

Northern Kentucky

MARKET REVIEW 2017

Economic Renaissance

Northern Kentucky's airport is lifting off again, and the entire region is on the rise

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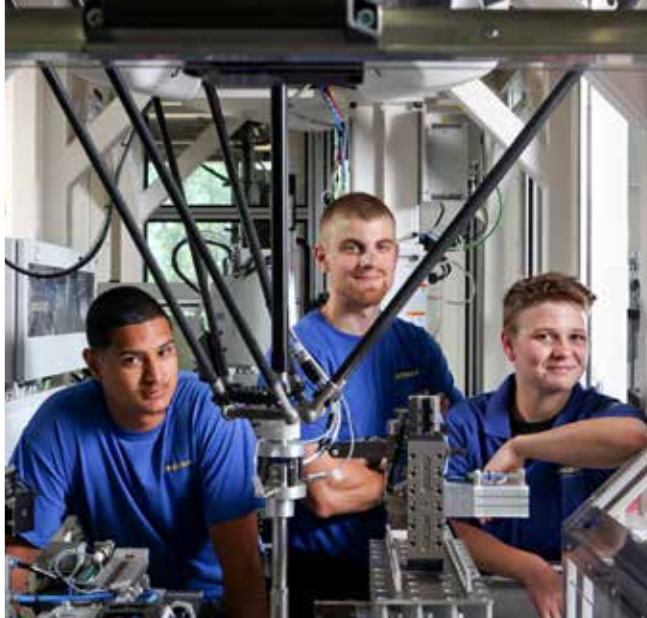
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Northern Kentucky

MARKET REVIEW 2017

Table of Contents

People & Places	6
Demographics.....	11
Northern Kentucky Tri-ED	12
NKY Chamber of Commerce.....	14
Northern Kentucky Area Development District.....	16
Cover Story.....	18
Quality of Life.....	22
Transportation.....	26
Logistics.....	29
Healthcare Services.....	32
Real Estate.....	35
Construction	36
Financial Services.....	40
Meetings & Attractions.....	43
Education.....	46

Made in NKY	50
Legal Services.....	54
Business Solutions.....	58
Utilities.....	60
Sports	62
Headquarters.....	64
Arts & Culture.....	70

COUNTY BY COUNTY DATA

Boone County	66
Campbell County	66
Kenton County	67
Gallatin County.....	68
Grant County	68
Pendleton County.....	68
Hamilton County, Ohio.....	69
Clermont County, Ohio.....	69



On the Cover: Northern Kentucky is experiencing an Economic Renaissance decades in the making. The international airport is emerging from reinvention, riverfront development is on the move, and industry is moving into the area. And the workforce of tomorrow is attracted by Northern Kentucky's unique blend of modern urban living and traditional small-city friendliness.

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NKY is ready to serve you

Thanks for picking up a copy of The Lane Report's 2017 Market Review of Northern Kentucky. We at the NKY Chamber of Commerce and Northern Kentucky Tri-ED hope that you'll find this inaugural edition focused on Northern Kentucky to be productive, informative and fun.

Northern Kentucky has so much to offer both businesses and workers. In these pages you'll not only read about the economic breakthroughs we are making in the fields of manufacturing, healthcare and logistics, but you'll also learn about the many layers that add richness to our quality of life in Northern Kentucky. We pride ourselves on our regional collaborative spirit, the strength of our corporate and government relationships, and our ability to welcome newcomers and help them get connected throughout Greater Cincinnati and beyond.

One of the best things about Northern Kentucky is that you'll find a vibrant urban scene, booming outlying cities and picturesque rural landscapes – all within minutes of each other. These layers come together in such a way that we are able to attract world-class business talent with the comforts of convenient living. This balance has brought about remarkable success stories that you'll read about it in these pages.

Our businesses are ready to serve you as learn more about us. Enjoy this Market Review, and feel free to reach out to us at Tri-ED or the NKY Chamber of Commerce.



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Northern Kentucky Renaissance

The Commonwealth's northernmost tip is undergoing a bustling transformation into a highly sought after destination for living, working and playing



Left: Kentucky Speedway is a 1.5-mile banked tri-oval racetrack that hosts NASCAR, ARCA and Indy Racing League racing in Sparta. It seats 107,000 for the major races, but has a wide range of other motorsports events most weeks of the year.

Below: The World Peace Bell in downtown Newport is the world's largest free-swinging bell. It is 12 feet in diameter 12 feet high and weighs 66,000 pounds; the clapper alone weighs 6,878 pounds. Its yoke is an additional 16,512 pounds. When powered up and swung into a ring, its resonant, awe-inspiring striking continues for several minutes.



Barberstock photo



Above: The Madison Event Center in downtown Covington was an F.W. Woolworth's store for more than 70 years before being transformed into a popular event center with multiple ballrooms, wedding chapels and corporate event suites.

Left: Northern Kentucky's string of historic river cities have developed into an increasingly popular residential and commercial section of the Greater Cincinnati metro area. Picturesque in their own right, Covington and Newport have especially spectacular views of downtown Cincinnati's skyline, which is just across multiple bridges at a narrowing section of the Ohio River:

Barbersstock photo



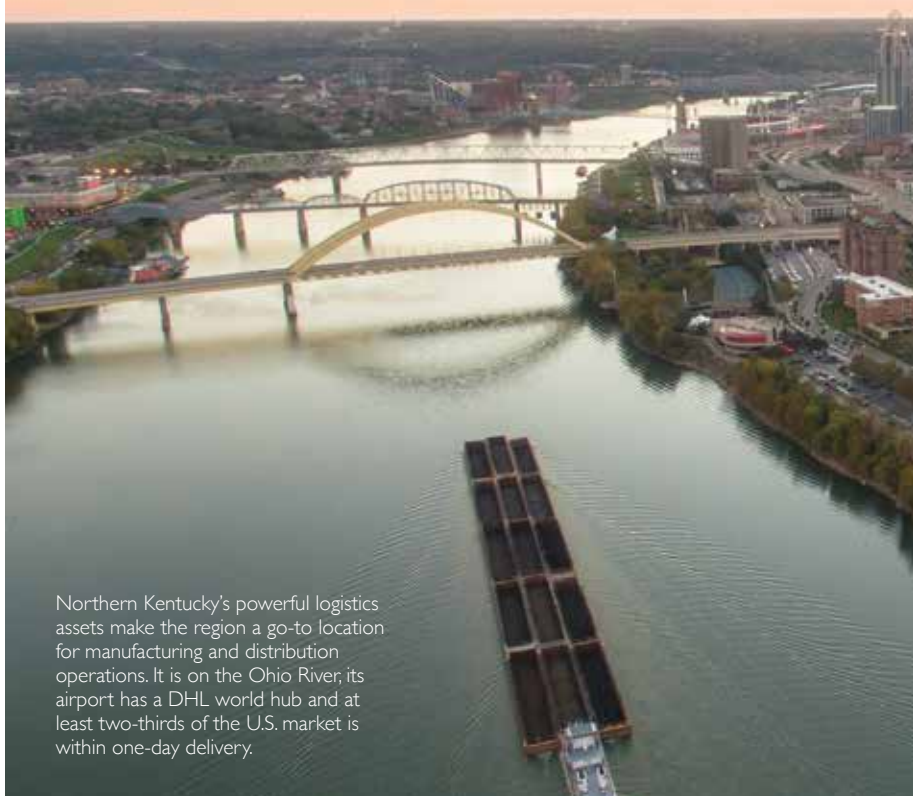
meenKY photo

Above: Ride the Duck in a vehicle that goes on both land and water for a unique tour of Northern Kentucky and Cincinnati.

Right: Hofbrauhaus in Newport, modeled on the 400-plus-year-old original in Munich, is an authentic German restaurant brewpub that attracts visitors from all over the region for a taste of Northern Kentucky and Cincinnati's strongest cultural heritage.



Red Fly Pictures photo



Northern Kentucky's powerful logistics assets make the region a go-to location for manufacturing and distribution operations. It is on the Ohio River; its airport has a DHL world hub and at least two-thirds of the U.S. market is within one-day delivery.

Red Fly Pictures photo



Above: In the left foreground are The Ascent and RiverCenter; two skyline-transforming Covington properties developed by Corporex.

Left: The historic MainStrasse Village in Covington is Northern Kentucky's inviting home of Oktoberfest and Maifest.

KentuckyTourism.com photo



KentuckyTourism.com photo





Above: A converted rail and motor vehicle structure, the popular “Purple People Bridge” offers spectacular pedestrian connectivity across the Ohio River between Newport and downtown Cincinnati. It is 2,670 feet long.



Above: The string of cities in Northern Kentucky’s urban core – including Newport, Covington, Bellevue, Dayton, Fort Thomas, and Ludlow – are known for their charming, historic and welcoming downtown areas.

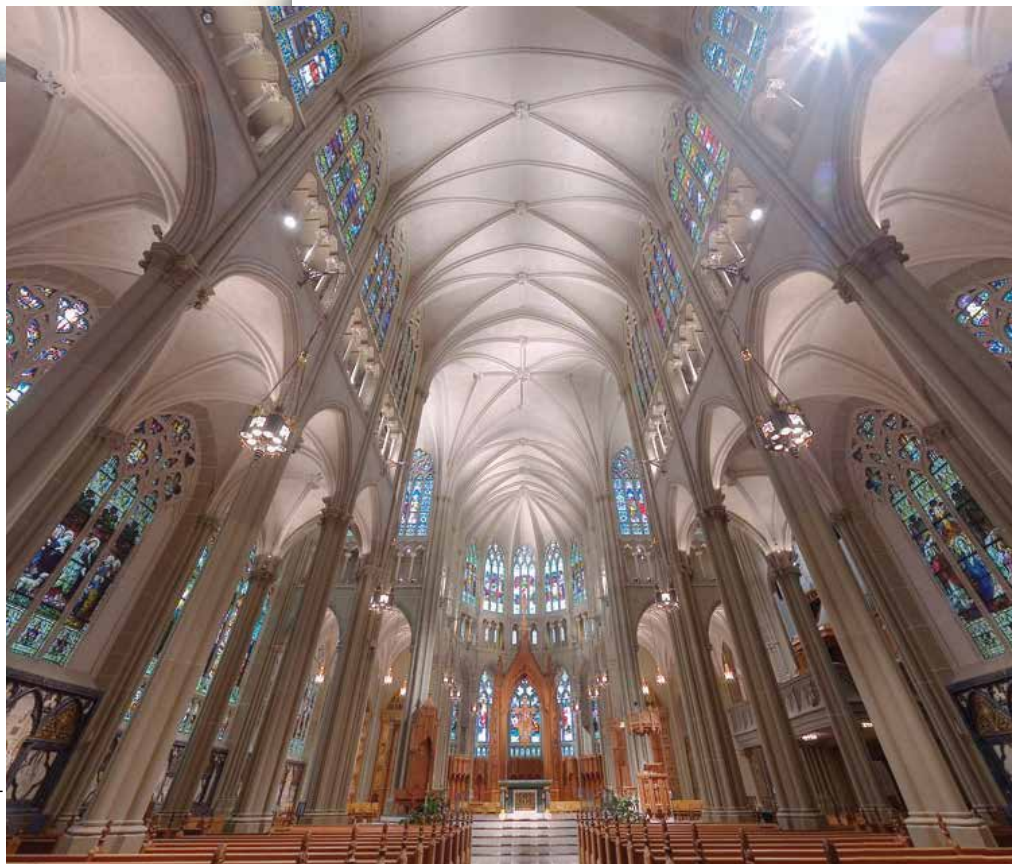
Below: Newly opened New Riff Distillery in Newport welcomes visitors and is Northern Kentucky’s biggest entry to date into the commonwealth’s bourbon-making boom.



KentuckyTourism.com photo



MeetNKY photo



Above: The Gothic-style Cathedral Basilica of the Assumption in Covington was completed 1915 and is a treasured art and architectural monument as well as the seat of the Roman Catholic Diocese of Covington.

Left: The Newport Aquarium at Newport on the Levee has 70 exhibits and 14 galleries, including five seamless acrylic tunnels totaling over 200 feet in length.

The Ohio River Paddlefest – America's largest paddling trip – attracts thousands of visitors to take over the river every year in the late summer.

Bryn Weller Photography photo



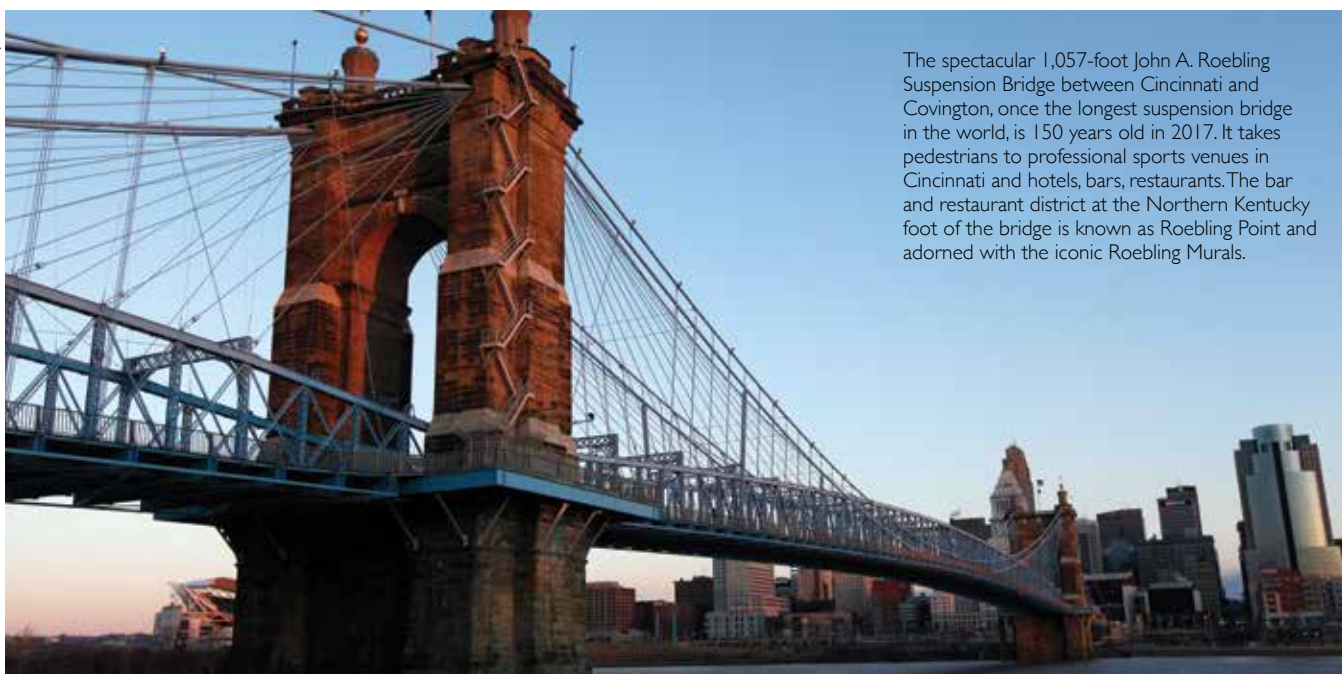
Cincinnati Red Bike photo



Left: Cincinnati Red Bike has 12 bicycle portals in Northern Kentucky offering quick, easy transportation opportunities. There are 44 more on the Ohio side of the river:

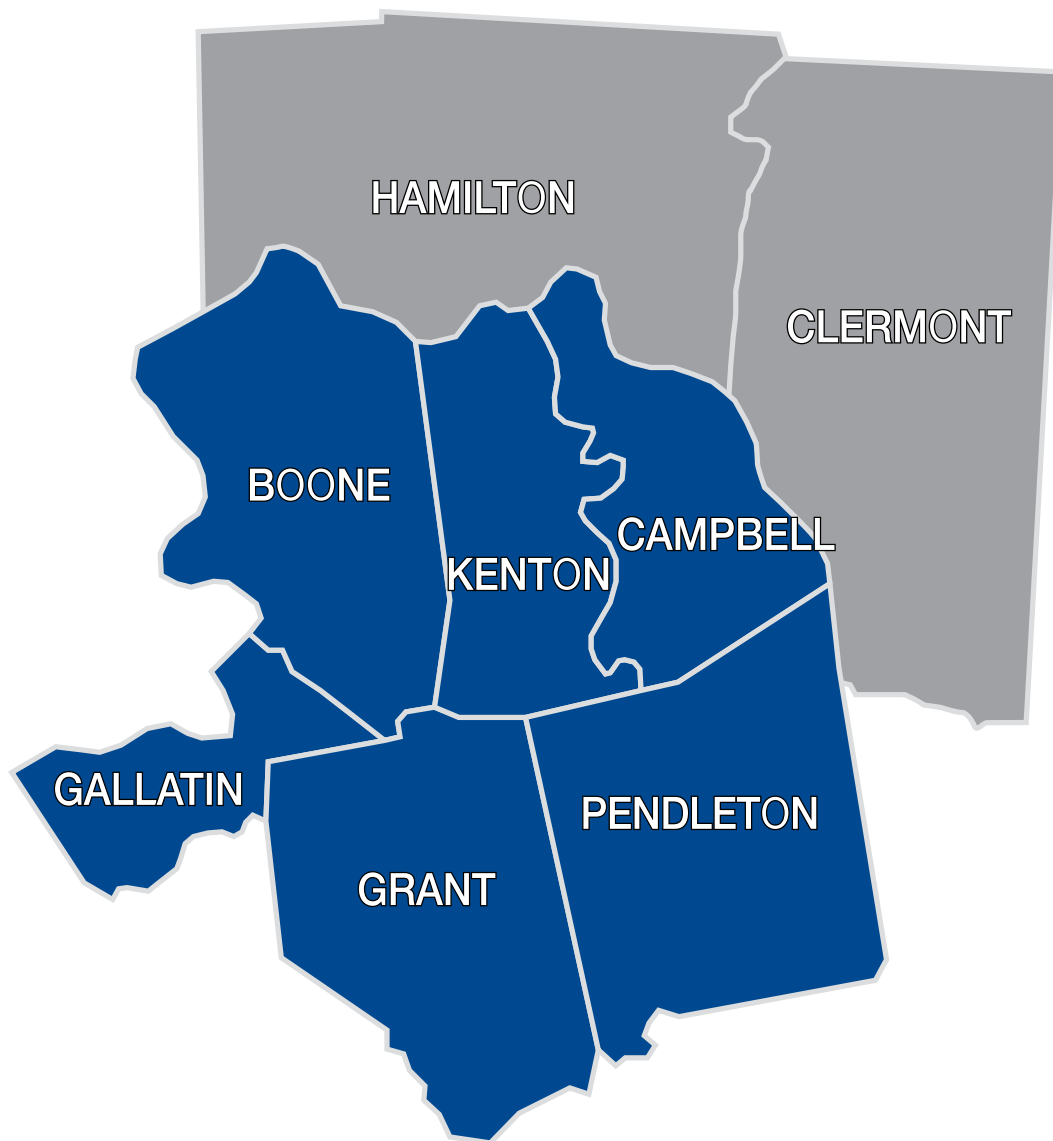
Above: Hotel Covington is a new 114-room hotel/restaurant on the river designed for leisure and business travelers. The landmark Madison Avenue structure dates to 1910 when it was built for the Copping's Department Store.

Barberstock photo



The spectacular 1,057-foot John A. Roebling Suspension Bridge between Cincinnati and Covington, once the longest suspension bridge in the world, is 150 years old in 2017. It takes pedestrians to professional sports venues in Cincinnati and hotels, bars, restaurants. The bar and restaurant district at the Northern Kentucky foot of the bridge is known as Roebling Point and adorned with the iconic Roebling Murals.

Northern Kentucky by the Numbers



County Populations

	Actual		Projected			
	2000	2010	2017	2020	2030	2040
Boone	85,991	118,811	143,396	153,933	190,270	224,687
Campbell	88,616	90,336	91,250	91,642	90,731	88,012
Clermont (OH)	177,977	197,363	205,040	208,330	214,090	216,190
Gallatin	7,870	8,589	9,062	9,264	9,695	9,863
Grant	22,384	24,662	26,241	26,917	28,768	30,090
Hamilton (OH)	845,303	802,374	794,132	790,600	785,900	786,090
Kenton	151,464	159,720	165,837	168,458	174,699	177,963
Pendleton	14,390	14,877	15,234	15,387	15,489	15,118
Totals	1,393,995	1,416,732	1,550,192	1,464,531	1,509,642	1,548,013

Sources: Kentucky State Data Center, Ohio Development Services Agency

Northern Kentucky's vibrant economy

30-year collaboration provides an accelerating payoff for Boone, Campbell and Kenton

THE experiment of creating the first regional economic development entity in the Commonwealth of Kentucky worked! Northern Kentucky Tri-ED launched on Jan. 1, 1987, initially to attract primary industry companies



Daniel E. Tobergte, President/CEO, Northern Kentucky Tri-ED

to Boone, Campbell and Kenton counties. Over 30 years, Northern Kentucky Tri-ED added business retention and expansion, and entrepreneurship to our repertoire. Today, with a \$2.2 million budget – funded mostly by unique sources of revenue from rental car fees in all three counties – Tri-ED is able to

serve a region of 385,000 people focusing on more than 550 primary industry companies, increasing economic diversity and quality of life for our residents.

