding.</i> <i>NorthKey Community Care launched a new 24/7 mental health and substance use crisis hotline serving Northern Kentucky's eight-county region. The hotline connects residents with trained local behavioral health professionals who provide crisis support, assess individual needs, and help individuals and families access appropriate care and treatment services.</i> <i>The Ion Center for Violence Prevention celebrates 50 years of serving Northern Kentucky in 2026, providing free, confidential crisis intervention, support services, and prevention education to survivors of domestic and sexual violence across all eight counties, helping ensure vulnerable populations have access to essential care and resources.</i> Ongoing <i>The Lift Up program creates a one-stop job training and transition to employment for Northern Kentucky individuals in treatment for SUD (Substance Use Disorder). Lift Up is a partnership of St. Elizabeth, Life Learning Center, and NKWIB. Lift Up participants work on increasing independence and productivity by participating in pre-vocational training, substance use treatment, and transitional services to employment.</i> <i>Welcome House launched a pilot program, in partnership with FwdSlash, to expand housing</i>

Goal 4: Embrace All People				
Action Step	Performance Metric	Responsible Entities	Update Frequency	Status
				and medical access to 3,000 individuals and 170 families by providing innovative social services and healthcare education. - TANK Plus, provides on-demand, curb-to-curb transportation or connection to a TANK fixed route transfer point. - TANK Regional Area Mobility Program (RAMP) offers door-to-door paratransit service to disabled citizens in Boone, Campbell, and Kenton counties who are unable to use TANK's fixed-route bus service. - NKADD, the eight Northern Kentucky counties, and transportation providers are implementing the NKY Regional Coordinated Transit Study recommendation to offer transportation services across need-based programs while eliminating duplication of services, improving service efficiency, and lowering operating costs. 2025 Completed - The Northern Kentucky Office of Drug Control Policy (NKYODCP) received its second \$1M award from KYOAAC (Kentucky Opioid Abatement Advisory Committee) for continued funding of the NKY CAREs Program, which supports a "No Wrong Door" approach to entering treatment and recovery, expediting treatment, after-care, employment assistance, and transportation services. Ongoing - The Lift Up program creates a one-stop job training and transition to employment for Northern Kentucky individuals in treatment for SUD (Substance Use Disorder). Lift Up is a partnership of St. Elizabeth, Life Learning Center, and NKWIB. Lift Up participants work on increasing independence and productivity by participating in pre-vocational training, substance use treatment, and transitional services to employment. - Welcome House launched a pilot program, in partnership with FwdSlash, to expand housing and medical access to 3,000 individuals and 170 families by providing innovative social services and healthcare education. - TANK Plus, provides on-demand, curb-to-curb transportation or connection to a TANK fixed route transfer point. - TANK Regional Area Mobility Program (RAMP) offers door-to-door paratransit service to disabled citizens in Boone, Campbell, and Kenton counties who are unable to use TANK's fixed-route bus service. - NKADD, the eight Northern Kentucky counties, and transportation providers are implementing the NKY Regional Coordinated Transit Study recommendation to offer transportation services across need-based programs while eliminating duplication of

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				services, improving service efficiency, and lowering operating costs. - Gallatin County Fiscal Court is adding a pharmacy to the existing Gallatin County Health with CDBG grant funding. 2024 Ongoing - Lift Up is a partnership with St. Elizabeth, Life Learning Center, Brighton Center, and NKADD that provides those in recovery a no-wrong-door approach to employment - Expansion of rural county pharmacies to meet the needs of each community - Gallatin County Fiscal Court was awarded a CDBG grant to add a pharmacy to the existing Gallatin County Health Clinic. 2023 Ongoing - Lift Up is a partnership with St. Elizabeth, Life Learning Center, Brighton Center, and NKADD that provides those in recovery a no-wrong-door approach to employment - Expansion of rural county pharmacies to meet the needs of each community
4. Ensure access to early childhood learning opportunities	- Provide access to quality childcare - Connect childcare opportunities to employment hubs	Local School Districts, Community Service Partners	Yearly	2026 Completed - Northern Kentucky University and Gateway Community & Technical College revitalized the River City Promise program, providing free tuition for eligible graduates of Bellevue, Dayton, Holmes, Lloyd Memorial, Ludlow, and Newport high schools to earn an associate degree at Gateway before transferring to NKU, expanding access to higher education and strengthening the region's talent pipeline. Ongoing - EducateNKY expanded its Read Ready Network, a regional early-learning initiative focused on improving kindergarten readiness, through the integration of Read Ready Covington, a new corporate partnership with C-Forward, and a \$150,000 grant from the Haile Foundation. - EC LEARN (Early Childhood Learning Education Assessment Resource Network provides critical early childhood education resources to families, early childhood professionals, and employers in 12 Northern Kentucky counties (Boone, Bourbon, Campbell, Carroll, Gallatin, Grant, Harrison, Kenton, Owen, Nicholson, Pendleton, and Scott). - Northern Kentucky University offers an early childhood education program to train more educators to meet the growing demand for quality early learning. - NKY Works Early Childhood Education focus area addresses three challenges critical to