As technologies advance, the industries we target have changed, incorporating improvements to products and processes and reflecting a world that is far beyond what we could have imagined in 1987. Though we did not imagine a cell phone in nearly every pocket when Northern Kentucky Tri-ED was formed in 1987, we did have the foresight to know that regional collaboration and cooperation would be needed to propel Northern Kentucky forward.



Our region has truly aged well and is on the cutting-edge of industry innovations. The Internet of Things, Big Data, Machine Learning, Artificial Intelligence, Predictive Analytics permeate our businesses, our industries and our region. Advanced manufacturing firms comprise more than 50 percent of our primary industry companies, and we aim to assist these companies in the aerospace, automotive, machine tool, food, and flavoring industries. In the life sciences field, Northern Kentucky companies develop and test pharmaceutical therapies that positively affect global health, and financial services and informatics firms are trailblazing new approaches daily.

The Kentucky Innovation Network at Northern Kentucky and UpTech, Northern



Kentucky's business accelerator, support a robust entrepreneurship community that thrives on a special blend of small-town warmth and urban sophistication. This network of ambitious start-ups regularly engages with established companies, sparking conversation, capital support and new ventures. Northern Kentucky Tri-ED's award-winning Business Retention and Expansion program, NKY Boost, helps us keep our ear to the ground in the business community, so we can help overcome obstacles and facilitate growth.

To remain competitive in this increasingly globalized economy, we are doubling down on the building blocks of industry growth and attraction. Our region is collaborating to build a multi-industry talent pipeline for the future. Last year, the NKU College of Informatics graduated more than 500 students with skills in computing, cybersecurity and information technology. Thomas More College is in the process of working towards becoming a university, gaining more regional and national recognition and expanding its international footprint.

Our colleges and universities collectively offer certificates, associate's and bachelor's degree programs to support advanced manufacturing education and STEAM learning. We partner with our workforce allies like Gateway Community and Technical College, KY FAME and the Advanced Manufacturing Workforce Development Coalition to take this

message into the school systems earlier, reaching the middle schoolers and high schoolers who will be our workforce in only a few short years.

Our sights also are set on our region's present and future physical landscape. We are working with our counties to evaluate the stock of available land, infrastructure and assets necessary to house new and expanding future industry. We will identify the best strategic uses for our most promising sites, increase our speed to market, and facilitate the site selection process with greater efficiency and less risk.

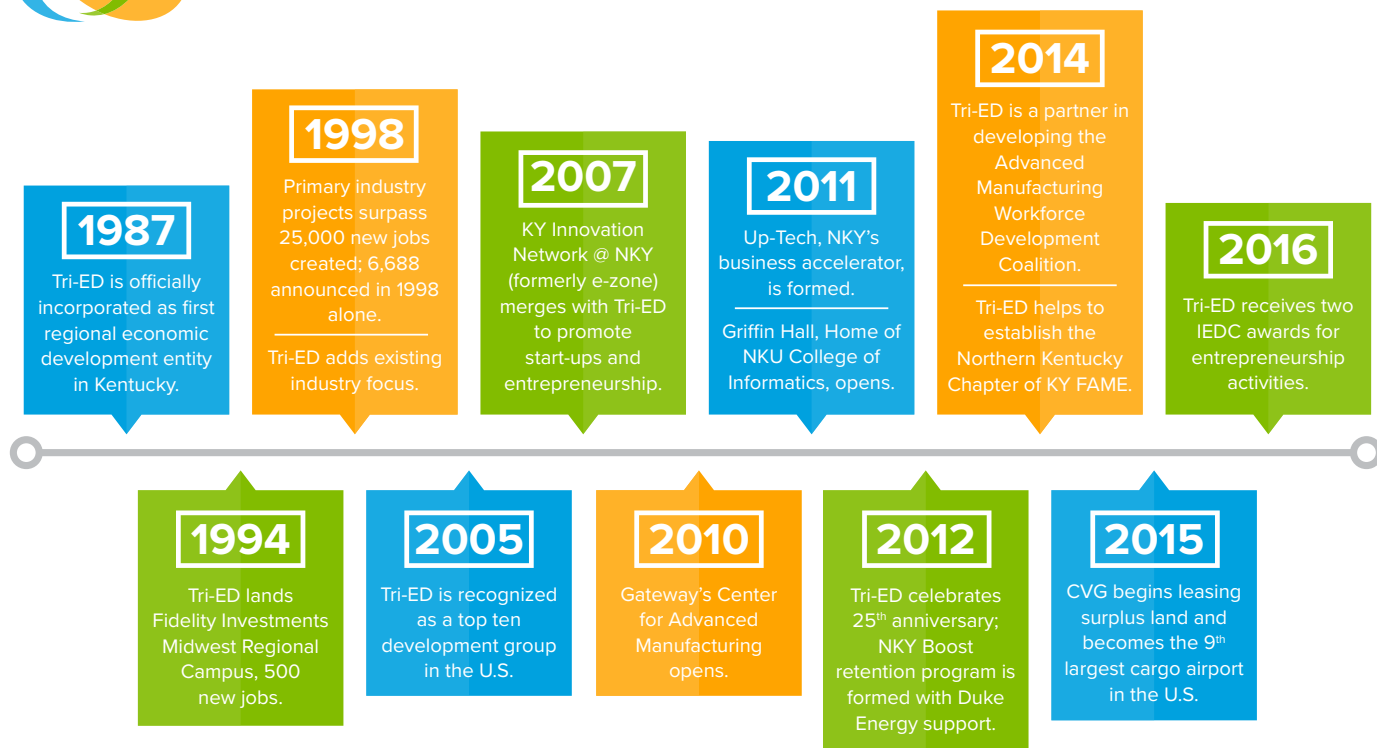
The Cincinnati/Northern Kentucky International Airport (CVG) plans to lease up to 350 acres of surplus land to primary industry operations, spurring financial independence for CVG and further contributing to the economic vitality of the region. CVG is a top 10 cargo airport in the country, and travelers now enjoy significantly lower overall air fares at CVG.

NKY's brand of partnership and collaboration is a key strength that will drive our region long into the future. Northern Kentucky Tri-ED is blessed with dedicated board leadership spearheaded by the three judges executive of our counties and a very talented professional team. Though it's hard to say what Northern Kentucky, let alone the world, will be like in the year 2047, we cherish the opportunity to collaborate and cooperate to fortify and expand our world-class economy over the next 30 years. ●

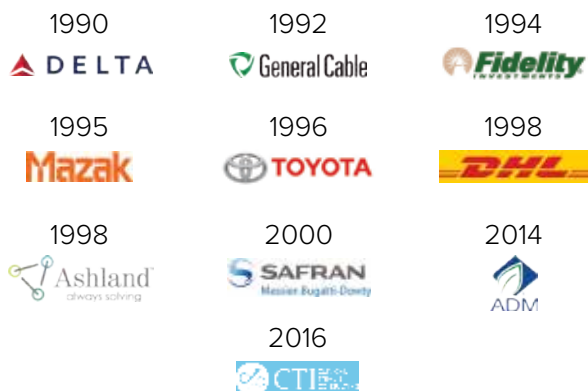


NORTHERN KENTUCKY
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A Look at 30 Years

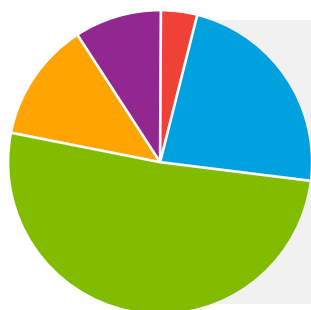


Key wins:



Announced Results From the Past 30 Years:

- **\$7.3 Billion** in capital investment
- **54,000** primary industry jobs
- **620** primary industry projects
- **75** foreign-owned companies



Industry Breakdown: Primary Industry Companies

- Advanced Manufacturing **51%**
- Life Sciences & Technology **9%**
- Advanced Logistics **23%**
- Aviation **4%**
- Financial Services & Office **13%**

Keep up with our successes at NorthernKentuckyUSA.com or on Twitter [@NkyTriED](https://twitter.com/NkyTriED).

Why NKY?

The Northern Kentucky Chamber of Commerce is key to regional growth and prosperity

WINSTON Churchill once spoke about the United States and the United Kingdom being “two nations divided by a common language.” Such a statement may sound familiar to those who live and work in Northern Kentucky.



Bob Heil,
Principal,
President &
CEO, KLH
Engineers;
Chairman,
NKY Chamber
of Commerce

Some see NKY as an extension of Cincinnati and Ohio, while others see it as a place as blue as the Bluegrass itself. The truth is both and neither. Navigating which part is which is something the Northern Kentucky Chamber of Commerce has helped business to do for many years.

During the late 1960s, leaders of the Covington Kenton-Boone Chamber of Commerce and the Campbell County Chamber of Commerce joined forces to spur action on two projects; the Kentucky portion of I-275 and the site selection of the new state college that would later become Northern Kentucky University. Those successful collaborations led to a full merger by 1969.

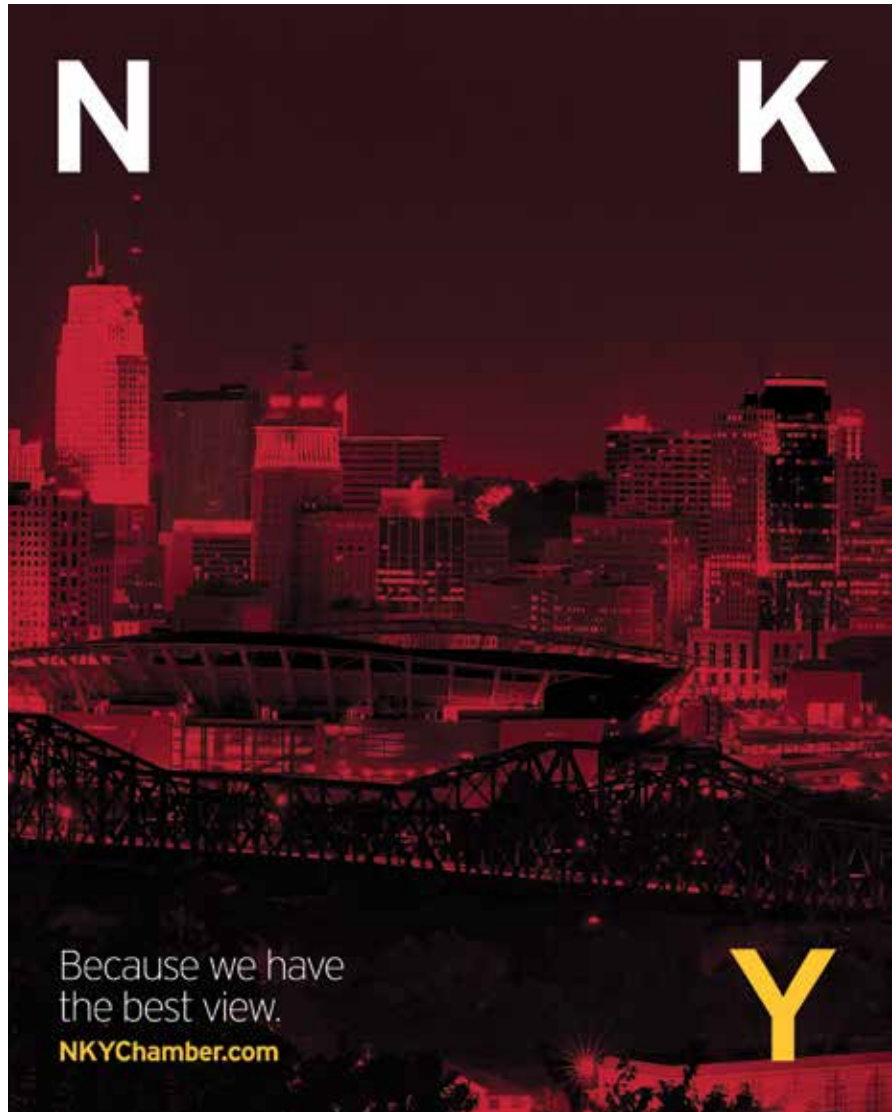
The Chamber itself grew to serve a niche in the region. With so many counties and dozens of small cities, the Chamber became the de facto voice from which Northern Kentucky made its voice heard in Frankfort and Washington.

That Public Affairs component, not only serves as the historic reason for the Northern Kentucky Chamber's existence, but also plays a big role in what the Chamber does today. The NKY Chamber serves as the voice of its members on key legislative and regulatory issues in Northern Kentucky, Frankfort and Washington, D.C. As a member, there are



many opportunities to access legislators and key government officials, to get involved and build relationships.

Another key part of the NKY Chamber's efforts is the work done to help and cultivate small business. In fact, 85 percent of our member companies employ fewer than 50 people.



“The Chamber's continuing efforts to celebrate and connect small businesses is a primary reason for our continued involvement in Chamber activities,” said Charlie Vance, CEO of Erigo. “We utilize the Chamber as a venue to keep connected to the Northern Kentucky business community as well as to market our services.”



Charlie Vance,
CEO, Erigo

Another key tool the NKY Chamber provides is attention to helping members manage workforce issues. The Chamber provides resources and programming to member companies in the areas of Health, Wellness & Safety, Talent & Human Resources and Labor Law. The

Chamber also makes the vital connections between organizations and initiatives needed to develop a strong workforce in our region.

When it comes to connections and member engagement, it is hard to beat the reach of the Women's Initiative program at the Chamber, a leading organization for women of all career stages working toward business and professional success. It was created to inspire area businesswomen in Northern Kentucky and Greater Cincinnati to Connect, Grow and Achieve.

The Chamber also focuses resources on cultivating future leaders. Leadership NKY uses the community as a classroom to develop leaders who will effectively serve the region. The program is designed

to help a diverse group of potential, emerging, and existing community leaders acquire an understanding of the strengths and challenges of the Northern Kentucky and Greater Cincinnati area. Regional Youth Leadership (RYL) develops young leaders who will be the future workforce in both Ohio and Kentucky. The early development of lifelong leadership skills provides better citizens and ultimately better employees. RYL provides the opportunity for unique collaboration among a diverse group of high school junior students from the tri-state region attending public, private and home schools in urban, rural and suburban areas.

The NKY Chamber is known around the region for its emphasis on networking, making connections between members to encourage collaboration, business development and community engagement.

"The Northern Kentucky Chamber is the place to be when it comes to networking, collaborating and having fun," said Candace McGraw, CEO of the Cincinnati Northern Kentucky International Airport. "The advocacy and work conducted by the Chamber supports our mission to be the airport of choice to work for, fly from and do business with."

Another unique area of the Chamber is its support and involvement in the Northern Kentucky International Trade Association (NKITA), which aims to assist its members achieve international trade goals and objectives through connections with global business resources and high-impact, technical programming in the Northern Kentucky Region. NKITA is one



Candace McGraw, CEO, Cincinnati Northern Kentucky International Airport



Harris Media Co. photo

of the only programs of its kind in the country on a local chamber level.

The NKY Chamber offers hundreds of events, training programs and publications to our members and to the business community. As an evolving vibrant network of businesses, communities and leaders with a unified vision to connect, the impact on the community has been immense. With so much going on, far more than a peer chamber of similar size, a rebranding process was recently undertaken not just for the Chamber, but for the region of Northern Kentucky itself.

"Thanks to the financial generosity of Toyota, and the creative talents of BLDG, the Chamber has begun to unveil a new brand not just for us, but for the entire region," said Trey Grayson, President/CEO of the Northern Kentucky Chamber of Commerce.

The new brand has the feature of an embedded question because the last letter "Y" is accentuated with a different color to stand out. This simple badge provides a jumping off point to start telling the story of our Chamber and our region in

The Cincinnati/Northern Kentucky International Airport's rejuvenation has played a leading role in the regionwide economic renaissance now taking place.

response to those questions. Why NKY? Why Northern Kentucky?

"The answer is constantly evolving, so the brand doesn't force you into a specific answer," said Grayson. "It lets you tell your own story of Why NKY? With your own 'Because' answer, such as 'Because our river cities are vibrant.'"

"Your brand is how your customers perceive you," said Bob Heil, Principal, President and CEO of KIH Engineers and the chairman of the NKY Chamber board. "So while you will see our brand marker all over Northern Kentucky, you will see us at the NKY Chamber living our brand. We will continue to promote and support the development of strong business and a vibrant economy in the Northern Kentucky region."

Heil, became chair in September, but used his position as chair-elect last year helping the Chamber to launch new initiatives including a new website, new magazine, new ways to update members, and member buy-in of communications goals across the region.

For more information about how membership in the NKY Chamber can benefit your organization, contact Lynn Abeln at labeln@nkychamber.com or (859) 578-6390. ●



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MainStrasse Village in Covington is a popular shopping, dining and tourism destination whose restored historic buildings play to the area's German heritage.

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Business Contacts by Industry Sector

Industry Sector	Count
Advanced Manufacturing	847
Information Technology	626
Healthcare	486
Professional Services	306
Transportation & Logistics	681
Total	6,872

Over sixty-eight hundred obtained employment

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ON THE RIVERFRONT

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Economic renaissance

Northern Kentucky's airport is lifting off again, and the entire region is on the rise

BY GREG PAETH

NORTHERN Kentucky leaders know that hard work first on strategic planning to set high goals, followed then by forging partnerships to implement the programs that pursue those ambitions, pays off. A region whose vibrant culture embraces work is starting to enjoy the fruits of its labors, with even better to come.

For instance, sometimes being number 40 on a list is perfectly OK, maybe even approaching that elusive “best case scenario.”

That's the situation at the Cincinnati/Northern Kentucky International Airport, which has seen its passenger count steadily increase as its ranking on the U.S. Department of Transportation's quarterly list of average airport fare costs has declined consistently for nearly every measuring period the last four years.

Dramatic increases in passenger and cargo traffic at the airport are critical factors in a massive repositioning and growth at CVG that seems to mirror a business renaissance that's underway throughout Northern Kentucky. The CEO of the airport, Candace McGraw, not surprisingly, is also the head of the ongoing community “visioning” process that first began in the 1980s and today goes by the organizational name of Skyward.

The “Elevating Northern Kentucky” efforts of Skyward include input from at least 15,000 area residents.

While some of the success can be objectively measured by checking building permits or the numbers of people added to business payrolls, an intangible – the improving image of the Cincinnati metropolitan area – may be equally important, according to Trey Grayson, president and CEO of the Northern Kentucky Chamber of Commerce, an organization that seems to be equal parts unabashed booster and thoughtful analyst.



Trey Grayson,
President/CEO,
Northern
Kentucky
Chamber of
Commerce

“The other thing that's helpful right now to Northern Kentucky is that Cincinnati has its act together. From a national standpoint, Cincinnati is getting a lot of favorable publicity for being kind



of cool – you know, Over-the-Rhine, the Banks and the arts organizations keep knocking it out of the park,” said Grayson, who learned something about cool urban areas at his most previous job teaching at Harvard University in metropolitan Boston.

“When Cincinnati succeeds, the region succeeds, and (Northern Kentucky is) 20 percent of that metropolitan market, so with the success of Cincinnati improving its image around the country, we benefit from that as part of Cincinnati,” Grayson said.

A downside to being a part of metro Cincinnati is that unlike Louisville and Lexington, Northern Kentucky is not the primary driver in the region. The upside is that it's a vitally important element of the largest metro area including a portion of Kentucky, an urban region that ranks 28th in the country with 2.1 million people, including three of the commonwealth's eight largest counties: Kenton (third at 165,012), Boone (fourth at 127,712) and Campbell (eighth at 92,066).

Major bragging rights

Much of the success at and rippling around the airport is linked directly to efficient transportation, high-tech manufacturing

Local passenger traffic at the Cincinnati/Northern Kentucky International Airport increased by 38 percent since 2013. In June 2017, Southwest Airlines joins the CVG roster of carriers.

and mindboggling advances in logistics. But Grayson and others who know Northern Kentucky intimately make it clear also that the regional rebirth is attributable as well to the growth of Northern Kentucky University, tourism, high-tech investments and revitalization of the older local river cities.