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				<i>providing a vibrant early-childhood environment: Employer Incentives, Child Care Industry Talent Attraction and Retention, and Workforce Talent Attraction and Retention.</i> <i>Dolly Parton’s Imagination Library continues to expand access to early literacy across Northern Kentucky, providing free monthly books to children from birth to age five throughout the region. St. Elizabeth Healthcare recently joined EducateNKY and the Boone, Campbell, and Kenton County public libraries to connect families with the program at birth, reaching approximately 4,000 new families each year through its postpartum units.</i> 2025 Completed - United Way of Greater Cincinnati expanded its "Success by 6" initiative, providing additional funding and resources to early childhood centers to improve access and quality of care. - Brighton Center opened a new early childhood learning center in Newport, offering affordable childcare and educational programs for low-income families. Ongoing - EC LEARN (Early Childhood Learning Education Assessment Resource Network provides critical early childhood education resources to families, early childhood professionals, and employers in 12 Northern Kentucky counties (Boone, Bourbon, Campbell, Carroll, Gallatin, Grant, Harrison, Kenton, Owen, Nicholson, Pendleton, and Scott). - Northern Kentucky University offers an early childhood education program to train more educators to meet the growing demand for quality early learning. - NKY Works Early Childhood Education focus area addresses three challenges critical to providing a vibrant early-childhood environment: Employer Incentives, Child Care Industry Talent Attraction and Retention, and Workforce Talent Attraction and Retention. - The Boone County Public Library, the Kenton County Public Library, the Pendleton County Library, Grant County Schools, Owen County Community Foundation, Gallatin County Family Resource, and Family Ties Resource Center (Carroll County) are Dolly Parton Imagination Library participants. - The Campbell County Imagination Library is a cooperative effort of the Campbell County Public Library, Campbell County Schools, and the independent school districts in Bellevue, Dayton, Fort Thomas, and Newport. 2024 Completed - Enactment of the Certified Child Care Community Designation Program to help increase the supply of childcare and early childhood education services Ongoing

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				• EC Learn partnership with CVG Airport to understand childcare needs on their campus and explore how to address them. • NKY Works focus area developed Early Childhood Education metrics. 2023 Completed • EC Learn continues to champion the importance of increased-quality childcare options. • EC Learn partnership with CVG Airport to understand childcare needs on their campus and explore how to address them. • GROW NKY Pillar 1 developed Early Childhood Education metrics.
5. Reduce barriers to services and resources for all in need	• Empower all residents to seek out assistance • Provide services and resources to those in need	Healthcare Providers, Community Service Partners, Local Governments	Yearly	2026 Completed • NKADD updated the NKY Coordinated Regional Transit Plan and released the NKY Coordinated Transit Study with OKI Mobility Management grant funding. The documents provide a comprehensive framework for enhancing mobility and coordination among transportation providers across the NKADD region. • The NKADD Board of Directors established the Regional Mobility Steering Committee. This committee will involve providers, county representatives, and the NKADD meeting regularly to discuss how to implement the suggestions of the NKY Coordinated Transit Study. Ongoing • United Way of Greater Cincinnati continues to expand its 211 helpline services, providing more comprehensive support and resources for individuals and families in need. • Community-based non-profits, such as Safety Net Alliance, Emergency Cold Shelter, and food pantries, work together to serve those in need. • Nonprofit partners, such as Fiesta and Kentucky Refugee Ministries, provide individuals with resources to gain sustainable employment. • The City of Covington employment programs connect disadvantaged residents with employment opportunities. • Welcome House launched a pilot program, in partnership with FwdSlash, to expand housing and medical access to 3,000 individuals and 170 families by providing innovative social services and healthcare education. • NKADD, Proudworks, TANK, and Owen County Public Transit meet regularly to discuss how to implement the suggestions of the NKY Coordinated Transit Study (recommendations to offer transportation services across need-based programs while eliminating duplication of services, improving service efficiency, and lowering operating costs).