Grayson is particularly enthusiastic about the Hotel Covington, a \$22 million, 114-room hotel that opened in late September in the century-old Coppin's Building, constructed in 1910 for Coppin's Department Store in the heart of downtown Covington, which is the region's largest city with a current population of 41,000.

“It's a great hotel. It's boutique. It's cool, and it's going to serve as a catalyst for a lot of other development in that area,” Grayson said, noting that his father and grandfather both spent their careers running downtown banks that were located just a block away. “There's a swagger, a confidence that Covington hasn't had in a while.”

“The growth of DHL is a reminder of the perfect (U.S.) location that we have to make things and to distribute things.”

**— Trey Grayson, President/CEO,
Northern Kentucky Chamber of Commerce**

In the past, the airport had projected a kind of swagger, an irritating one perhaps because CVG fares were either the highest or nearly the highest in the country.

But things have changed.

For 2015, the last full year for which data was available, passenger traffic increased by 6.6 percent year-over-year and CVG is expected to do better for 2016 when the final figures are tabulated in 2017.

That 2015 total included a 16 percent increase in local passengers who were often driving to Louisville or Lexington or Dayton or Columbus in Ohio if they could save upwards of \$100 per ticket when fares were at their past peak. Late in October, however, CVG's average ticket prices ranked 40th (\$378) on the U.S. Department of Transportation report for the country's 100 largest airports.

That ranking is the best ever on a DOT list first published in 1995, a time when CVG was one of the major hubs for Delta, which had the luxury of pricing tickets in a near-monopoly market. Some 6.3 million passengers used the airport in 2015, a figure that included nearly 370,000 people who had never flown in or out of CVG before.

That increase in passenger traffic is just a blip on the radar compared to

the explosive growth of the airport's biggest tenant, DHL, the huge German cargo carrier that has three “world hubs” – one in Hong Kong, one in Leipzig, Germany, and at CVG, where the company handles 46 million shipments per year from what was once a Boone County farm field.

A record-setting 800,000-plus tons of cargo were shipped through the airport in 2015, when cargo traffic increased more than 11 percent, according to data supplied by the airport. Since 2011, its air freight business has grown more than 50 percent, and CVG established itself in 2015 as the fastest-growing cargo airport in North America.

DHL completed a \$108 million expansion at the airport in 2016 that provided gates and parking for 16 additional wide-body jets. The company had 2,400 employees in Northern Kentucky before the project and said it planned to add another 200 full- and part-time jobs once the expansion is completed.

“For DHL to make that statement is important to their solidification here at CVG and what DHL has done is help propel CVG to become the ninth-ranked cargo airport in the country,” said Dan Tobergte, president and CEO of the Tri-County Economic Development Corporation (Tri-ED), which was



Safran Landing Systems is a leading aerospace industry manufacturer in Northern Kentucky, investing hundreds of millions of dollars.



Daniel E. Tobergte,
President/CEO,
Northern
Kentucky
Tri-ED

created to attract and nurture business in Northern Kentucky's three largest counties: Boone, Campbell and Kenton.

“Every few weeks the airport's got a new, positive announcement – whether it's prices going down, carriers expanding service or other land around the airport being developed,” Grayson said.

“The growth of DHL is a reminder of the perfect (U.S.) location that we have to make things and to distribute things,” said Grayson, who mentioned a new warehouse and distribution center for Wayfair as a good example of the synergy between the airport and the region.

A huge online retailer of home furnishings and decorative items, Wayfair opened a 900,000-s.f. distribution center, the largest building of its kind in the region, in 2016 on property a few miles from its first Northern Kentucky facility.

“Wayfair wants to make this investment here, and they're going to hire a lot of people,” Grayson said. “That's a real strong endorsement of the logistics, the location and everything else that we have here.”

Tobergte mentions DHL first when asked to list some of the most significant developments in Northern Kentucky during 2016, which followed another year of impressive region growth reports.

In 2015, eight companies decided to move to Northern Kentucky and 19 expanded, creating more than 2,400 new jobs and another 2,000 spinoff



DHL completed a \$108 million expansion at its CVG-based world hub in 2016 that provided gates and parking for 16 additional wide-body jets.

jobs, according to Tri-ED. Those 27 companies also spent nearly \$460 million on real estate and equipment, more than doubling the investment made in 2014, the agency said.

The numbers for 2016 won't be quite as strong as 2015, said Tobergte, whose mid-November scorecard showed 1,450 new jobs and capital investments of about \$237 million.

But Tobergte is highly enthusiastic about several projects at or near the airport.

Safran Landing Systems, a French company that makes landing gear for aircraft, invested an additional \$150 million in its Walton plant in 2016 and created another 84 jobs. The company has now spent nearly \$310 million on its plant and has 325 employees.

Germany's Robert Bosch Automotive Steering expanded for the fifth time in its 10-year history in Northern Kentucky when it invested more than \$85 million in its plant in Florence in 2015, which added 212 jobs. With that expansion, Bosch has 1,300 employees, which makes it one of the largest manufacturers in the region.

River cities rebirth

But the job growth and corporate investment at or near the airport doesn't tell the whole story of the Northern Kentucky renaissance.

Some of the older river cities are enjoying a rebirth as a wave of urbanism washes over the region.

Jack Moreland, president and CEO of Southbank Partners, which was created to lead and nurture development in Northern Kentucky's six river cities, said his organization routinely sponsored a splashy "Developer Day" every two years in an effort to attract new business investment to the cities.

But soaring interest in the region prompted Southbank to change its plans this year, Moreland said.

"We didn't have the Developer Day this year," said Moreland, who recalled that the semi-annual event went back about 10 years. "It used to cost us about \$40,000 to do, but when you have developers calling you about doing projects in the area, it's foolish to spend that kind of money when it can be spent elsewhere."

Much of the revitalization has occurred in Covington and Newport, two of the region's oldest cities that together straddle the Licking River directly across the Ohio from downtown Cincinnati.

Covington got a jolt of bad news in mid-September when the IRS announced it plans to eliminate some 1,800 jobs at its sprawling downtown tax processing center by 2019.

City officials said the upside of the agency's decision is that it will open up a substantial swath of prime downtown land – most of it near the river – for redevelopment.

The announcement by the IRS came a month after CTI Clinical Trial and Consulting Service said it planned to move its headquarters from Ohio to Covington's RiverCenter office complex, where 200 people would go to work in 2017 and another 300 jobs will follow in coming years.

As Thanksgiving approached, Jeanne Schroer, who heads the Catalytic Development Fund, which was created to work with developers in the older cities, outlined some of her organization's most recent successes at a Covington Business Council luncheon that attracted nearly 130 people to The Madison, a nicely rehabbed landmark building just across the street from the Hotel Covington.

In 2015, eight companies decided to move to Northern Kentucky and 19 expanded, creating more than 2,400 new jobs and another 2,000 spinoff jobs, according to Tri-ED. Those 27 companies also spent nearly \$460 million on real estate and equipment, more than doubling the investment made in 2014.

Only a block away from that gathering, heavy equipment rumbled along Washington Street, demolishing several buildings being cleared away for a project called Duveneck Square. Phase one of the project will include two buildings with a total of 108 apartments and 5,000 s.f. of retail space.

Cincinnati-based NorthPointe Group, which worked with the Catalytic Fund, said phase one should be completed early in 2018.

"The projects already completed or slated for the Central Business District are astounding," said Pat Frew, president/CEO of Covington Business Council. "At one of our recent monthly luncheons, it took me more than five minutes on stage to invite members to upcoming openings – a new bank branch, an exciting concept bar, a large mixed-use development that will bring much needed tax revenue, upscale housing and commercial space.

"The next big challenge for developers and the city will be generating enough parking options to satisfy the needs of new and existing businesses and residents. But that's a problem we can learn to live with, at least temporarily," Frew said.

Two more substantial multiuse projects in Covington's MainStrasse tourist and entertainment district have been announced that will increase the action level.

Flaherty & Collins of Indianapolis announced plans in October to move ahead with a \$20 million development at Fifth at Main that calls for construction of



Wayfair Inc., an online home furnishings and decor retailer, is building a 898,560-s.f. facility adjacent to the Cincinnati/Northern Kentucky International Airport. Dermody Properties, a national industrial development company, and Hillwood Investment Properties will develop the facility on a 52-acre site. It will be one of the largest developments in the region and the largest speculative development in the history of CVG.

Playing a major role in the revitalization of the south bank's urban core, Newport on the Levee is an entertainment destination lifestyle center located on Third Street in Newport. It's adjacent to the popular Purple People Bridge on the Ohio River offering spectacular views of Cincinnati. The Levee is only one block from the East Row Historic District and the Monmouth Street Historic District. It is home to the Newport Aquarium.

187 apartments, ground floor retail space and a 314-space parking garage.

A little more than a block to the south, a developer based in Birmingham, Ala., has moved ahead with a \$30 million project to build 182 apartments, retail space and a parking garage on the iconic John R. Green Co. school supply property—only a couple hundred feet from the Sixth and Main epicenter of the MainStrasse entertainment district.

Although the upscale suburb of Fort Thomas has surpassed it as Campbell County's largest population city, Newport (15,400) has experienced spectacular business growth along the Ohio River and on a 56-acre tract that butts up against I-471 near the city's southeast corner.

The city seems perfectly poised for even more explosive growth within a couple of city blocks from Newport on the Levee, the 15-year-old "lifestyle center" that blends shopping, dining and entertainment from its perch above the Ohio River.

The Levee, home to the Newport Aquarium and a 20-screen AMC movie complex, is adjacent to the Taylor Southgate Bridge that links Newport to Cincinnati and will become the northern terminus for a \$42 million extension of Kentucky Route 9, which parallels the Licking River that is the city's western boundary. This KY 9 "urban boulevard" will link the commercial heart of Newport to I-275, the interstate that loops



around the Cincinnati metro region, and the AA Highway, which runs 115 miles east to Grayson, where it ties into I-64.

The KY 9 project that is slated for completion in 2017 hasn't gone unnoticed by developers.

Aqua-on-the-Levee, an \$80 million hotel, apartment and retail project that includes an 800-space parking garage, is nearing completion on property that abuts the shopping and entertainment complex to the east. Just west of Newport on the Levee, an aging Travelodge motel was demolished and replaced with a six-story Hampton Inn and Suites, which opened in the fall.

The aging Newport Intermediate School along Monmouth Street, which deadends into Newport on the Levee, has been acquired by an Indianapolis-based developer for \$2.6 million. The company intends to build about 200 apartments and retail space, according to David George, a vice president for CRG.

Billion-dollar revival?

While a long list of multimillion-dollar projects are at or near completion, Newport hasn't heard much about Ovation, which may be the single biggest project ever announced for the region.

Covington-based Corporex, which created that city's riverfront skyline with high-rise offices, first-rate hotels and exclusive condominiums, purchased the 14-acre site 10 years ago from the City of Newport, which had demolished a former public housing project.

When Corporex acquired the property for nearly \$1 million an acre, the company said \$1 billion would be invested on a project that would include office tours, a hotel, condos, townhouses,

retailing, parking and what was described as a "Las Vegas-type showroom" that could seat as many as 3,000 people.

The 2008 economic crisis and recession, plus a lack of progress on the highway construction, smothered those grandiose plans.

However, after years of inactivity, Corporex seemed to signal that Ovation plans were still standing when it spent \$2 million this summer for a 3-acre parcel immediately east of the 14 acres it already owns.

A couple of miles away, the Newport Pavilion "power center," anchored by a huge Kroger Marketplace and a Target, had a slow start in 2009 when the U.S. economy was still struggling. But it has now developed into a huge hit with shoppers and become a major contributor to the city's economy.

Investors now appear to be convinced Newport Pavilion's slow start is ancient history. Inland Real Estate, based near Chicago, and a Dutch firm have purchased the two phases of the project, which has 35 stores and restaurants, for \$67 million.

Another major project that is expected to have an impact on Campbell County and NKU in Highland Heights is the \$105 million Health Innovation Center, which will include new construction as well as a major renovation of the existing Founders Hall.

The project, scheduled for completion in 2018, "...will bring together experts from each of NKU's six colleges to create transdisciplinary teams to study healthcare from new perspectives. The approach will combine data analytics, psychology, preventative care and holistic approaches to help address population health challenges such as addiction and chronic illness," according to a prepared university statement. ●



Trinity Episcopal Church in Covington is among hundreds of examples of Northern Kentucky's highly valued historical assets that add beauty and character to the growing community. Trinity was founded in 1842 and is in the unique urban core of Covington surrounded by commercial structures.



Northern Kentucky offers spectacular views of its next door neighbor, Cincinnati.

Small-town ambiance, skyline views

Northern Kentucky's relaxed urban feel is attracting people and new business

BY ABBY LAUB

IN Northern Kentucky you'll immediately find a vibrant culture and thriving population that enjoys its ample and unique opportunities to work, live and play. This makes Jack Moreland, president of Newport-based Southbank Partners,

smile. Moreland and his team have worked tirelessly to coordinate projects that support economic development in the cities along Northern Kentucky's bank of the Ohio River by making them more pleasant.

The quality of life improvements in Northern Kentucky, Moreland says, are very tangible.

"The thing that pleases me the most is the aggregate amount of activity that goes on within the urban core now, as opposed to what it was 10 to 15 years ago," he said. "I lived here 50 years ago, so I saw the flight out (of the core), but now I'm seeing it coming back and it's really refreshing. And it's all happening in all six of our cities."

Southbank Partners is a coalition of government, business and community leaders dedicated to improving the area's quality of life and economy. Some of its most notable accomplishments include the creation of the Southbank Shuttle, the Purple People Bridge, and Developers Day. Other major projects are in the Southbank Partners pipeline, especially the Riverfront Commons initiative.

"I don't think there's an area in the Midwest that's more scenic than the Northern Kentucky area," Moreland said. "It's got a small-town feel to it. It's not a



Only three miles from Fountain Square in downtown Cincinnati, Bellevue is a quaint town with local shopping and a thriving Main Street program.



Envision.
Transform.
Realize.



AQUA HOTEL



HOTEL COVINGTON



PURPLE PEOPLE BRIDGE



LUDLOW DEVELOPMENT



RED BIKES



TAYLOR CREEK PARK

Southbank Partners, Inc. is a partnership of six cities, two counties and multiple businesses with a mission to identify and promote orderly growth and development along the Northern Kentucky side of the Ohio River. Southbank Partners proudly serves the cities of Bellevue, Covington, Dayton, Ft Thomas, Ludlow and Newport as well as the counties of Campbell and Kenton. Southbank Partners is headquartered at The World Peace Bell in Newport, Kentucky.

Northern Kentucky takes recreation and quality of life seriously. Riverfront Commons is an 11.5-mile walking and biking path along the Ohio River from Ludlow on the west to Fort Thomas on the east. It includes eco-system restoration, riverside stabilization, economic development in addition to recreation. Intersecting pathways will provide connections to attractions in all of six Southbank cities.

SOUTHBANK PARTNERS

425 York Street
Newport, KY 41071
(859) 655-7700
southbankpartners.com



Jack Moreland,
President,
Southbank
Partners

Southbank Partners is a community- and economic-development organization that promotes and coordinates development activities, fosters teamwork and collaboration, and provides a unified voice for the Northern Kentucky Ohio River cities of Bellevue, Covington, Dayton, Ludlow, Newport, and Fort Thomas. Its accomplishments include the Southbank Shuttle, the Purple People Bridge, and Riverfront Commons, an 11.5-mile walking/biking trail along the river currently under development. For more information visit southbankpartners.com.

huge population, but we have big city amenities, plus scenic areas. And the most important thing is we have a whole lot of friendly people, and they're driven and innovative."

With unique assets like world's the largest swinging bell – oh, yes, it rings – a 500-foot replica of Noah's Ark, waterfront activities and cultural attractions, Northern Kentucky offers plenty of things to do for residents and visitors and also boasts a lower cost of living than its neighbor Cincinnati.

The most exciting Southbank project in the works is Riverfront Commons, an 11.5-mile trail that will span the riverbanks



of Covington, Newport, Bellevue, Dayton, Ludlow and Fort Thomas. The recreational trail is being custom-designed to allow locals and visitors to enjoy walking and biking through a variety of neighborhoods, views of the river, and food, drink and entertainment.

Where happy people are, business wants to be.

"It's already paying dividends for us," said Moreland. "We're having jobs come to town because of the ability to bike ride and walk. That's what this is all about; it's fostering jobs through more involvement of companies and young people coming with these companies. It's all playing to the property well."

One such big dividend was the late 2016 announcement that Clinical Trial & Consultative Services (CTI) is relocating its headquarters and 500 jobs to Covington from Cincinnati.

"I don't think there's an area more scenic than the Northern Kentucky area. It's got a small-town feel to it. It's not a huge population, but we have big city amenities, plus scenic areas. And the most important part is we have a whole lot of friendly people, and they're driven and innovative."

**— Jack Moreland, President,
Southbank Partners**

"One of the reasons they cited was the opportunities created by Riverfront Commons," said Moreland, noting that a company of such high caliber values a stellar quality of life for its employees, in addition to cheaper costs of doing business.

CTI is relocating its global headquarters to the RiverCenter Towers, creating a significant increase in revenue and employment throughout Covington. CTI provides therapeutic expertise to pharmaceutical and biotechnology industries and will become the largest private-sector health sciences employer in Covington.

Another entity that has taken note is Cleveland- and Cincinnati-based Bad Girl Ventures. The nonprofit organization empowers female entrepreneurs and just opened an office in Covington.

Focused on female entrepreneurship, Bad Girl Ventures recently opened an office on Covington's "incubator alley," Pike Street, expanding there from Cleveland and Cincinnati. BGV provides micro-financing, educational and training support.





"Kenton County and the City of Covington are investing heavily in infrastructure that supports small business," said BGV Executive Director Nancy Aichholz. "Covington is a safe, great walking environment. People are really neighborly and want to see their local small businesses succeed."

She cited the excitement about revitalized neighborhoods and intentional focus on business and lifestyle as key factors to BGV's decision to move to the area.

Recreation is a major component of Northern Kentucky's thriving lifestyle. The area is seeking to earn a "Trail Town" designation from the state of Kentucky.

"Southbank Trail Towns is unique because we have six cities that will be partners, and we're in urban core and not out in rural areas," Moreland said.

Moreover, Cincinnati-based bicycle share system Red Bike is expanding into Northern Kentucky with its unique amenity that accommodates tourists and residents alike. Red Bikes have a fleet of 440 bikes, with 56 stations in Cincinnati and 12 in Kentucky.

"Bike share systems have started to pop up around the country just a few years before we launched in Cincy," said Red Bike Executive Director Jason Barron. "And it was pretty obvious to a lot of leaders that a bike system would be a real game changer for our region."

Bike share program, Cincinnati Red Bike is expanding in Northern Kentucky and offering residents and visitors a convenient, fun and economical way to get around.



Nancy Aichholz,
Executive
Director, Bad
Girl Ventures

Red Bike makes the broader metro region more interconnected than ever, since pedestrians can easily cross the river by bike.

"I think the key is that riding a bicycle is a lot of fun," Barron said. "One of the things that's made it improve the quality of life for folks is it's added a quality of fun for people when they need to get around."

Daniel Hunt, president of Legacy Leadership, said that ease of mobility is a huge draw for today's young professionals. The favorable cost of living in Northern Kentucky, he said, also brings young professionals to the area to live and play.

"There are a lot of opportunities in arts and things like that in Cincinnati that are very close, but you also have the opportunity to live in Northern Kentucky at considerably lower prices," Hunt said. "And NKY is more relaxed ... everyone's very friendly."

In the business world, too, young professionals can get involved with more ease in Kentucky.

Legacy Leadership is Northern Kentucky's very active young professionals organization.

"There are a lot of opportunities in the arts and things like that in Cincinnati that are very close, but you also have the opportunity to live in Northern Kentucky at considerably lower prices. And NKY is more relaxed... everyone's very friendly."

— Daniel Hunt, President, Legacy Leadership

"With a phone call you can get a meeting with a local CEO," Hunt said.

"I talked to people who moved here from Boston or Chicago, and it's a lot easier to get involved and make a significant impact here."

Hunt, too, cited good parks and the Riverfront Commons as big draws for young professionals. He said Cincinnati and Northern Kentucky compete with locations like Seattle and Chicago for an excellent quality of life.

"Covington and the river cities are undergoing a renaissance, and it's all organic growth and change," he said.