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				• <i>The City of Covington continues to provide “Covington Connect” to expand access to free public Wi-Fi.</i> • <i>United Way of Greater Cincinnati continues to prioritize digital equity for all and provides funding through a new Digital Equity Grant Program.</i> • <i>TANK Plus, provides on-demand, curb-to-curb transportation or connection to a TANK fixed route transfer point.</i> • <i>TANK Regional Area Mobility Program (RAMP) offers door-to-door paratransit service to disabled citizens in Boone, Campbell, and Kenton counties who are unable to use TANK’s fixed-route bus service.</i> 2025 Completed • NKADD updated the NKY Coordinated Regional Transit Plan and released the NKY Coordinated Transit Study with OKI Mobility Management grant funding. The documents provide a comprehensive framework for enhancing mobility and coordination among transportation providers across the NKADD region. • NKADD, with funding from Horizon Community Funds, released the “Food Insecurity” report and data dashboard. • Brighton Center received a \$300,000 grant to support sustainable employment through a three-pronged approach focusing on skills, credentials, and career pathways for individuals in recovery. • United Way of Greater Cincinnati expanded its 211 helpline services, providing more comprehensive support and resources for individuals and families in need, resulting in a 15% increase in calls and assistance. Ongoing • Community-based non-profits, such as Safety Net Alliance, Emergency Cold Shelter, and food pantries, work together to serve those in need. • Nonprofit partners, such as Fiesta and Kentucky Refugee Ministries, provide individuals with resources to gain sustainable employment. • NKADD, the eight Northern Kentucky counties, and transportation providers are implementing the NKY Regional Coordinated Transit Study recommendation to offer transportation services across need-based programs while eliminating duplication of services, improving service efficiency, and lowering operating costs. • The City of Covington employment programs connect disadvantaged residents with employment opportunities. • Welcome House launched a pilot program, in partnership with FwdSlash, to expand housing

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				and medical access to 3,000 individuals and 170 families by providing innovative social services and healthcare education. • NKADD, BAWAC, TANK, and Owen County Public Transit meet regularly to discuss how to implement the suggestions of the NKY Coordinated Transit Study. • The City of Covington launched “Covington Connect” to expand access to free public Wi-Fi. • United Way of Greater Cincinnati has prioritized digital equity for all and has provided funding through a new Digital Equity Grant Program. • TANK Plus, provides on-demand, curb-to-curb transportation or connection to a TANK fixed route transfer point. • TANK Regional Area Mobility Program (RAMP) offers door-to-door paratransit service to disabled citizens in Boone, Campbell, and Kenton counties who are unable to use TANK’s fixed-route bus service. 2024 Ongoing • Community-based non-profits, such as Safety Net Alliance, Emergency Cold Shelter, and food pantries, work together to serve those in need • Dramatic increase of state-appropriated funding in programming through Life Learning Center to support recovering/formerly incarcerated individuals • NKADD and counties work to find transportation solutions to assist those in need to get to their medical appointments • The City of Covington has created employment programs to connect disadvantaged residents with employment opportunities 2023 Completed • Boone County Homelessness Task Force Study Ongoing • Community-based non-profits, such as Safety Net Alliance, Emergency Cold Shelter, and food pantries, work together to serve those in need • NKADD and counties work to find transportation solutions to assist those in need to get to their medical appointments • The City of Covington has created employment programs to connect disadvantaged residents with employment opportunities