Organizations like Southbank Partners try to help facilitate that organic growth, and Moreland thinks with all of the positive change people and businesses will continue to seek out Northern Kentucky because "this is where they want to be." ●



Daniel Hunt,
President,
Legacy
Leadership



Arteries for the heart of U.S. economy

CVG is the 8th largest U.S. cargo airport with 8,500 jobs and billions in annual impact

BY ROBBIE CLARK

WHETHER it's for business or leisure, getting people into, around and through Northern Kentucky is critically important for the region's transportation entities, which are commercial arteries in heart of the U.S. economy.

With more than 6.5 million passengers in 2016, the Cincinnati/Northern Kentucky International Airport (CVG), in Hebron plays a crucial role in Northern Kentucky's, and the nation's, transportation needs. Beginning commercial passenger service in 1947, CVG now offers more than 160 peak-day flights to 54 nonstop airport destinations, including direct international service to Paris, Toronto and three Caribbean locations.

Since becoming CEO in 2011, Candace McGraw has efficiently guided CVG out of its toughest times, creating an airport that now sees passenger numbers growing and carriers offering cheaper airfares.

"We've been able to do that by operating the airport like the true business that it is," McGraw said. "We have an operating budget a little over \$100 million, and what we've done over the last several years is take excess costs out of our system. We've demolished old, obsolete buildings. We've been smarter about the way we operate, so we've had a continuous decrease in our expenses



Candace McGraw, CEO, Cincinnati/Northern Kentucky International Airport



over the course of the past four years, while at the same time doing things to increase our revenues, like the diversification of land development. All of those things are working to lower our costs."

German-owned DHL air freight has its U.S. hub – one of three globally – at CVG and has expanded it multiple times in the past decade, making the airport one of the highest volume freight transit points in the hemisphere and attracting significant distribution operations to the region.

Due to its improved cost structure, CVG has been able to reduce the landing fees it charges carriers by 44 percent. That decrease gets passed on to

passengers. Reduced landing fees have resulted in lower airfares and more passengers utilizing Cincinnati/Northern Kentucky International Airport.

passengers. With an average ticket fare of \$411 in the 4Q of 2015, CVG had the 22nd highest fares in the nation, which is considerably better than a year earlier when fares were the third-highest. The lower fares are creating a spike in passengers choosing CVG over other airports. According to McGraw, the airport is tracking a 7 to 8 percent year-over-year increase in passengers for 2016, after a 6.5 percent increase in 2015.

According to a 2012 report, CVG has a \$3.6 billion economic impact on the Northern Kentucky and Cincinnati region, and McGraw is optimistic these numbers will be significantly higher when the new passenger count is taken into consideration, as well as a growing employee base. CVG has over 12,000 badged employees at the facility, and about 60 percent of those workers are residents of Northern Kentucky.



CVG now offers more than 160 peak-day flights to 54 nonstop airport destinations.

The Transit Authority of Northern Kentucky operates the Southbank Shuttle Trolley connecting the Ohio riverfront cities of Bellevue, Covington and Newport in Kentucky and Cincinnati in Ohio.

TRANSIT AUTHORITY OF NORTHERN KENTUCKY

3375 Madison Pike
Fort Wright, KY 41017
(859) 331-8265
tankbus.org



Andrew Aiello,
General
Manager,
Transit
Authority
of Northern
Kentucky

Transit Authority of Northern Kentucky is the public transportation provider for Boone, Kenton, and Campbell Counties. It connects the region's workforce to jobs and assists in the economic development of the Northern Kentucky community, providing more than 3.5 million trips per year. TANK's mission is to provide safe, reliable, customer oriented transportation for the people of our community and is committed to providing transportation services that address the current and future needs of the community.

That means getting passengers and employees to and from CVG is an important transportation need, one that the Transit Authority of Northern Kentucky takes very seriously. The TANK public bus system's a dedicated



airport express route provides transportation from downtown Cincinnati, Covington, Fort Mitchell, Erlanger and other communities to CVG.

For more than 30 years TANK has served the Kenton, Boone and Campbell counties in Northern Kentucky as well as downtown Cincinnati where riders can transfer to routes provided by Southwest Ohio Regional Transit Authority (SORTA). TANK provides transportation annually to more than 3.4 million riders on 27 routes with more

than 1,200 stops and a fleet of over 100 vehicles.

The Covington Transit Center functions as TANK's main route nucleus, with other hubs in Fort Mitchell and Florence.

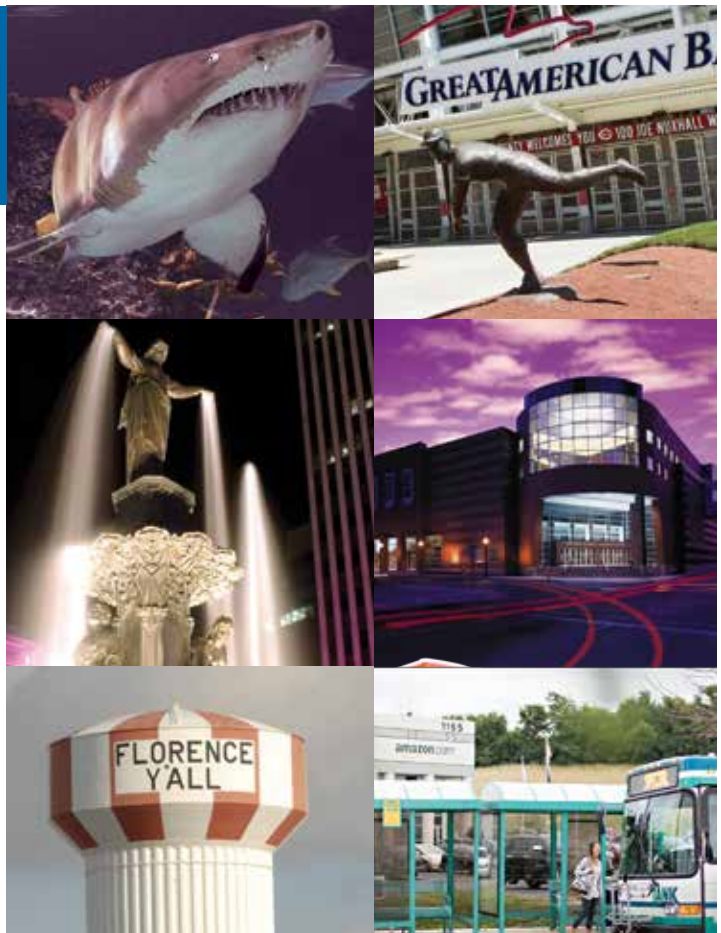
TANK also operates the Southbank Shuttle Trolley, a high-frequency rubber tire trolley that connects the Ohio Riverfront cities of Bellevue, Covington and Newport in Kentucky and Cincinnati in Ohio. The trolley routes connect passengers with area entertainment districts, sports stadiums and other cultural destinations. The Southbank

TANK

TRANSIT AUTHORITY OF NORTHERN KENTUCKY

TANK operates more than 130 buses in 35 cities within Kenton, Campbell and Boone County. Our buses cover over 267 square miles and our professional drivers provide more than 3 million passenger trips per year. TANK is an important partner in the economic vitality of the region and is committed to continuing to partner to develop a comprehensive transportation network for the community.

For more information visit our website at www.tankbus.org or call 859-331-8265



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Candace McGraw, CEO, Cincinnati Northern Kentucky International Airport

CVG is committed to being an essential part of the region's overall growth and success, serving more nonstop destinations than any airport in the Tri-State.

CVG is one of the three global super-hubs for DHL and is recognized globally as a leading U.S. airport by SkyTrax World Airport Awards.

Shuttle route has a ridership of nearly 550,000 passengers per year.

In September 2016 after decades of planning and postponement, the Cincinnati Streetcar, a light-rail public transportation system, became operable. Though none of its routes yet service Northern Kentucky, the civic group Northern Kentucky Streetcar Committee is raising money to fund a feasibility study of bringing streetcars across the Ohio River.

Motorists who drive themselves have access to a variety of Interstates to take them to other regions or just get around Northern Kentucky. Interstate 75 carries drivers north toward Dayton, Ohio, and south toward Lexington, Ky., and is the nation's key transport artery from Michigan to Florida. Interstate 71 conveys drivers northeast to Columbus, Ohio, and southwest toward Louisville, Ky. In Ohio, Interstate 74 travels west to Indianapolis. Interstate 275 is an 84-mile complete beltway around metro Cincinnati. One of the longest auxiliary interstates in the nation, it is the only one that traverses three states. Interstate 471 is an urban connector linking Interstate 275 with Interstate 71 in Cincinnati;



that freeway winds north through the suburban cities of Southgate and Fort Thomas to the urban areas of Newport and Bellevue.

One of the most unique transportation features in Northern Kentucky is reserved solely for people. The Newport Southbank Bridge, a former L&N Railroad Bridge called the Purple People Bridge due of its purple paint, was the region's first railroad crossing of the Ohio River when it opened in 1872. Automobile traffic didn't follow until 1896. The bridge was closed to rail and vehicular traffic in 2001, and later that year after was restored as a pedestrian bridge which links the popular Newport on the Levee development with downtown Cincinnati.

The Purple People Bridge is a very popular thoroughfare for Northern Kentucky citizens wanting to reach The Great American Ballpark or Paul Brown Stadium for a professional sporting event.

AAA Florence Taxi Service
Florence, KY

At Your Service Taxi
Newport, KY
atyourservicetaxi.com

Cincinnati/Northern Kentucky International Airport
Hebron, KY
cvgairport.com

Red Bike
Cincinnati & Northern Kentucky
cincyredbike.com

TANK
Fort Wright, KY
tankbus.org ●



The Newport Southbank Bridge, a former L&N Railroad Bridge now called the Purple People Bridge, was the region's first railroad crossing of the Ohio River when it opened in 1872. The bridge was closed to rail and vehicular traffic in 2001, and later that year after was restored as a pedestrian bridge linking Newport on the Levee with downtown Cincinnati.

International logistics powerhouse

DHL global hub, massive inland port, extensive roadways handle billions in global commerce

BY ROBBIE CLARK

WITH its advantageous proximity to a large portion of the nation's population, position on the Ohio River, and access to a large network of interstates, Northern Kentucky is an important logistical hub for moving goods into and around the region, the country and the world.

One of the largest international logistics companies in the world, German-based DHL established its U.S. international hub – one of three DHL global hubs – at the Cincinnati/Northern Kentucky International Airport (CVG) in 2009. Since then the air freight company has invested more than \$280 million in the facility and employs over 2,400 workers.

Moving more than 800,000 tons of cargo in 2015 and processing approximately 46 million international shipments annually, DHL's presence at CVG makes the airport the ninth largest cargo airport in North America, and the 34th largest in the world.

In November 2016, DHL completed a \$108 million expansion at its CVG base to meet the needs of continued growth in e-commerce and global trade.

"This multimillion-dollar investment underscores the DHL commitment to the U.S. market and the integral role that our hub here plays in connecting the Cincinnati-Northern Kentucky region to our vast global network,"



Stephen Fenwick, CEO, DHL Express Americas

Moving more than 800,000 tons of cargo in 2015 and processing approximately 46 million international shipments annually, DHL's presence at CVG makes the airport the eighth largest cargo airport in North America, and the 34th largest in the world.



said Stephen Fenwick, CEO of DHL Express Americas, in a press release. "The expansion and service enhancements from this investment will provide additional infrastructure and efficiency. This in turn will support the continued growth in international shipments that we're seeing as well as add to the economic well-being of this region."

On the water, the Ports of Cincinnati and Northern Kentucky were ranked the busiest inland port in the nation in 2016, and 13th busiest port in the entire country, according to the U.S. Army Corps of Engineers.

In 2015 a group of economic development organizations led by the Central Ohio River Business Association (CORBA), a riparian business association with more than 50 members representing barge and towing companies, equipment supply companies, cargo terminals, shippers and public agencies, worked to re-designate the Cincinnati and Northern Kentucky ports. Prior to the new designation, the Port of Cincinnati covered only 26 miles and moved about 12 million tons of cargo annually. With the new designation, the port corridor stretches over 226 miles on the Ohio River and seven miles on the Licking River, and includes 15 counties, 10 of

which are in Kentucky, and handles more than 50 million tons of cargo annually.

CORBA Executive Director Eric Thomas with Benchmark Terminals, who has worked in the area's maritime industry for more than 18 years, says a variety of industries in the region depend on the bulk shipping, almost 60 million tons annually, that comes down the river – especially coal and petroleum products, but also grains and construction materials.

Thomas says a single river vessel can push an entire tow, which consists of eight barges, that can carry the equivalent of 250 rail cars or 2,100 trucks.

"Maritime shipping is definitely the cleanest, most environmentally friendly way to move bulk materials, and the most efficient," he said. "And frankly, it's oldest mode of transportation in the world, in terms of bulk transport. It was used prior to rail and highway traffic. Even early in the United States, the rivers were the vital way to move product east to west."

With the just completed \$5 billion expansion of the Panama Canal in Central America – a decade-long project – CORBA members hope to see an increase



Eric Thomas, Executive Director, CORBA

Midwest USA

Within 600 miles of 54% of the US population



Courtesy of Tri-ED



in opportunities for inland waterways. More freight from larger oceangoing ships originating in Southeast Asia will be able to access the Gulf of Mexico and eventually the Ohio River. The new designation could give Northern Kentucky more prominence.

Recently CORBA completed a complex mapping system of the entire available logistical infrastructure within the entire port system, from Portsmouth, Ohio, all the way west to Madison, Ind., along the Ohio River, as well as along the stretch of The Licking River. Located on the organization's website, the Central Ohio River Information System shows the position of dams and locks, railroad lines, river mile makers, river gauges, and uses real-time information to present

the current locations of tugboats on the water. The system also has a searchable database for all the ports' locations within the system.

"If someone from another country is looking at the list (of ports) and they see that we're high up on the list, we may get more attention than we did before," said Jack Weiss, president of Cincinnati Bulk Terminals and one of 10 members of the Northern Kentucky port board.

Cincinnati Bulk Terminals operates three unloading docks on the Ohio River and can handle a variety of bulk materials, such as steel and minerals. Cincinnati Bulk Terminals' subsidiary Port of Cincinnati has nearly 90,000 s.f. of warehouse storage and 10 acres of outside storage.

Northern Kentucky's prime access to water, rail, air and freight make it an efficient location for physical commerce. The Ports of Cincinnati and Northern Kentucky were ranked the busiest inland port in the nation in 2016, and 13th busiest port in the entire country.

On the ground, four major interstate highways intersect in the Northern Kentucky/Greater Cincinnati region: I-75, I-71, I-74 and I-275. Sixty percent of the nation's population is located within 600 miles of the area, and 20 major metro regions are within a day's drive of Northern Kentucky – a situation many ground shipping companies take advantage of.

One of the largest private company employers in Northern Kentucky, Verst Group Logistics is a third-party company that provides packaging, warehousing and transportation services to companies in 48 states. In 2015, Verst expanded by leasing an entire 189,400-s.f. building near the CVG airport – one of the largest lease transactions of the year for Northern Kentucky.

And while DHL is the largest, it is not the only major freight shipper in the area. FedEx Ground Package System is undergoing a \$150 million expansion to add 355,000 s.f. of space to its existing distribution center in Burlington, Ky. The expansion will add 62 new full-time jobs and 378 part-time jobs. The distribution center was established in Northern Kentucky in 2004.

Total Quality Logistics (TQL), with its corporate headquarters in Cincinnati, is the second largest freight brokerage firm in North America. The company oversees the movement of more than 500,000 truckload shipments annually.

Verst Group, a third-party logistics provider, is one of the largest private company employers in Northern Kentucky.



As of 2015 the Port of Cincinnati's new designation stretches over 226 miles on the Ohio River and seven miles on the Licking River. It handles more than 50 million tons of cargo annually.

By rail, the Northern Kentucky region is served by major rail companies, including Norfolk-Southern, CSX and RailAmerica, one of the largest owner-operators of short-line railroads in the country.

Amazon.com

Hebron, KY
amazon.com

Aries Global Logistics

Crestview Hills, KY
ariesgl.com

B & B Transportation Inc.

Burlington, KY
bbtransportation.com

Bluegrass Diesel Specialists, Inc.

Burlington, KY
bgdiesel.com

CEVA Logistics

Hebron, KY
cevalogistics.com

Complete Forklift Repair

Corinth, KY
completeforkliftrepair.com

DACHSER Transport of America, Inc.

Burlington, KY
dachser.com

DHL Express (USA) Inc.

Erlanger, KY
dhl.com

DHL Global Forwarding

Hebron, KY
dhl-usa.com

FedEx Ground

Independence, KY
fedex.com

Fisher Scientific

Florence, KY
fishersci.com

FITS Enterprises

FITS Trailer Leasing, LLC
Walton, KY
firstintrailer.com

Inland Marine Service

Hebron, KY
inlandmarineservice.com

Kuehne + Nagel, Inc.

Erlanger, KY
home.kuehne-nagel.com

LeanCor LLC

Florence, KY
leancor.com

Legion Logistics LLC

Florence, KY
jointhelegion.com

McLane Foodservice Distribution

Hebron, KY
mclaneco.com

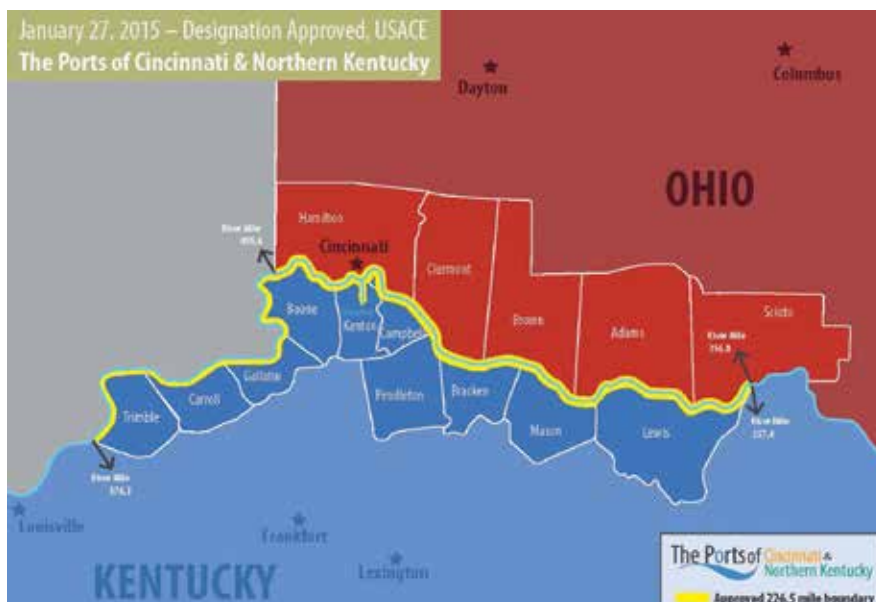
Merchants Cold Storage LLC

Walton, KY
mcstorage.com

Nippon Express USA Inc.

Erlanger, KY
nipponexpressusa.com

lanereport.com



NNR Global Logistics USA, Inc

Erlanger, KY
nnrglobal.com

Panalpina Inc.

Erlanger, KY
panalpina.com

PEI - Dynamic Supply Chain Solutions, LLC

Fort Mitchell, KY
shippei.com

Penske Truck Leasing

Erlanger, KY
pensketruckrental.com

Pilot Freight Services

Erlanger, KY
pilotdelivers.com

R.L. Swearer Co., Inc.

Erlanger, KY
rlswearer.com

Safe Ship Newport

Newport, KY
newportpacknship.com

Sandvik Americas Distribution Center

Hebron, KY
sandvik.com

SEKO Logistics/Commercial Transport, Inc.

Erlanger, KY
sekologistics.com

Southern Air

Florence, KY
southernair.com

Stett Transportation, Inc.

Fort Mitchell, KY

Team Worldwide CVG

Erlanger, KY
teamwww.com

Total Quality Logistics

Erlanger, KY
tql.com

Two Men and a Truck Northern Kentucky

Erlanger, KY
twomenandatruck.com

UPS Freight

Cincinnati, OH
upsfreight.com

UPS Supply Chain Solutions

Hebron, KY
ups-scs.com

Verst Group Logistics

Walton, KY
verstgroup.com

Vista Packaging & Logistics

Erlanger, KY
vistaindustrialpackaging.com

VR Transportation, Inc.

Hebron, KY
vrtransportation.com

Information provided by Northern Kentucky Chamber of Commerce



Though it's the oldest form of bulk transportation in the world, maritime shipping is still one of the most efficient and environmentally friendly.

Diverse, first-rate expertise

St. Elizabeth Healthcare's 115 locations are part of world-renowned Mayo Clinic network



BY GREG PAETH

BIG picture: St. Elizabeth will lead Northern Kentucky to become one of the healthiest communities in the country.

Much smaller picture: The utility knife slipped while you were cutting linoleum for the laundry room floor and you need six stitches to patch up your left index finger.

In Northern Kentucky, St. Elizabeth Healthcare and “the hospital” are pretty much synonymous, and St. E’s has established itself as the institution that addresses the complex, long-term health-related issues as well as the minor emergencies that confront thousands of people every day of the year.

In late 2017 or early 2018, the St. E system will expand substantially with the \$40 million Northern Kentucky

Behavioral Health Hospital, which is under construction just west of I-71/75 in Erlanger. St. Elizabeth has partnered with SUN Behavioral Health of Red Bank, N.J., on a 197-bed hospital being designed for psychiatric and substance abuse care.

A Catholic institution that opened its doors in Covington in 1861, year one of the Civil War, St. Elizabeth has grown into the dominant healthcare institution in Northern Kentucky with more than 115 primary care and specialty locations. It is the third-ranked provider in the 2.1 million-population Cincinnati metropolitan area when measured by annual revenues.

During 2016, St. E’s got even larger.

OHC (Oncology Hematology Care), which had operated in Cincinnati for more than 30 years, became part of St. Elizabeth Healthcare in July. OHC, which specializes in adult cancer care

Northern Kentucky Behavioral Health Hospital now under construction in Erlanger will be a 197-bed facility jointly owned and operated by SUN Behavioral Health of New Jersey and St. Elizabeth Healthcare. This \$40 million facility is expected to open in early 2018.

and complex blood disorders, had a staff of 50, including 10 doctors, when the merger occurred.

St. Elizabeth emphasized the critical need for first-rate cancer care when the merger was finalized.

“According to the National Cancer Institute’s Kentucky profile, Kenton County has the third highest rate of annual cancer diagnosis in the commonwealth, with Boone County following in sixth and Campbell County in eighth,” St. Elizabeth said when the OHC agreement was announced.

“From a national level, Kentucky is one of five states with the highest incidence rate for cancer, with Kentucky having the highest death rate of all. With this new affiliation, the level of quality and comprehensive care will be improved not only for Northern Kentucky, but other surrounding regions,” the hospital states.

With the addition of OHC, St. Elizabeth has a staff of about 490 doctors, including some 120 specialists, as well as 1,100 “non-provider associates” on a medical staff that handles 1.3 million patient visits per year at 116 locations in six Kentucky counties, Cincinnati-dominated Hamilton County in Ohio, and Dearborn County in the southeast corner of Indiana.

For 2015, St. Elizabeth reported patient revenues of nearly \$910 million



St. Elizabeth Healthcare Edgewood in suburban Kenton County is home to the largest of the chain’s individual hospitals, with 510 beds and a staff of more than 3,600.

Including its Covington location, St. Elizabeth Healthcare reported \$910 million in patient revenues in 2015.

from its four hospitals in the heart of Northern Kentucky, where it has a total of about 1,040 beds in Edgewood, Florence, Fort Thomas and Grant County. Additionally, the hospital notes, it provides more than \$100 million in what it calls “uncompensated care.”

Edgewood, in suburban Kenton County, is home to the largest of the individual hospitals with 510 beds and a staff of more than 3,600. The Fort Thomas hospital, second-largest with 332 beds and 700 staffers, had been St. Luke Hospital for 54 years before its system merged into St. Elizabeth in 2008. That merger included St. Luke West in Florence, which was originally Booth Memorial Hospital, which had been acquired by St. Luke's in 1989.

Part of a five-system market

Northern Kentucky is truly different from other parts of the commonwealth, according to a number of people interviewed for this publication, such as Sarah Giolando, senior vice president

and chief strategy officer for St. Elizabeth.

“Northern Kentucky is a unique part of the state because we are part of the Greater Cincinnati market. So if you talk to anyone from Northern Kentucky, they shop at the Kenwood Mall (in Ohio) and people from downtown (Cincinnati) shop at the Kroger and the Target that are right across the river in Newport,” Giolando said. “Although



Sarah Giolando,
Senior Vice
President and
Chief Strategy
Officer,
St. Elizabeth

there is a barrier there of a river and some bridges, we're really a suburb of Cincinnati, so there's always a percentage of people in Northern Kentucky who seek medical care in Cincinnati and vice versa.”

Giolando estimates about 70 percent of Northern Kentuckians who are admitted to a hospital for at least one day do so at a St. Elizabeth facility. It's far more difficult to determine a market share for the number of outpatient visits and procedures because those numbers can be elusive.

Overall, for a metropolitan area of about 2.1 million people, St. Elizabeth



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The \$97 million Health Innovation Center at Northern Kentucky University is slated for completion in fall 2018. NKU's College of Health Professions and teams from all six of NKU's six colleges will work together there to solve health challenges including drug and alcohol addiction and chronic illnesses. St. Elizabeth is investing an additional \$8 million for simulation labs where nursing students and those in related health fields can learn in a real-world environment.

“I would say Cincinnati is one of the most competitive healthcare markets in the United States with five major systems operating in Cincinnati, which is a lot.”

— Sarah Giolando, Senior Vice President and Chief Strategy Officer, St. Elizabeth

has a 12 or 13 percent share of the healthcare market, she estimated.

“I would say Cincinnati is one of the most competitive healthcare markets in the United States with five major systems operating in Cincinnati, which is a lot,” Giolando said.

“There’s a lot of brick and mortar, keeping-up-with-the-Joneses kind of building going on, where you’ve got up in Liberty Township, north of Cincinnati, a hospital on each of four corners (of a major intersection) — so it’s little bit crazy over there in terms of what it does to overall healthcare costs,” she said.

In recent years, St. Elizabeth has received accolades from a number of publications and professional organizations for overall excellence or for the performance of individual departments. Most recently, for example, Healthgrades, an online source for information about hospitals and doctors, said St. E was among the top 5 percent of all hospitals in the United States for cardiac care.

St. Elizabeth also stands out in the Cincinnati metropolitan area as the only regional member of the world-renowned Mayo Clinic Care Network, to which it was admitted four years ago.

Based in Rochester, Minn., Mayo Clinic now works with St. Elizabeth when the local hospital believes that an unusual case may need a “second opinion” or when it wants to compare and assess best practices.

St. Elizabeth stands out in the Cincinnati metropolitan area as the only regional member of the Mayo Clinic Care Network. Pictured is St. Elizabeth Fort Thomas.

“We were the tenth healthcare system to join the Mayo Clinic Care Network and there are now 44 here (in the U.S.) and abroad,” Giolando said. “They explained to me there are now 44 members and they have had 1,000 applications ... 1,000 have tried to become part of their network, and they have selected 44. They have a very vigorous process to assure that every facility in their network is as high quality as they are to deliver the kind of patient experience that they want to put their name behind.”

Two of the large healthcare systems based in Cincinnati have doctors’ offices in Northern Kentucky but don’t

operate hospitals south of the river. UC (University of Cincinnati) Health Physicians has an office in Florence, and Christ Hospital has an outpatient center in Fort Wright.

For 2015, for example, the annual report from the United Health Foundation and the American Public Health Association ranked Kentucky 44th in the country, which was three slots better than 2014.

Smoking, obesity and a lack of exercise were cited as primary factors in the state’s low ranking in several studies.

Giolando said the recently adopted vision statement for the hospital – working to make the region one of the healthiest in the country – is a direct response to Kentucky health challenges. ●



Transformative ‘pioneering’ development

Northern Kentucky real estate scene is seeing audacious builds and rising home prices



J. Miles Wolf photo

BY ABBY LAUB

WITH historic properties, waterfront vistas, a major metropolis just across the river and a healthy influx of new residents, Northern Kentucky's commercial and residential real estate markets are vibrant and diverse. The real estate landscape has changed a lot in a short time, but the

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William P. Butler,
Chairman/CEO,
Corporex
Companies,
LLC

balance of historic preservation and new development has worked well.

Covington-based Corporex has played a major role. Real estate development by the 50-year-old company has shaped the skyline of the south bank, and it continues to be an innovator.

"Corporex has historically taken on projects that are transformative for the communities that they're in," said Tom Banta, Managing Director for Corporex family of companies. "When you look at everything we did on the Northern Kentucky shoreline here – at the time we started RiverCenter – Covington had just been designated by HUD as one of the most blighted communities in the U.S."

Instead of shuddering at the prospect of making a bad business deal, Corporex saw the great potential of property just across the Ohio River from downtown Cincinnati and built the RiverCenter Office Towers, complete with the high-end Metropolitan Club at the top.

"At the time it was considered absolutely crazy," Banta said. "We called it pioneering, and it became a very pivotal moment for Covington. It was considered to be something that was going to

When other developers were focusing on the suburbs in the 1980s and 90s, Corporex was laser focused on Northern Kentucky's urban core with landscape-changing projects such as The Ascent (blue and white) and RiverCenter next door:

advance and move the community forward, and it did."

Fast forward to 2017, and the influence Corporex's real estate development has had on Covington will be written as an important chapter in regional history.

"Even more recently when we did The Ascent, that again was considered very transformative," Banta said, noting that the uniquely shaped, residential tower has 70 units with an average sales price of more than \$900,000 in an area no one believed luxury housing would sell, period. "We couldn't find any comps in the marketplace near that."

Developing Northern Kentucky is paying off, literally, and it's clear that the area is special.



Tom Banta,
Managing
Director,
Corporex



"I've lived here the last 30 years, and I think what people always find unique about Northern Kentucky is how welcoming and open the people are," Banta said. "You have the advantage of being connected to a large metropolitan area that has professional sports teams, the arts, the culture, all those things, so you're connected to that. But you still have that very small, hometown feel. When we built The Ascent and sold those units, 80 percent of our buyers came from Ohio over into Kentucky. And they're CEOs and entrepreneurs, they're community leaders, and they just feel that sense of community and spirit in Northern Kentucky."

More major real estate development is on the horizon, and Banta noted how

important the river views are to making big projects a reality. Now that the real estate market is again surging, he said, there is a positive move to consolidate and better organize public services.

The next big project is Ovation in Newport, a mixed-used riverfront project that was stalled by the Great Recession but is now on the table again. The massive "live-work-play" structure won't be strictly upscale like The Ascent and will accommodate residents young and old, Banta said.

While new real estate development is exciting, Corporex and other companies are very much aware they must walk the fine line of maintaining the area's unique charm and history while also not ignoring the suburbs.

Ovation, a planned \$1 billion mixed-use project by Corporex, when finished will be a massive mixed-use complex on Newport's waterfront.

"Developers try to lead, but largely we're reacting to what people want," he said. "In the '80s and '90s people were focusing on developing the suburbs, and the urban cores suffered. But now it's reversed, because people want walkability, and for work, life and play to be convenient. The health of a community (now) is based on a healthy urban core. If you have a decaying urban center, it's not good for the whole city long-term. I don't view it as competing with the suburbs. ... You're creating both, and people are making their choices."

Another unique new construction project is Ludlow Yards in Ludlow. City leaders recently unveiled this mixed-use development concept at the gateway to the community's main business district with a design inspired by Ludlow's railroad heritage. Designed by Hub+Weber Architects, the eye-catching four-story brick building captures the untapped potential of the city's main business district while connecting to Ludlow's past.

"We really wanted to create a design and a building that doesn't look like anything else that would be developed in Ludlow," Hub+Weber Principal Jim Guthrie said via news release. "Our goal was to create a design that was specific to the community of Ludlow. In contrast to much of the current design trends in



Corporex officials report that the majority of The Ascent's purchases are made by Ohio residents, and many are high level CEOs and community leaders.



Northern Kentucky Association of Realtors is seeing high sales numbers in both the suburbs and urban core areas. NKAR announced in June that home prices climbed to their highest-ever prices.

urban redevelopment, we sought not only to create a design that would only fit in Ludlow but would only fit in this part of Ludlow – the industrial east end.”

The area is chock full of major commercial real estate developers and builders, including Fort Mitchell-based Paul Hemmer Cos., which has developed more than 3,000 acres of commercial land and has built more than 6 million s.f. of industrial and commercial buildings throughout the country, primarily in Ohio, Kentucky and Indiana. Others very active in Northern Kentucky real estate development are Turner Construction, Gray Construction and Messer.

Record breaking home prices

The Northern Kentucky Association of Realtors and the Northern Kentucky Multiple Listing Service announced in June that home prices climbed to their highest ever prices, after a 6.5 percent increase during the 12 months since June 2015. The average sales price of \$183,282 was the highest average price the MLS had recorded, climbing from the \$177,404 average in June 2015.

NKAR President Jim Simpson said prices are back up above the levels achieved before

the national market crash in 2006. NKAR is approaching \$1 billion in annual sales for the first time.

(Lack of) “inventory plays a crucial role and prices are up,” Simpson said. “It’s good for sellers, and home buyers don’t seem to be daunted by that.”

The distribution of home sales is spread equitably among all sectors, including single-family residences and condominiums.

“We are experiencing a high market in the suburban areas, rural areas and riverfront areas – really across the entire market it’s all up,” Simpson said. “The job market is what’s driving it. The economy is getting better, and we’re also experience a lot more trade-up home buyers.”

Some of the region’s key home builders are Fischer Homes, an American Top 50 Builders honoree, Clayton Homes, Drees Homes, Toebben Companies, Walker Homes and Crawford Builders.

Unique to the urban core of Northern Kentucky’s south bank are hundreds of historic properties, including many on the National Register of Historic Places. This year 11 grants generating \$143,944 of investment were awarded to eight Certified Local Government communities, according to the Kentucky Heritage Council. The grant awards fund qualifying projects submitted by city



Jim Simpson,
President,
Northern
Kentucky
Association
of Realtors

and countywide historic preservation commissions that have earned CLG designation. Recipients included Bellevue, Covington and Newport.

CLG designation offers a way for local governments to develop a comprehensive approach to historic preservation and promote the integration of preservation interests into the planning process. ●



The Ascent in Covington has an average sale price of more than \$900,000 for its upscale residences.

Billions in projects underway

Northern Kentucky continues ambitious investment in smart construction



BY ROBBIE CLARK

NEWPORT-based EGC Construction knows how to handle major construction projects, as the family-owned company bills \$40 to 50 million annually in construction-related services. Ranging in clients from Mercedes-Benz to pharmaceutical production facilities, EGC is locally minded and focused on making Northern Kentucky a thriving place to be.

EGC employs more than 175 people, including those in architectural design, structural engineering and other skilled trades. The company offers a wide-range of niche construction services, including equipment installation and rigging, and environmental and energy planning.

No matter the variety or firm handling the project, construction in Northern Kentucky is booming.

One of the most ambitious development projects on the books in Northern Kentucky has to be the transformative Ovation riverfront complex.

The planned \$1 billion mixed-use project by Covington-based developer Corporex was first announced in 2007, but the Great Recession that struck in 2008 put an indefinite timeline on the start of construction, let alone completion.

Above: The \$80 million Aqua on the Levee is a mixed-use development in Newport that is nearing completion. The complex will include 239 luxury apartments facing the Ohio River, as well as street-level retail space and a hotel.

Right: Koch Development plans to install a \$10 million, 235-foot-tall ferris wheel on the banks of the Ohio River that will provide 360-degree views of the region. The attraction will be housed at the popular Newport on the Levee.

The Ovation project, when finished, will be a massive complex on Newport's riverfront just west of Newport on Levee on the Ohio River and Licking River: consisting of 1,000 new residential units, shops, restaurants, entertainment venues, a full-service hotel and 200,000 s.f. of office and retail space.

Newport on the Levee, a riverfront arts and entertainment district anchored by the popular Newport Aquarium, has a new attraction development planned for 2017, one that will be the first for Northern Kentucky and certainly change the skyline. Koch Development plans to install a \$10 million, 235-foot-tall ferris wheel on the banks of the Ohio River, which will provide 360 degree views of the Cincinnati skyline and the Northern Kentucky riverfront. SkyWheel will feature 30 gondolas,



including one VIP vessel; rides of three to four rotations are expected to last 10 to 12 minutes.

Adjacent to Newport on the Levee, the \$80 million Aqua on the Levee mixed-use development is nearing completion. This complex will include 239 luxury apartments facing the Ohio River and 8,000 s.f. of street-level retail, as well as a 144-room Starwood Aloft Hotel – the brand's first for the Greater Cincinnati Area – and a 850-space parking garage.

East of Newport, early stage work continues in Dayton on the large-scale Manhattan Harbor upmarket residential development along the bend in the Ohio River. The first phase of the evolving project being built by Walker Homes includes 27 single-family riverfront homes, starting at \$1 million. Plans for the \$470 million



Wayfair Inc., plans to open a 900,000-s.f. facility adjacent to the Cincinnati/Northern Kentucky International Airport.

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Shad Sletto,
Director,
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development ultimately call for up to 2,000 new homes and commercial developments.

Meanwhile in downtown Covington, the prime corner location at 5th and Main streets (called 501 Main) finally has a future after the property sat vacant for 10 years. Adjacent to MainStrasse Village, the two-acre site will be redeveloped by Flaherty & Collins Properties into a high-end residential development including 187 one- and two-bedroom units along with ground-level

commercial space and a 314-space parking garage. Construction is to begin in March 2017, starting with demolition of the current structure on the property.

Away from the riverfront communities, 2016 saw completion of one of the region's largest-ever developments. Fort Mitchell-based Paul Hemmer Cos. assembled a nearly 900,000-s.f. facility on a 52-acre site adjacent to the Cincinnati/Northern Kentucky International Airport. The massive, \$37 million structure, called LogistiCenter at 275, serves as a distribution hub for Wayfair Inc., one of the world's largest online retailers for home furnishings and decor. The project is also the largest speculative development on CVG-owned land.



Situated on the interstate in Fort Mitchell and developed by EGC Construction, the more than 55,000-s.f. Mercedes-Benz dealership has radiant floor heating in its showroom and service areas, LED lighting throughout, a full service automated car wash and an express lube department.

For transportation, construction work continues on the KY-9, or AA Highway, expansion. The new 1.5-mile stretch will start near the Licking Valley Girl Scout Bridge and run parallel to the Licking River and east to the Taylor-Southgate Bridge. The \$38 million project will improve and enhance regional connectivity by providing improved access into the Newport riverfront area. The project will be completed in three phases, with the final phase expected to begin construction in 2017. ●

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A more robust capital market

Location, regional growth, technology all make the area's banks valuable business partners

BY GREG PAETH

AS banker Mer Grayson Jr. recalls, when Drees Homes needed a loan of about \$1 million for its corporate headquarters on Grandview Drive in Fort Mitchell, three Northern Kentucky banks decided to team up to share the risk on a construction loan that was considered to be pretty hefty around 1980.

How things have changed.

No one suggests million-dollar transactions are now equivalent to lunch money in Northern Kentucky. But a fortunate combination of factors – the region's location, its growth, new technology, and critical changes in state and federal banking regulations – mean it is far easier for businesses today to get several proposals when they're searching for capital to build, operate and grow.

A factor distinguishing Northern Kentucky from other corners of the state is its status as a key element of the Cincinnati metropolitan area, 28th largest in the country with a population of more than 2.1 million, according to U.S. Census data. By comparison, Louisville Metro ranks 43rd with 1.3 million people and Lexington 107th at just over a half million.

In downtown Covington on Madison Avenue, Republic Bank & Trust, headed by Market President Thomas R. Saelinger, has established three offices in Northern Kentucky – Covington, Florence and Independence – and one in Cincinnati since it entered the Greater Cincinnati market 10 years ago. And Louisville-based Republic, which now has 44 offices in five states, isn't done.

"We're looking at additional offices in Northern Kentucky in northern Campbell County and in central Kenton County in the next 12 to 24 months," said Saelinger,



who grew up as the youngest of 10 children on a farm in Campbell County. "We're also looking at two more locations in Cincinnati."

A key factor in attracting top-flight people to Republic is its proximity to a big city that offers professional sports, the arts and other amenities that many young people find appealing, said Saelinger, who worked for Cincinnati-based Fifth Third Bank for 15 years before moving to Republic seven years ago.

"We see a clear need in our market for a strong community bank with access to resources and skilled bankers," said Jason Payne, Republic Bank's managing director of the Northern Kentucky Market. "Business clients and consumer clients not only want state-of-the-art technology from their bank, they also want nimble and responsive service."

At this point, the Northern Kentucky/Greater Cincinnati market has proven to be receptive to what Saelinger describes as a "larger community bank" that has assets of about \$4.8 billion.

"It's been a strong year and 2015 was good. We had greater than 20 percent growth in lending and greater than 15 percent growth in deposits," said Saelinger, adding that Republic's loan portfolio has grown from about \$35 million to \$230 million in recent years.