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6. Increase income self-sufficiency	• Work with employers to create policies related to Reentry/second-chance employment • Raise entry-level salary/wages	Chamber of Commerce, Workforce Development Board, Community Services Partners	Bi-yearly	2026 Ongoing • The Lift Up program creates a one-stop job training and transition to employment for Northern Kentucky individuals in treatment for SUD (Substance Use Disorder). Lift Up is a partnership of St. Elizabeth, Life Learning Center, and NKWIB. Lift Up participants work on increasing independence and productivity by participating in pre-vocational training, substance use treatment, and transitional services to employment. • Expanding Naloxone access and training in Northern Kentucky. • The NKADD Employment Connections (KY Works) program increased the number of adults receiving TANF and SNAP referred to education, employment, and work-based learning programs. • Gateway Community and Technical College continues to offer short-term training programs in high-demand sectors like advanced manufacturing and healthcare. • Organizations like the Life Learning Center in Kenton County continued their programs that provide training and support services to individuals re-entering the workforce after incarceration. • United Way of Greater Cincinnati supports local non-profit organizations that provide workforce development and support services specifically for underserved populations, aiming to increase their access to skilled jobs and improve retention. • Enzweiler Building Institute at the Building Industry Association of Northern Kentucky offers an apprenticeship model trade school for working adults, has introduced a 13-week afternoon program in collaboration with the Life Learning Center, and offers the Intro to Trades program for high school students. These programs are designed to serve as a pathway to career advancement and economic mobility for adults throughout the region. 2025 Completed • The Northern Kentucky Office of Drug Control Policy (NKYODCP) received its second \$1M award from KYOAC (Kentucky Opioid Abatement Advisory Committee) for continued funding of the NKY CAREs Program, which supports a "No Wrong Door" approach to entering treatment and recovery, expediting treatment, after-care, employment assistance, and transportation services. • Pounds of Plastic opened a new manufacturing facility in Owenton by leasing a building purchased by the Owen County Industrial Development Cooperation using Community Development Block Grant funds through the Owen County Fiscal Court. Over the years, Pounds of Plastic has created at least 39 jobs for Owen County residents, with at least 51%

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				being LMI. Ongoing - The Lift Up program creates a one-stop job training and transition to employment for Northern Kentucky individuals in treatment for SUD (Substance Use Disorder). Lift Up is a partnership of St. Elizabeth, Life Learning Center, and NKWIB. Lift Up participants work on increasing independence and productivity by participating in pre-vocational training, substance use treatment, and transitional services to employment. - Expanding Naloxone access and training in Northern Kentucky. - The NKADD Employment Connections (KY Works) program increased the number of adults receiving TANF and SNAP referred to education, employment, and work-based learning programs. - Gateway Community and Technical College continues to offer short-term training programs in high-demand sectors like advanced manufacturing and healthcare. - Organizations like the Life Learning Center in Kenton County continued their programs that provide training and support services to individuals re-entering the workforce after incarceration. - United Way of Greater Cincinnati supports local non-profit organizations that provide workforce development and support services specifically for underserved populations, aiming to increase their access to skilled jobs and improve retention. - Enzweiler Building Institute at the Building Industry Association of Northern Kentucky offers an apprenticeship model trade school for working adults, has introduced a 13-week afternoon program in collaboration with the Life Learning Center, and offers the Intro to Trades program for high school students. These programs are designed to serve as a pathway to career advancement and economic mobility for adults throughout the region. 2024 Ongoing - Lift Up is a partnership with St. Elizabeth, Life Learning Center, Brighton Center, and NKADD that provides those in recovery a no-wrong-door approach to employment - The NKADD Employment Connections (KY Works) program is seeing an increase in referrals to get more adults receiving TANF and SNAP connected to education, employment, and work-based learning. 2023 Completed - Kenton Fiscal Court has a Recovery Grant with Transitions

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				Ongoing • The NKY Office of Drug Control Policy has been certified as a Recovery Ready Community by the Commonwealth, along with receiving \$1M to expand treatment and recovery infrastructure in NKY. • Lift Up is a partnership with St. Elizabeth, Life Learning Center, Brighton Center, and NKADD that provides those in recovery a no-wrong-door approach to employment • The NKADD Employment Connections (KY Works) program is seeing an increase in referrals to get more adults receiving TANF and SNAP connected to education, employment, and work-based learning.