Republic Bank & Trust has a growing presence in Northern Kentucky since it opened its first office in the market 10 years ago.

The six Northern Kentucky counties highlighted in this article – Boone, Campbell, Gateway, Gallatin, Grant, Kenton and Pendleton – have bank deposits of \$6.9 billion, which is about 9 percent of the \$76.5 billion on deposit in 190 banks in the state, according to Federal Deposit Insurance Corp. statistics as of June 30.

As impressive as that statewide total is, the Cincinnati metro area alone tops it by 30 percent, according to FDIC data, which show some \$107 billion on deposit in lending institutions inside an area that includes Northern Kentucky and a sliver of southeast Indiana. By comparison, metropolitan Louisville has \$25.2 billion on deposit and metro Lexington banks reported \$9.4 billion.

Although it's a widely used metric in assessing and comparing the availability and the scale of financial services, bank deposit totals don't tell the whole story, Grayson said.

"When you're looking at Lexington and Louisville, you have to keep in mind that all of the (financial) firepower in Cincinnati is also in Northern Kentucky," said Grayson, a second-generation bank



Jason Payne,
Market
Manager –
Northern
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Republic Bank

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Thomas R.
Saelinger,
Market
President,
Republic
Bank & Trust



Mer Grayson,
Chair, Central
Bank Northern
Kentucky
Advisory Board

executive whose career goes back 50-plus years to his first job with the First National Bank of Cincinnati in 1964.

"If someone needs \$25 million today, there will be two or three banks that want to talk to them and they will be in a position where they can negotiate about the terms," said Grayson, who came out of a brief retirement 11 years ago to help establish operations for Lexington's Central Bank in Northern Kentucky. He retired a second time last year as Central's regional CEO and still chairs its advisory board.

Central Bank is one of 27 banking companies that do business at 175 offices in Northern Kentucky, where competition seems to be increasing on a yearly basis.

BB&T, ranked the 11th largest commercial bank in the country with consolidated assets of \$217 billion, made a splashy debut in Northern Kentucky and Cincinnati in mid-2015 with its acquisition of the Bank of Kentucky, which had grown into the region's largest community bank with \$1.9 billion in assets and 32 branch offices.

Huntington, headquartered in Columbus, Ohio, and ranked 31st in the country with assets of \$74 billion, is expanding its presence in downtown Covington, the region's largest city, by

moving about 100 jobs from the suburbs to a building in the heart of the city's beginning-to-revive business district. A multimillion-dollar renovation of the historic five-story building is underway.

"One thing we have seen since the Great Recession started is that people are saving money in banks, and the deposit levels in banks have grown and grown and grown," said H. Lytle Thomas, president/CEO of Heritage Bank, a large locally owned Northern Kentucky community bank. "Most banks have plenty of cash to lend out, so the access to (money) has not been an issue because they have plenty of money to lend. ... (But) the criteria for making a loan has changed; regulations have slowed and sometimes restricted the ability of banks to lend money. Bankers have become more cautious."

Thomas has personal experience at both ends of the bank size spectrum.

He took over at Heritage, headquartered in Burlington, about 10 years ago after leaving Cincinnati-based Fifth Third Bank, 16th largest in the U.S. with consolidated assets of more than \$141 billion.

"When I left Fifth Third, the last loan I did was larger than the entire asset size of Heritage Bank," said Thomas, recalling

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Jim Uebel,
Market
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a transaction of more than \$250 million. Heritage has grown to \$675 million since Thomas took the helm, however.

"With the technology that's available, now very small banks can offer internet banking, which has leveled the playing field and helped smaller banks compete," Thomas said.

He cites Fifth Third's leadership roles in the chambers of commerce on both sides of the Ohio as well as its \$1 million investment in the Catalytic Fund, which works with developers, as just two examples of the bank's deep commitment to the region.



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J.C. “Duke” Thompson, who chairs the Department of Economics and Finance in the Haile/US Bank College of Business at Northern Kentucky University, looks at the financial services industry both as a detached academic and as a member of the board of the Bank of the Bluegrass & Trust Co. in Lexington.

From Thompson’s vantage point, no other part of the state offers a more extensive menu of banks – both large and small – than Northern Kentucky, where healthy community banks like locally-based Heritage, Lexington-based Forcht and Louisville-based Republic and Stock Yards compete against a long list of heavy hitters that play at the national level.

The size and competitiveness of financial services in Northern Kentucky can’t be traced to any single factor, but it definitely benefits from the “spillover effect” of the major players in Cincinnati, Thompson said. In addition to business loans, many institutions offer other services such as cash management, insurance, trust/investment management and foreign exchange management.



Duke Thompson, Chair, Department of Economics and Finance, Haile/US Bank College of Business, Northern Kentucky University

Growth of the logistics industry in Northern Kentucky, some of which is linked to the DHL “super hub” at the Cincinnati airport, has helped fuel the need for a robust banking industry.

“It is (the region) becoming the supply chain capital of the world,” Thompson said.

Allied Financial Solutions

Florence – allied-financial-solutions.com

Alphamark Advisors

Fort Mitchell – alphamarkadvisors.com

Altus Wealth Management

Fort Mitchell – altuswm.com

Apprisen

Florence – apprisen.com

Bad Girl Ventures Inc.

Covington – badgirlventures.com

Bannockburn Global Forex, LLC

Cincinnati, OH – annockburnsecurities.com

Bartlett & Co.

Cincinnati, OH – bartlett1898.com

BB&T

Crestview Hills – bbt.com

Bottom Line Services

Fort Mitchell – bottomlineservices.com

The Catalytic Fund

Covington – thecatalyticfund.org

Central Bank

Florence – centralbank.com



Chase

Cincinnati, OH – chase.com

Citi

Florence – citigroup.com

Citizens Bank Of Northern Kentucky

Newport – cbnkcc.com

Citizens Deposit Bank

Fort Wright – cdbt.com

Citizens Federal Savings & Loan Association

Covington – citizens-federal.com

Commonwealth Bank & Trust Co.

Florence – cbandt.com

Coppage Wealth Management

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COVE Federal Credit Union

Edgewood – covfcu.org

Eagle Financial Services, Inc.

Florence – eagle.com

Edward Jones

Edgewood, Erlanger – edwardjones.com

Envoy Mortgage, Ltd.

Crestview Hills – envoymortgage.com

Fidelity Investments

Covington – fidelity.com

Fifth Third Bank

Florence – 53.com

Focus On Success

Fort Mitchell – focusonsuccess.com

Forcht Bank

Burlington – forchtbank.com

Fourth Street Performance Partners, Inc.

Covington, – fourthst.com

FTJ Fund Choice, LLC

Hebron – ftjfundchoice.com

Guardian Savings Bank

Multiple branches – guardiansavingsbank.com

Heritage Bank

Burlington – heritagebank-ky.com

Hilliard Lyons

Fort Mitchell – hilliard.com

Huntington Bank

Florence – huntington.com

Kemba Credit Union

Florence – kemba.org

Kentucky Federal Savings & Loan Association

Covington – kentuckyfederal.com

Kentucky Land Title Agency, Inc.

Fort Mitchell – kentuckylandtitle.com

L & N Federal Credit Union

Erlanger – lnfcu.com

Central Bank is one of 27 banking companies that do business at 175 offices in Northern Kentucky.

Legacy Financial Advisors

Covington – legacyfinancialadvisors.com

MCF Advisors

Covington – mcfadvisors.com

Merrill Lynch

Fort Mitchell – ml.com

Morris & Bressler

Florence – morrisbressler.com

Odyssey Financial Advisors

Edgewood – ameripriseadvisors.com

OMEGA Processing Solutions, LLC

Fort Thomas – omegap.com

Option Financial, LLC

Fort Mitchell – optionfinancial.com

PNC Bank

Cincinnati, OH – pnc.com

Polaris Home Funding

Cold Spring – homeloansuccess.com

Primerica Financial Services

Fort Wright – primerica.com

Principled Wealth Advisors, LLC

Covington – rincipledwealth.net

Prosperity Financial Group

Fort Mitchell – prosperityconnect.com

Renaissance Investment Management

Covington – reninv.com

Republic Bank

Covington – republicbank.com

Stock Yards Bank & Trust Company

Cincinnati, OH – syb.com

Stockton Mortgage Corp.

Florence – smcapproved.com

U.S. Bank

Covington – usbank.com

Union Home Mortgage Corp.

Fort Mitchell – unionhomemortgage.com

United Community Bank

Lawrenceburg, IN – bankucb.com

Victory Bancorp, Inc.

Fort Mitchell – victorycommunitybank.com

Wells Fargo Advisors, LLC

Fort Mitchell – wellsfargoadvisors.com

Wells Fargo Bank

Louisville – wellsfargo.com

Wurz Financial Services

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Information provided by Northern Kentucky Chamber of Commerce

Rich in assets but affordable

Visitors to meetNKY's three popular counties ring up 20 percent of all state tourism spending

BY KATHIE STAMPS

BLESSED with the assets and affordable to boot, three-county Northern Kentucky River region accounts for one-fifth of the state's roughly \$14 billion tourism economy.

"When you have 120 counties and our three are 20 percent, we are a major player," said Eric Summe, president and CEO of the Northern Kentucky Convention and Visitors Bureau, also known as meetNKY.

Proximity to next-door neighboring Cincinnati and interstate neighbor Louisville, combined with air access via CVG, "really opens the door for us to 'sell' all of the experiences visitors can have in Northern Kentucky," said Julie Kirkpatrick, vice president of sales and marketing at the CVB. "Quite a few meeting planners are intrigued with hosting their event in a destination that offers such value coupled with so much to do."

All nine tourism regions of the commonwealth had an uptick in tourism when the Kentucky Tourism, Arts & Heritage Cabinet released results of its 2014-2015 economic impact study in May 2016. The tourism and travel industry contributed more than \$13.7 billion to the state's \$190 billion economy in 2015. There were increases from 2014 in direct expenditures by tourists (5 percent), state and local tax revenues (5 percent) and tourism-generated jobs (3 percent).

In 2015, visitor expenditures in the Northern Kentucky region totaled \$2.9 billion on hotels, transportation, shopping and restaurants. The number reflect the fact that the region has urban



BB Riverboats take guests on spectacular river cruises on the Ohio River.

access, rural charm, riverfront recreation and natural wonders.

Boone, Campbell and Kenton counties comprise the Northern Kentucky River Region. Those three counties have 32 municipalities, including Florence, Newport and Covington. Keeping track of all the people, places and things could be a daunting task, but the 16 staff members of the Northern Kentucky CVB handle it with aplomb.

Air travelers know the abbreviation for the Cincinnati/Northern Kentucky International Airport is CVG and that it stands for Covington. The airport actually is in Hebron, Ky., in Boone County, while its primary oversight is by Kenton County, and it serves residents and the

meetNKY | NORTHERN KENTUCKY CONVENTION AND VISITORS BUREAU

50 East RiverCenter Blvd.,
Suite 200
Covington, KY 41011
(859) 261-4677
meetnky.com



Eric Summe,
President/CEO,
meetNKY

The primary mission of meetNKY is to serve as economic development agency that positively impacts the Northern Kentucky economy through destination sales, destination marketing, and visitor services. The tourism industry in NKY is a vibrant part of the regional economy that generates more than \$4 billion of economic impact and supports over 74,000 jobs.

business community of Cincinnati. "It's truly a regional airport," Summe said.

Covington is the home office of the Northern Kentucky CVB, whose tagline for years was "the southern side of Cincinnati." It refreshed, however, and even sports a new name, "meetNKY," after a 2013 branding assessment. Meeting planners and other professionals asked for their opinions said Kentucky's side of the Ohio had become a destination in its own right, without further need for a



The Northern Kentucky Convention Center has a prime location on the Ohio River and will soon be expanding.

One of Northern Kentucky's most popular attractions is the Newport Aquarium, which draws hundreds of thousands of visitors annually.

constant reference to Cincinnati. Hence, the CVB emerged as meetNKY.

Teamwork with Cincinnati has been and still is a key component for meetNKY's success. In 2005 the CVBs from Cincinnati and Northern Kentucky together formed a third entity whose formal name is Cincinnati USA Regional Tourism Network. Known by a shorter moniker, RTN, it's a destination marketing organization (DMO) for leisure travel to the tri-state area.

While meetNKY, like other convention and visitors bureaus, concentrates on conventions and other business travelers, the RTN promotes leisure tourism on behalf of 15 counties in three states. The three counties in Indiana are primarily focused on casino industry tourism. Meanwhile, the five Ohio counties are oriented primarily toward Cincinnati's Hamilton County. The other counties are in Kentucky, with the lion's share of experiences and hotels within a 40-mile radius of the Ohio River where Covington and Cincinnati meet.

"It's the zipper that holds us together," Linda Antus, president/CEO of RTN, likes to say of the river.

The economic impact of tourism on the Cincinnati metropolitan statistical area – the same 15 counties RTN serves – was \$4.4 billion in 2013 from 24.1 million visitors, with business visitors spending \$189 a day and leisure tourists spending \$101 per day. And efficiency is the name of the marketing game with RTN.

"Over 80 percent of our money every year is money in front of the customer," Antus said. She participates in monthly and quarterly meetings with the CVBs in



Kentucky Tourism.com photo

Cincinnati and Northern Kentucky and attends their board meetings.

"Working with meetNKY and Eric (Summe) and his team is a real joy," she said. "It's been very successful in terms of collaboration. By making very clear targets for who's doing what type of work, you can really lift all ships."

"The RTN works hard to ensure that Northern Kentucky's brand promise of being 'the start of Southern hospitality' is merged with the appeal of the urban Cincinnati experience," meetNKY's Kirkpatrick said. "We absolutely want the visitor to come and see Cincinnati USA and especially want to make sure they make Northern Kentucky a big portion of their visit. We try to amplify any marketing the RTN does into our own brand marketing and still maintain our own identity in the region."

Antus and her Regional Tourism Network team work directly with meetNKY on certain projects, such as "fam tours" to "familiarize" journalists and tourism professionals with the area's

key attractions and assets.

"It's easy to be collaborative like that when the target audience doesn't care about a river dividing it," Summe said.

The Regional Tourism Network is funded with the lodging tax created in June 2005 by the commonwealth of Kentucky. The transient room tax for hotels and similar facilities is 1 percent of the lodging rate (levied in addition to the 6 percent sales tax).

"The idea was, when you come up to Northern Kentucky your total destination experience will include the Cincinnati Zoo, King's Island, the Bengals or Reds," Summe said. "We are a regional destination center."

In 2015 the three Kentucky counties of Boone, Campbell and Kenton booked over 1.5 million hotel rooms. "That's always going to be our story," Summe said of the area's strength of tourism.

Just outside the three-county region, the biggest recent new attraction is the Ark Encounter. Phase one of what will be a \$100 million theme park opened in July 2016 and centers around a replica of Noah's ark that is 51 feet high and 510 feet long. The Ark Encounter is owned and operated by Answers in Genesis (AiG), headquartered in Boone County, where it also operates the 75,000-s.f. Creation Museum.

The Ice Age ended 12,000 years ago, but Big Bone Lick near Union is considered the birthplace of American vertebrate paleontology due to the impressive Ice Age artifacts the site has yielded. Big Bone Lick State Historic Site in Boone County had an economic impact topping \$5.5 million in 2014. In 2016, a new interactive "ancient bison" exhibit was added.



Cincinnati USA Regional Tourism photo

The newly constructed Ark Encounter, a life size Noah's Ark, is located in Williamstown and will ultimately be a \$100 million theme park.

In Covington, the MainStrasse Village Association was formed in 1979 to celebrate the area's German history and modern tourism with residential activities, shopping events and festivals. Every May since the late '70s, the annual MainStrasse Village Maifest fills six city blocks with a major festival celebrating the German tradition of welcoming the first wines of spring. Equally large in scope every September is Oktoberfest, complete with a German biergarten.

Built in 1998, the Northern Kentucky Convention Center in Covington is almost right on the riverbank, and more than half of its 204,000 s.f. is devoted to meeting space. It is owned by the commonwealth of Kentucky.

"2016 has been a strong year at the Northern Kentucky Convention Center," Kirkpatrick said. Future business, known as "lead volume," is up, which Kirkpatrick attributes to an overall interest in the region based on new attractions.

In 2014, for example, New Riff Distilling opened in Newport and immediately joined the Kentucky Distillers' Association and its Kentucky Bourbon Trail Craft Tour. The 2016 opening of Ark Encounter led to an increase in faith-based meetings and conventions.

"While the demand is very strong for our region and our convention center, we are reaching capacity at the center and will need a plan and a process to enlarge the center in the next couple of years to stay competitive," Kirkpatrick said.



The historic Mother of God Roman Catholic Church in Covington features twin renaissance towers and murals by famous Vatican artist Johann Schmitt. Construction was completed in the early 1871 and boasts a strong German heritage.



Big Bone Lick State Park in Union highlights Northern Kentucky's fascinating historic and prehistoric past.

The convention center has been financially self-sufficient throughout its existence. The need for expansion is good news, but presents a fiscal challenge.

"Some of our good clients have said their events have outgrown the center," Summe said. "We don't have the capacity to serve them anymore."

More room is needed for exhibit space and breakout sessions in order to attract new meetings and conventions as well as to retain current regular customers. The CVB has been involved in initiatives to seek new state money for the past eight years, according to Summe."

The meetNKY bureau sells the convention center inventory within a 12-month timeframe for all conventions, meetings and local events. Hosting the bigger conventions is a competitive endeavor. Northern Kentucky and Cincinnati are doing well with attractions, entertainment, restaurants, shopping and hotels (there are 73 hotels within meetNKY's three Kentucky counties). Making sure there's enough room to hold large meetings and conferences completes the circle. "The convention center is the core of it all," Summe said.

ATTRACTIONS

Ark Encounter, Williamstown
arkencounter.com

BB Riverboats, Newport
bbriverboats.com

Behringer-Crawford Museum, Covington
bcmuseum.org

Big Bone Lick State Park, Union
parks.ky.gov/parks/historicsites/big-bone-lick

Blue Licks Battlefield State Park, Carlisle
parks.ky.gov/parks/resortparks/blue_licks

Braxton Brewing Co., Covington
braxtonbrewing.com

The Carnegie, Covington
thecarnegie.com

Creation Museum, Petersburg
creationmuseum.org

Devou Park, Covington
covingtonky.gov

Donna Salyers' Fabulous Furs, Covington
fabulousfurs.com

Hofbrauhaus Newport, Newport
hofbrauhausnewport.com

Kentucky Speedway, Sparta
kentuckyspeedway.com

MainStrasse Village, Covington
mainstrasse.org

New Riff Distilling, Newport
newriffdistilling.com

Newport Aquarium, Newport
newportaquarium.com

Newport Gangster Tour, Newport
americanlegacytours.com

Newport on the Levee, Newport
newportonthelvee.com

Northern Kentucky Back Roads Wine Trail, Camp Springs
stonebrookwinery.com/northern-ky-wine-trail

Purple People Bridge, Newport
purplepeoplebridge.com

Riverside Food Tours, Covington
riversidefoodtours.com

Roebbling Murals, Covington
covingtonky.gov

St. Mary's Cathedral Basilica of the Assumption, Covington
covcathedral.com

Turfway Park, Florence
turfway.com

Vent Haven Museum, Fort Mitchell
venthavenmuseum.com

Walt's Hitching Post, Fort Mitchell
waltshitchingpost.com

World Peace Bell, Newport
southbankpartners.com/world-peace-bell/history.aspx ●

Majoring in workforce development

Education sector partners when it can with specific employers as it hones students' skills

BY ABBY LAUB

CUSTOMIZED workforce training for individual employers is one of the many examples of how Northern Kentucky's educators are meeting the needs not only of young people but those already in the workforce looking to expand their careers.

With Gateway Community & Technical College's Workforce Solutions program, educators are going directly to employers and working across all demographics to create a better skilled workforce for the entire region and state.

"We deliver a lot of training on site at companies, and we can change the curriculum to meet the company's needs," said Carissa Schutzman, vice president of Gateway Workforce Solutions, adding that participating employees at a company oftentimes eventually end up enrolling in one of Gateway's degree or certificate programs or attending a partner four-year university.

In Workforce Solutions, an individual company identifies a "pain point" or skills gap and Gateway then conducts a needs analysis and creates a program, ranging from "soft" teamwork and performance skills to more technical abilities. Many of these skills



Carissa Schutzman, Vice President, Gateway Community and Technical College Workforce Solutions



also are refined in Gateway's academic programs.

"We're always listening to the needs of our employers because we want to produce graduates who can fill skills gaps in our area," said Dr. Teri VonHandorf, Gateway vice president of Academic Affairs, adding that many students are hired immediately. "One of our logistics employers made the comment that Greater Cincinnati is the Silicon Valley of logistics, manufacturing and transportation."

Gateway President Dr. Fernando Figueroa noted the correlation between the workforce development efforts and the regional economy.

"Gateway is integral to the economic success and growth of Northern Kentucky," said Figueroa. "If we want to improve our community or quality of life, we must increase the number of educated individuals who are able to earn a living wage and beyond."

The Kentucky Federation for Advanced Manufacturing Education (KY FAME) also has a chapter in Northern Kentucky, helping create a pipeline of skilled workers to fill thousands of area jobs.



Teri VonHandorf, Vice President of Academic Affairs, Gateway Community and Technical College

Gateway Community & Technical College is known for its workforce development programs.

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Dr. Fernando Figueroa, President/CEO, Gateway Community and Technical College

SULLIVAN UNIVERSITY CENTER FOR LEARNING – NORTHERN KENTUCKY

207 Grandview Dr., Ste 300
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859-331-1548
Sullivan.edu/nky

Dr. Vicki Berling is the director of the Sullivan University Center for Learning – Northern Kentucky. A veteran of nearly 20 years of adult and nontraditional education, Dr. Berling has held administrative and managerial positions at Thomas More College and Northern Kentucky University and has worked as well in healthcare management. "I believe passionately that the career-based educational opportunities offered at Sullivan University changes people and opens doors that may have been shut."



Dr. Vicki Berling, Director, Sullivan University Center for Learning – Northern Kentucky

Training starts young

For some, the training will start in high school, such as at the Kenton County Academies of Innovation and Technology. It allows students to earn a leg up in the fields of informatics, media arts, robotics engineering and others, including special encouragement for women in engineering. In the academy's fifth year nearly 800 students are enrolled, with biomedical sciences being the most highly attended program.

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Northern Kentucky University photo

Northern Kentucky University, a part of the state public post-secondary education system, has more than 15,000 students attending its Highland Heights campus.

The academies teach leadership, critical thinking, professional writing, collaboration, projects and proposals, and presentations.

“All of our academies are geared toward not just the job market of Northern Kentucky but the job market for America,” said Kenton County School District’s Director of Innovation Education Francis O’Hara. “Whether it’s KY FAME or Toyota, all of them are saying they love our scholars; they love what we’re doing. A lot of these people will come back to the Northern Kentucky area; that’s sort of the dream. We’ve invested in them here.”

Dozens of gifted local students venture to the Gatton Academy of Mathematics and Science at Western Kentucky University to get a big jump on their college studies. The Gatton Academy is the state’s first college level residential high school for students interested in pursuing advanced careers in science, technology, engineering and mathematics. This year, Gatton has more than 75 students enrolled from Northern Kentucky.

“Northern Kentucky is certainly an important part of our mission to represent the entire state,” said Zack Ryle, Gatton Academy assistant director of admissions and public relations. “Our goal really is, we’re opening the door to students who have the ability to pursue further their careers even earlier.”

About 70 percent of the students stay in the state of Kentucky after Gatton.

NKU’s College of Informatics is one of the most advanced programs of its kind in the nation.

NKU’s Health Innovation Center

Other institutions in Northern Kentucky are investing in students in other valuable ways, too.

More than 15,000 students attend Northern Kentucky University in Highland Heights, where a \$97 million Health Innovation Center is set to open in 2018. It will be home to the College of Health Professions and will also bring together experts from each of NKU’s six colleges, who will create transdisciplinary teams to study health care from new perspectives. St. Elizabeth Healthcare invested \$8 million to construct and equip the two-story, state-of-the-art St. Elizabeth Healthcare Simulation Center.

The College of Informatics at NKU is one of the most advanced programs of its kind in the nation and hosts the UpTech start-up business incubator that attracts entrepreneurs from across the United States.

NKU also is working with students to find better jobs during college. In August 2016 the school announced an Education

Research in Northern Kentucky

Northern Kentucky is home to several major research entities, including Covington-based Bexion Pharmaceuticals, which recently received approval from the U.S. Food and Drug Administration to begin clinical trials for its new cancer drug, BXQ-350.

Also, Cincinnati-based CTI Clinical Trial and Consulting Services in late 2016 announced it is moving its headquarters to Covington with a \$36.4 million investment projected to create up to 500 Kentucky-resident jobs.

Giving students and Science, Engineering, Technology and Mathematics (STEM) teachers a chance to get their hands dirty with onsite research, the Ohio River STEM Institute is a unique partnership between NKU’s Department of Biological Sciences and the Foundation for Ohio River Education. The partnership uses the Ohio River and its watershed as a tool to immerse students and teachers in STEM disciplines.

The Biology Field Station (known as “River Station”) at Thomas More College is a one-of-a-kind center for applied biological research whose reach is as wide and powerful as the Ohio River and all its tributaries.

Northern Kentucky is home to some other unique biotechnology and research companies, like ViaCord, an umbilical cord blood and tissue bank; RxCrossroads, a frozen blood plasma distribution center; Wood Hudson Cancer Research; and Ethos Laboratories, a pain management laboratory.

at Work initiative, opening up 200 on-campus part time jobs.

Meanwhile in Florence, Backfield College offers a wide range of programs, including nursing, criminal justice and paralegal studies.

In Erlanger, St. Elizabeth Healthcare recently turned the former METS Center events facility into a state-of-the-art, free-standing Education and Training Center, including a rare Simulation Center.

For more traditional liberal arts education, Thomas More College in



Turner Construction photo

The prestigious Gatton Academy of Mathematics and Science is educating more than 75 students from Northern Kentucky this year:

THE GATTON ACADEMY

1906 College Heights Blvd. #71031
Bowling Green, KY 42101
(270) 745-6565
wku.edu/academy

The Gatton Academy is Kentucky's first residential high school for juniors and seniors interested in pursuing advanced careers in science, technology, engineering, and mathematics. Located on WKU's main campus, our students conduct research, travel abroad, and attend college classes. While challenged academically, the students thrive in a supportive environment designed just for them and make life-long friends. The Commonwealth of Kentucky pays for the tuition, fees, room and board. You, too, can have a future filled with infinite possibilities.



Crestview Hills serves nearly 2,000 students. Thomas More is celebrating its ranking as the No. 1 college for return on investment for 2015 and 2016 in the state of Kentucky, according to PayScale Inc. Thomas More also was recognized

as a Catholic College of Distinction for 2015-16 by Colleges of Distinction.

Thomas More boasts impressive accolades; 96 percent of its 2014-15 graduates were employed or in graduate school six months after graduation.

Students in Northern Kentucky are within a 200-mile radius of many major

advanced education institutions: University of Cincinnati and Xavier University, Cincinnati State, University of Dayton, University of Kentucky, The Ohio State University, Georgetown College, University of Louisville, Purdue University, Indiana University, Bellarmine University, Centre College and Miami University. ●

THE GATTON ACADEMY *of Mathematics and Science*

We come from all across Kentucky to The Gatton Academy on the campus of Western Kentucky University. We finish our junior and senior years of high school as we start college. We conduct research with professors, study abroad, and attend college classes. While we are challenged academically, we thrive in a supportive environment designed just for us and make life-long friends. Tuition, fees, room and board are paid for by the Commonwealth of Kentucky. You, too, can have a future filled with infinite possibilities.

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Advanced manufacturing center

Northern Kentucky companies produce everything from airplane brakes to candy

BY ABBY LAUB

EVERY day, Northern Kentucky churns out important products crucial to business operations around the world. For example, three million airplane passengers every single day rely on aircraft carbon brakes that are manufactured in Walton.

In fall 2016, Safran Landing Systems, a commercial and military aircraft wheel and brake components maker formerly known as Messier-Bugatti-Dowty, broke ground on a \$100 million-plus expansion.

Safran Landing is the world leader in aircraft landing and braking systems, and the expansion will help it keep up with rising demand in North America. The company's Walton plant is one of its three carbon production plants worldwide and the only one in North America.

Aerospace products and parts lead Kentucky's \$28 billion in exports by category, with Safran contributing greatly. In 2015, the state shipped more than \$8.7 billion in aerospace products and as of July 2016 had shown an impressive year-to-date increase of 21.8 percent. As of July 2016, 36 percent of Kentucky's total exports were aerospace products and parts.

Thanks in large part to a skilled workforce, prime location and low taxes, Northern Kentucky is the manufacturing base for many other major corporations like world machine tool leader Mazak Corp., sometime Fortune 500 member General Cable, auto parts maker Mubea, Tyson/Hillshire Foods, L'Oreal cosmetics, Novolex, The Schwan Food Co., Robert



Bosch Automotive Steering, Architectural Aluminum Products, and Evenflo Feeding, just to name a few.

With 1,360 employees at its Florence plant, Mubea holds rank as the largest manufacturing employer in Northern Kentucky. Mubea is a lightweight construction specialist providing heavy duty spring components and related products.

"Mubea's successful manufacturing operations over the years have been the

Safran Landing Systems is a commercial and military aircraft wheel and brake components maker and recently broke ground on a \$100 million expansion in Walton.

direct result of the hard work of our committed Northern Kentucky and tri-state employees combined with the strong and enthusiastic efforts of the entire business support network including the Governor's Office, the Kentucky Economic



Left: Made in Florence, Balluff is a leading manufacturer of linear position transducers, RFID systems, inductive, photoelectric, capacitive and magnetic sensors.

Top right: Tyson/Hillshire Foods products some of its most popular products like Lit'l Smokies in Alexandria. The company employs nearly 600 people in Northern Kentucky.

Bottom: Road ID, a popular tool for runners and cyclists, is produced in Erlanger.



Right: Workforce education and training is a major factor for Northern Kentucky's success in attracting advanced manufacturers to the area.

Below: Erlanger-based Sterling Cut Glass is a PGA Tour sponsor and licensee and is one of the longest operating glassworks companies in the nation.



Development Cabinet, the Labor Secretary's Office, Gateway Community and Technical College, the Tri-ED staff, the NKY Chamber, and the press with the NKY Tribune," said Mubea North America CEO Doug Cain. "In addition, the local government officials and services sector including the fire, police, and sheriff's departments have always made us feel a valued member of the community."

With one-day delivery to two-thirds of the U.S. market and a DHL global air freight shipping hub at Cincinnati/Northern Kentucky International Airport, manufacturers in Northern Kentucky enjoy logistical benefits that are unparalleled nearly anywhere else in the country.

Erlanger-based Sterling Cut Glass, a PGA Tour sponsor and licensee, is one of the longest continuously operating glassworks companies in the nation. It and many others cite "the community spirit, great employees and family atmosphere" as reasons they love to manufacture quality-conscious products in the area.

They range from the broadest household names to specialty niches. For example, runners and cyclists in Kentucky can buy local when purchasing world-renowned Road ID bracelets. The

identification bracelets made in Erlanger are known as life-saving tools for people participating in sports.

Manufacturing's workforce pipeline

To help keep up with the demand for skilled workers, the I Made it in NKY initiative – launched by the Advanced Manufacturing Workforce Development Coalition – helps educate workers and pair them with manufacturers who need skilled employees. Area manufacturers quickly jumped onboard the Kentucky Federation for Advanced Manufacturing Education (KY FAME) initiative, an initiative that spread quickly from its Central Kentucky origins just a few years ago. With 10 chapters all over the state, KY FAME is a partnership between community technical colleges and regional manufacturers to implement dualtrack, apprenticeship-style training that will create a pipeline of skilled, teamwork-oriented, problem solving workers.

Wade Williams, Tri-ED's senior vice president of business development, oversees manufacturing projects for the economic development organization and explained how there is a concerted and productive effort to bring together

Largest Manufacturers by Employment

MANUFACTURER	EMPLOYEES
Mubea NA	1,360
Robert Bosch Automotive Steering	1,300
The Schwan Food Company	850
Novolex	800
Mazak Corp.	650
Tyson/Hillshire Foods	566
The C.W. Zumbiel Company	400

the Advanced Manufacturing Workforce Development Coalition and KY FAME.

"I view the evolution of our workforce initiatives in NKY as a process," he said, noting how a Northern Kentucky Industrial Parks study in 2012 revealed manufacturing needs that would develop over the next 10 years quickly prompted companies in the region to act.

"Bosch and Mubea and others came together to form the Northern Kentucky chapter for FAME and started the recruitment process," Williams said. "While that was going on, there was also this call to action in the community to work on this pipeline of skilled talent since those were some of the issues that were part of the NKIP study."

Ultimately KY FAME and AMWDC grew organically out of different initiatives but involved many of the same people, he explained, with KY FAME being set up as an apprenticeship program while the AMWDC took on the work of marketing modern, well-paying manufacturing jobs to parents and students.

In fall 2016, the groups were combined to maximize results, with a coalition steering committee that includes a talent supply subcommittee run by KY FAME. The other two elements are

"Mubea's successful manufacturing operations over the years have been the direct result of the hard work of our committed Northern Kentucky and tri-state employees combined with the strong and enthusiastic efforts of the entire business support network, including the Governor's Office, the Kentucky Economic Development Cabinet, the Labor Secretary's Office, Gateway Community and Technical College, the Tri-ED staff, the NKY Chamber, and the press with NKY Tribune."

— Doug Cain, Mubea North America CEO



Wolf Steel USA Inc. in Crittenden products high end grills, fireplaces and HVAC systems.

measuring success and marketing.

Williams highlighted two additional exciting programs coming out of KY FAME now: the Raise The Floor initiative and Enhanced Operator Program. Raise The Floor aims to recruit more women to work in advanced manufacturing.

The KY FAME Northern Kentucky chapter's company members are: Diversified Composites; Grief; Hahn Automation; Krauss-Maffei; Linamar; Linkology USA; L'Oreal; Mubea; Nucor; Robert Bosch Automotive Steering LLC; Safran/Messier-Bugatti-Dowty; Skilcraft; Steinert US; Steinkamp Molding; Stober; Wagstaff; and Zotefoam.

Abrapower Inc.

Abrasive coated foam
Florence
abrapowerusa.com

Anderson Manufacturing

AR 15 Rifles
Hebron
andersonrifles.com

Angstrom Technologies

Electro optical UV detectors
Florence
angtech.com

AquiSense Technologies

LED devices
Erlanger
aquisense.com

Armor USA Inc.

Thermal transfer printer ribbons
Hebron
armor-tt.com

Atkins & Pearce, Inc.

Braided technical textiles
Covington
atkinsandpearce.com

Avure Technologies

High pressure food processing
Erlanger
avure-hpp-foods.com

Baker Stamping

Tubular stamp and multi-slide parts
Wilder
bakerstamping.com

Balluff

Industrial networking, object detection
Florence
balluff.com

Beckman Coulter

Diagnostic tests/equipment
Florence
beckmancoulter.com

Benda-Lutz Corporation

Blitz® bonded metallic powder coatings,
Blitz® aluminum pigments
Independence
benda-lutz.com

Best Sanitizers

Hand sanitizer
Walton
bestsanitizers.com

Beverly International Nutrition, Inc.

Nutrition sports manufacturer
Cold Spring
beverlyinternational.net

Blue Grass Quality Meats

Deli meats
Erlanger
bluegrassqualitymeats.com

Bonfiglioli USA

Hebron
bonfiglioliusa.com

Celanese

Advanced polymer technology to produce high-performance plastic materials
Florence
celanese.com

Clarion Corp. Of America

Car audio, multimedia, information products
Walton
clarion.com

Clopay Plastic Products Company

Specialty films, extrusion coatings, custom-printing, engineered laminations
Augusta
clopayplastics.com

Continental Building Products

Wallboard and joint compound materials
Silver Grove
continental-bp.com

Cummins Filtration

Filtration, coolant and fuel additive technology
Walton
cumminsfiltration.com

Desma USA, Inc.

Tooling, rubber injection molds and injection molding machines
Hebron
desma-usa.com

Diversified Structural Composites

Pultruded composite products, carbon fiber equipment
Erlanger
diversified-composites.com

Dixie Dew

Ice cream toppings
Erlanger
dixiedewproducts.com

ESCO Corporation

Construction attachments, mining, and conveyor products
Covington
escocorp.com

Ethos Labs

Drug tests
Newport
ethos-labs.com

Evenflo Feeding, Inc.

Infant equipment, baby care and juvenile products
West Chester
evenflofeeding.com

Fabritec International

Professional dry cleaning detergents, wet cleaning soaps and spotting chemicals
Florence
fabritec.com

Fields Welding, Inc.

Structural steel fabrication, metal fabrication
Fort Wright
fieldswelding.com

Fives Cincinnati

Machining and assembly systems, aerospace and automotive production equipment
Hebron
metal-cutting-composites.fivesgroup.com

Flottweg

Decanter centrifuges, separators, belt presses
Independence
flottweg.com

Fortress Interlocks Inc.

Safety access and control systems
Erlanger
fortressinterlocks.com

Fuji Autotech USA LLC

Walton
fujiautotec.net

Galerie Candy & Gifts

Chocolate and specialty candy
Hebron
galeriecandy.com

GameMaster

Louisville Slugger Instructional items and pitching machines
Erlanger
gmasterathletic.com

Gates Corporation

Belts, hose, hydraulics
Hebron
gates.com

General Cable

Copper, aluminum and fiber optic wire and cable for energy, industrial, specialty and communications markets
Highland Heights
generalcable.com

Givaudan Flavors

Fragrance and flavor
Florence
givaudan.com

Glier's Meats, Inc.

German breakfast sausage
Covington
goetta.com

Greif Inc.

Rigid industrial packaging, steel drums
Florence
greif.com

Griffin Industries

Animal rendering services
Cold Springs
griffinind.com

HBC-radiomatic, Inc.

Radio systems for wireless control of cranes and machinery
Hebron
hbc-usa.com

Hahn Automation

Industrial equipment and technology
Hebron
hahnautomation.com

Hy-Tek Integrated Systems

Material handling solutions
Hebron
hy-tek.net

Indelac Controls, Inc.

Quarter turn rotary electric actuators used for valve and damper automation
Florence
indelac.com

International Mold Steel, Inc.

Steel for plastic & rubber molds
Florence
imsteel.com

Iofina Chemical, Inc.

Select halogen specialty chemicals,
iodine
Covington
iofina.com

J.A.C.C., Inc.

Custom machine safety guarding
Alexandria

Jack's Glass, Inc.

Home and auto glass solutions
Elsmere
jacksglassshop.com

J-Fab LLC

Florence

Johnson Controls, Inc. - Power Solutions

Lead acid batteries
Florence
jci.com

Kellogg Snacks

Keebler Products
Florence
kelloggs.com

Kiswel Welding Products

Welding filler manufacturer
Florence
kiswelusa.com

Krauss-Maffei

Plastic fabrication
Florence

kraussmaffei.com KRC Machine Tool Services

Fanuc and Siemens CNC retrofitting
Independence
krcmachinetoolservices.com

Lally Pipe & Tube

Structural & limited service steel pipe

Linamar

Automotive parts and components
Florence
linamar.com

Linkology

Security systems for parking garages
Newport
linkologyusa.com

Lohmann Corporation

Specialty adhesive tapes, precision
die-cuts
Hebron
lohmann-tapes.com

L'Oreal USA-Florence Manufacturing

Hair care products
Florence
loreal.com

LSI

Menu boards
Florence
lsi-industries.com

Lyons Magnus

Flavorings and juices
Walton
lyonsmagnus.com

Mauer USA

Injection molded caps and closures for
personal care products
Hebron

Mazak Corporation

Florence
CNC turning centers, vertical machining
centers, horizontal machining centers,
Multi-Tasking machines, 5-axis machines

Meritor Automotive, Inc.

Axle, brake and suspension solutions
Florence
meritor.com

Mubea Inc.

Lightweight construction specialist
providing heavy duty spring components
and related products
Florence
mubea.com

National Band & Tag Co.

Poultry leg and wing bands, bands used
for wildlife, ID tags
Newport
nationalband.com

North American Stainless L.P.

Steel
Ghent
northamericanstainless.com

Novolex

Paper products
Florence
novolex.com

Nucor Steel Gallatin

Hot band coils
Ghent
gallatinsteel.com

Pepsico

Snacks, foods and beverages
Erlanger
pepsico.com

Perfetti van Melle

Airheads
Erlanger
perfettivanmelleusa.us

PG LifeLink

Isolated power system design and
manufacturer
Erlanger
pglifelink.com

Post Glover

Power resistors
Erlanger
postglover.com

R & R Design & Manufacturing

Conveyor & automation systems
Florence
rrdesignmfg.com

R.A. Jones & Co.

Packaging machinery
Covington
rajones.com

River Metals Recycling LLC

Scrap recycling
Fort Mitchell
rmrecycling.com

Road ID

Road ID Bracelets
Fort Mitchell
roadid.com

Robert Bosch Automotive

Steering columns
Florence
bosch-automotive-steering.com

Safran Landing Systems

Carbon brakes for airplanes
Walton
safranmbd.com

F.N. Sheppard & Co., Inc.

Specialty belting
Erlanger
fnsheppard.com

Skilcraft

Surgical products, surgical device
production, contract medical device
manufacturing
Burlington
skilcraft.com

A.O. Smith Co.

Water heaters, boilers and storage tanks
Florence
hotwater.com

Steinert US

Dry magnetic drum separator solutions
and sensor sorting solutions
Walton
steinertglobal.com

Steinkamp Molding L.P.

Mold & Tool
3-D rubber/metal & plastic injection
molds, blow molds, foam molds
Erlanger
stkm.us

Sterling Cut Glass

Contracts with the PGA Tour
Erlanger
sterlingcutglass.com

Sterling Ventures, LLC

Limestone mine, crushed stone
Verona

Stewart Iron Works

Ornamental iron fencing and gates
Erlanger
stewartironworks.com

STOBER

Gearboxes
Maysville
stober.com

Studio Vertu

Italian marble products
Newport
studiovertu.com

Sweco

Customized industrial separation
equipment
Florence
sweco.com

Tente

Casters that go on hospital beds
Hebron
tente.com

TOPAS Advanced Polymers, Inc.

World's leading maker of cyclic olefin
copolymer
Florence
topas.com

Toyota Boshoku America

Automotive interior systems
Erlanger
toyota-boshoku.com/us/

Trivaco

Specialty valves, actuators, actuation
controls
Hebron
trivaco.com

Tyson/Hillshire Brands

Meat, primarily cocktail weenies
Alexandria
tysonfoods.com/hillshire-brands.aspx

Paul Tuemler L.P. Gas Inc.

Propane gas service
Walton
paultuemlerlpgas.com

The Schwan Food Company

Red Baron Pizza
Florence
theschwansfoodcompany.com

US Playing Card Company

Erlanger
usplayingcard.com

ViaCord

Umbilical cord preservation
Hebron
viacord.com

The Waddington Group

High-quality plastic, disposable cups,
plates, cutlery, serving ware
Covington
wna.biz

Wagstaff

Capital equipment for molten aluminum
industry
Hebron
wagstaff.com

Wild Flavors

Flavor technology
Erlanger
wildflavors.com

Willow Ridge Plastics, Inc.

Oxobiodegradable additives for plastics
Erlanger
willowridgeplastics.com

Wolf Steel USA Inc

High end fireplaces, grills, HVAC
Crittenden
napoleonproducts.com

ZF Boge Elastmetall

Transmissions, steering systems, axles
Hebron
zf.com

Zotefoams, Inc.

Cross-linked block foams, world leader
Walton
zotefoams.com

The C.W. Zumbiel Company

Packaging
Hebron
zumbiel.com ●

Source: Northern Kentucky Tri-ED and Northern
Kentucky Chamber of Commerce



With almost a cult-like following,
Glier's Meats popular goetta, a
German breakfast sausage, is
produced in Covington.

Community minded, nationally known

Legal community's expanding firms known for involvement and business expertise

BY ROBBIE CLARK

THOUGH separated by the Ohio River, the Cincinnati and Northern Kentucky business communities are closely bound in an interstate commercial relationship. As a result, many regional law firms operate offices in both communities staffed with lawyers who can practice on both sides of the river.

Perhaps it's this built-in instinct to look beyond their immediate home turf that has led to national recognition for local lawyers.

Frost Brown Todd LLC, which operates 12 locations nationwide, opened its Florence office in 2007. Its Northern Kentucky office regularly accommodates 12 legal professionals who practice in a broad range of specializations, including corporate law, HR, labor law, environmental law, civil litigation, bankruptcy, real estate and banking. However, the office also taps the services of more than 40 lawyers in the firm's Cincinnati office who are also licensed in Kentucky and periodically work from the office.

The firm member-in-charge William "Bill" Robinson III, who has more than 45 years of practice experience, is one of the most decorated and involved attorneys in the region, if not the nation. He was The American Bar Association's 135th president in 2011-12, is a past treasurer (2005-08) and in June 2016 was named chair of the ABA's Standing Committee on the American Judicial System, continuing on 30 years in leadership positions.

Robinson has that leadership presence, and it's well earned. He recently was named chairman of the National Judicial College Board of Trustees, the nation's leading provider of education to judges across America and abroad. He has served as the president of the Kentucky Bar Association and president of the Kentucky Bar Foundation.

Robinson also holds positions on influential regional civic and business boards, including the important Cincinnati/Northern Kentucky International Airport board, and he strongly encourages his office's attorneys



William "Bill" Robinson III, Member-in-Charge, Frost Brown Todd LLC

to get deeply involved in the community that they serve.

"Our lawyers here are involved in a very diverse array of community service and leadership organizations as volunteer professionals," Robinson said. "You can go around the office and you will find that all of the attorneys here are very involved as volunteers in the civic life of the community as a whole. It provides us with an opportunity to reach into the community and to interact with leading citizens and volunteers all over the community so that, working together, we can help improve the overall quality of life in our regional community."

Multiple major firm offices

Other law firms with large offices in Cincinnati also maintain active offices in Northern Kentucky to serve that specific community. Accompanying its large Cincinnati office, Taft Stettinius & Hollister LLP keeps a Northern Kentucky operation in Covington. Dinsmore & Shohl opened its Northern Kentucky office in Covington in 2014 and has six attorneys. Graydon Head & Ritchey LLP maintains an office in Fort Mitchell to complement its two Cincinnati offices. And after operating a Cincinnati office for

Stites & Harbison PLLC, a law firm headquartered in Louisville, is building an office of 25 lawyers in Northern Kentucky. The firm is based regionally in RiverCenter in Covington.

over 30 years, Strauss Troy LPA opened its Northern Kentucky office since 1987.

In a contrast to the other larger Cincinnati firms with Northern Kentucky offices, DBL Law (Dressman Benzinger LaVelle) got its start in Northern Kentucky and eventually expanded with offices in Cincinnati, as well as in Louisville. The mid-sized, full-service law firm has 33 attorneys on staff in its Crestview Hills headquarters, making it the largest Northern Kentucky-based law firm. Many of its attorneys work in offices on both sides of the Ohio River.

DBL Law, which first opened in 1955, has been a fixture in the Northern Kentucky community for over 60 years.

"Celebrating over 60 years of excellence in the Greater Cincinnati region, our firm traces its roots to the



Jim Dressman, Managing Partner, DBL Law



“We’re involved, we’re committed, and we’re continuously looking for ways to make our community a better place to live and work. Our clients are our friends and partners in business, and their best interests are our best interests. We operate with our clients’ success in mind and greatly value that relationship.”

**— Jim Dressman,
Managing Partner, DBL Law**

foundation of making a positive impact on our community,” said Jim Dressman, the managing partner at DBL Law. “We’re involved, we’re committed, and we’re continuously looking for ways to make our community a better place to live and work. Our clients are our friends and partners in business, and their best interests are our best interests. We operate with our clients’ success in mind and greatly value that relationship.”

Also operating in the Greater Cincinnati area from a Northern Kentucky office is Stites & Harbison PLLC. The Louisville-headquartered firm has 10 offices throughout the Southeast region, and one of its most recent additions was the Covington office, which opened four years ago under the leadership of prominent construction attorney William Geisen. The office started with two attorneys on staff and has grown to four.

“We’re slowly but surely growing. It’s our goal, a longer term goal, to have an office of 25 lawyers here,” Geisen said. “We want to replicate what exists in other offices, so we want to grow this office to offer the wide array of services we offer throughout the firm.”

Chase law school state’s largest

Preparing many Northern Kentucky attorneys for their professional law careers, the Northern Kentucky University Salmon P. Chase College of Law is the largest of the three law schools in Kentucky. The school was founded in downtown Cincinnati over 125 years ago as an evening law school affiliated with the Cincinnati YMCA. In 1972 The school merged with NKU and moved

STITES & HARBISON, PLLC

100 East RiverCenter Boulevard, Suite 450
Covington, KY 41011
(859) 652-7600
stites.com



William G.
Geisen,
Office
Executive
Member;
Stites &
Harbison, PLLC

Stites & Harbison, PLLC is a full-service law firm known for managing sophisticated transactions, challenging litigation and complex regulatory matters on a daily basis. The firm represents a broad spectrum of clients including multinational corporations, financial institutions, pharmaceutical companies, manufacturing facilities, healthcare organizations, private companies, nonprofits, family-owned businesses and individuals.

Our approach to representing clients is straightforward. We make every effort to thoroughly understand each client’s business and objectives in order to provide innovative solutions and exceptional client service. Including an office in Covington, Ky., Stites & Harbison maintains offices in Kentucky, Indiana, Tennessee, Georgia and Virginia.

to Covington, then in 1981 had a final change of venue to its current location on NKU’s Highland Heights campus.

“We have a long-standing, storied tradition of producing great, very



Good law firms help you
handle legal problems.

Great law firms help
you prevent them.

At Stites & Harbison, taking the initiative is the rule, not the exception. We are here to understand your business and anticipate your needs – working proactively to avoid problems and engender peace of mind.

Learn more at Stites.com.

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ATTORNEYS

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successful lawyers for this area, for this region, and really for all over the country,” said Chase College of Law Dean Jeffrey Standen.

A mid-size law school, Standen says Chase College of Law averages 125 to 130 graduates annually, a large percentage of those graduates remain in the region to practice in Kentucky, Ohio and Indiana.

Along with a traditional full-time, three-year academic program for a juris doctorate, Chase offers four-year, part-time day and evening programs for working professionals wanting to earn a law degree.

Recently Chase College of Law began offering a new masters of legal studies degree (MLS), a one-year program designed for corporate executives who don't want a full JD but want to hone their legalese.

“They want that level of sophistication and knowledge and vocabulary about the law so they can be a little more effective with their general counsels and outside counsels,” Standen said. “This is for people who are involved in risk management, compliance work, and that can be all sorts of industries: financial, insurance, banking.”

The MLS program plays into Chase's emphasis on business-related classes. Recently preLaw Magazine ranked Chase as one of the top law schools in the nation for students who want experience in business-related courses and programs.

Along with producing some of the more prominent attorneys in the Greater Cincinnati region, Standen says the law school produces a lot of graduates who work as C-level corporate executives in private industries throughout the region.



Jeffrey Standen,
Dean, Chase
School of Law,
Northern
Kentucky
University

“It's amazing to me how the world is changing and how having legal knowledge is so important,” he said. “Not just as a lawyer, but in making business-type decisions, because so much of business and life is filtered through questions of legality and liability. It's important for all kinds of people to have legal knowledge.”

**Adams, Stepner,
Woltermann & Dusing, PLLC**

Covington
asdwlaw.com

Barron Peck Bennie & Schlemmer

Newport
bpbsla.com

BGD Law PLLC

Covington
bdglaw.com

Bramel & Ackley, P.S.C.

Fort Wright
bramelackley.com

Calfee, Halter & Griswold LLP

Cincinnati, OH
calfee.com

Cetrulo, Mowery & Hicks

Edgewood
cmh-law.com

Cors & Bassett, LLC

Cincinnati, OH
corsbassett.com

Dinsmore & Shohl LLP

Covington
dinsmore.com

Dressman Benzinger LaVelle PSC

Crestview Hills
dbllaw.com

Fessler, Schneider & Grimme, LLP

Fort Thomas
fsgattorneys.com

Freund, Freeze & Arnold

Fort Mitchell
ffalaw.com

Frost Brown Todd LLC

Florence
frostbrowntodd.com

Garvey Shearer Nordstrom, PSC

Fort Mitchell
garveyshearer.com

The Northern Kentucky University Salmon P. Chase College of Law is the largest of the three law schools in Kentucky.

Graydon Head

Fort Mitchell
graydon.com

Greta Hoffman & Associates

Florence
hoffmanlawyer.com

John D. Christopher Jr., Attorney at Law

Alexandria

Katz, Teller, Brant & Hild

Cincinnati, OH
katzteller.com

Keating Muething & Klekamp PLL

Cincinnati, OH
kmlaw.com

Kenton County Attorney

Covington
kentoncoatty.com

Law Offices of B. Dahlenburg Bonar, PSC

Covington
lawatbdb.com

Law Offices of Shannon C. Smith

Covington
scsmithlaw.net

Legal Shield/ID Shield

Florence
legalsshield.com

LegalShield

Union
greatworkplan.com

Linda S. Novakov & Assoc. PLLC

Florence
novakovlaw.com

Nielson & Sherry, PSC

Newport
nsattorneys.com

O'Hara, Ruberg, Taylor, Sloan & Sergeant

Crestview Hills
ortlaw.com

Porter Wright Morris & Arthur LLP

Cincinnati, OH
porterwright.com

Raines, Buechel, Conley & Dusing, PLLC

Florence
rbcdlaw.com

Reminger Co., LPA

Fort Mitchell
reminger.com

Richardson and Vogt, PLLC

Covington
richardsonvogt.com

Smith, Rolfes & Skavdahl Co., LPA

Fort Mitchell
smithrolfes.com

Stites & Harbison, PLLC

Covington
stites.com

Strauss Troy Co., LPA

Covington
strausstroy.com

Taft, Stettinius & Hollister LLP

Covington
taftlaw.com

The Sanders Law Firm

Covington
thesanderslawfirm.com

TAFT STETTINIUS & HOLLISTER LLP

1717 Dixie Highway, Suite 910
Covington, KY 41011
(859) 331-2838
taftlaw.com



Robert B. Craig,
Partner-
in-Charge,
Northern
Kentucky
Office,
Taft Stettinius &
Hollister LLP

Taft is a nationally recognized law firm with 400 attorneys in nine offices throughout Kentucky, Ohio, Indiana, Illinois, Michigan and Arizona. The firm practices across a wide range of industries, in virtually every area of law, including Business & Finance; Litigation; Labor & Employment; Intellectual Property; Business Restructuring, Bankruptcy & Creditor Rights; Environmental; Health & Life Sciences; Private Client Services; Real Estate; and Tax. Our attorneys represent clients of different sizes, from individuals to Fortune 500 companies. For more information, visit us online at www.taftlaw.com.

Thompson Hine LLP

Cincinnati, OH
thompsonhine.com

Wallace Boggs, PLLC

Fort Mitchell
wallaceboggs.com

Weltman, Weinberg & Reis, L.P.A.

Brooklyn Heights, OH
weltman.com

**William E. Hesch Law Firm, LLC**

Cincinnati, OH
heschlaw.com

**Wolnitzek, Rowekamp
and DeMarcus P.S.C.**

Covington
wrdattorneys.com

Wood & Lamping LLP

Cincinnati, OH
woodlamping.com

Wood, Herron & Evans

Cincinnati, OH
whe-law.com

Situated in the Lookout Corporate Center in Covington, Taft is a nationally recognized law firm with 400 attorneys throughout the country.

Ziegler & Schneider, P.S.C.

Covington
zslaw.com

Information provided by Northern Kentucky Chamber of Commerce

Success depends on forward movement

Our attorneys combine trusted legal services with an experienced business perspective to help our clients reach their goals.

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Expert support services

Northern Kentucky's solutions providers understand what makes commerce thrive

BY ABBY LAUB

NORTHERN Kentucky's business community benefits from an attentive, customized, friendly, experienced array of local support service providers – and many more in adjoining Cincinnati – which are an important reason the commercial climate is robust.

As a large regional CPA firm, MCM LLP provides specialized services to a broad range of clients from its two Cincinnati offices. Cincinnati Market Leader & Partner Crystal Faulkner identified some notable needs and trends among MCM's Northern Kentucky clients.

"Businesses in this region are growing, fast," she said. "And for a lot of them, that means going beyond American borders. That's very exciting, and it opens up a whole world of opportunity, literally. It also presents a lot of challenges, and one of the greatest things we bring to this market is our expertise in international business. MCM helps businesses navigate the many complex tax and international employment issues surrounding global business ventures, and is able to position them for success in all of the countries they serve."

She added that many small businesses also are experiencing leadership transitions that MCM is expertly equipped to handle.

MCM CPAS & ADVISORS

Hyde Park:
3536 Edwards Road
Cincinnati, OH 45208
(513) 768-6796
mcmcpa.com

Downtown:
201 East Fifth Street
Suite 2100
Cincinnati, OH 45202
(513) 579-1717
mcmcpa.com

As the largest CPA firm in Kentucky, MCM CPAs & Advisors provides highly specialized tax, audit and advisory services to a broad range of clients and industries. Privately and publicly held businesses, not-for-profits, small businesses and individuals across the region, and throughout the country, receive personalized attention and local access from national-level talent.

MCM combines the technical and industry expertise of larger firms without sacrificing the attention and personal service of a local firm. MCM has offices in Louisville and Lexington in Kentucky, as well as in Jeffersonville, Indiana and Cincinnati, Ohio.



Diane Medley,
Managing
Partner,
MCM CPAs
& Advisors



In Covington, Strategic Advisers helps businesses reach their goals through communication. It provides services including public relations, government relations, website development, video production, animation, graphic design, social media, advertising and other communication services.

"Strategic Advisers serves its clients at the intersection of communications, public relations and government relations," said partner Patrick Crowley.

Companies like C-Forward, also in Covington, ensure that companies can get their messages out through managed information-technology services. President Brent Cooper said cybersecurity is an increasingly big part of C-Forward's services from the most routine to the most complex.

"The number one focus for our industry right now locally and nationally is cybersecurity," Cooper said. "There has been a steady rise in cyber attacks, and so companies have been utilizing managed service providers like ours to help better protect their businesses and mitigate risk."

Dean Dorton Allen Ford PLLC, a leading Kentucky accounting and business consulting firm is growing its Northern Kentucky client list and recently announced a new service line. Recognizing business executives and their teams want collaborative cloud-based applications in order to provide financial data more efficiently and effectively, the company launched Dean Dorton Accounting and Financial Outsourcing (Dean Dorton AFO) for back office and accounting solutions.

The MCM Cincinnati partner team includes, top row from left: Karl Dostal, Brad Smith, Kathy Mitts, Chuck Stevens, Tom Cooney, Kevin Fuqua, Kevin Begley. In the bottom row, from left, is Charlie LeBoeuf, Diane Medley, Mike Gentry, Crystal Faulkner and Brad East.

UpTech is a technology accelerator program for data-driven start-ups that are developing tech-enabled solutions and seeking equity funding. With assistance from the informatics program at the University of Northern Kentucky, it helps start-up businesses get to a point where they have financial departments to manage.

Located in Covington, UpTech's program is driven by entrepreneurship education, mentoring and community involvement.

"The mentors are definitely what our companies find the most value in," said UpTech Program Director JB Woodruff. "The money is necessary to be able to go all in and commit to the business full time. However, the mentors are the ones that make the connections and really polish the business into something viable."

Once businesses are established, TiER1 Performance Solutions can help improve the effectiveness of key personnel and allow companies to grow further.

Based in Fort Thomas, KLH Engineers is led by Principal, President & CEO Bob Heil. The award-winning firm is responsible for many major projects around the United States for clients like The Home Depot, Under Armour, St. Elizabeth Healthcare, Nike and Newport on the Levee. ●

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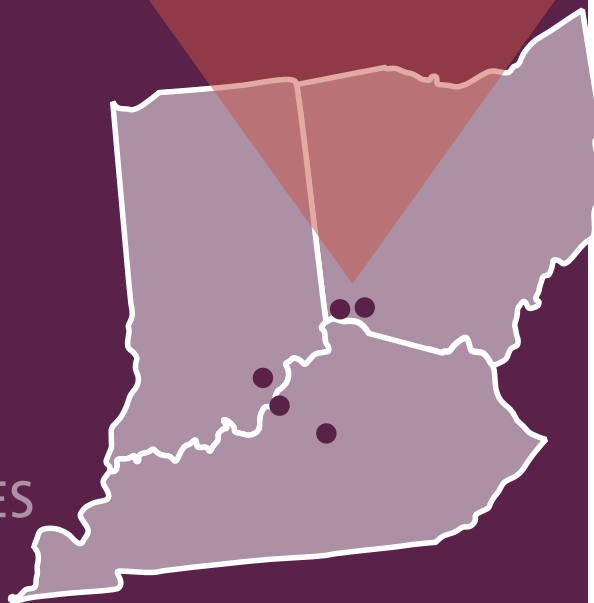
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Low utility costs

Ample systems of proactive providers benefit businesses and residents

BY ROBBIE CLARK

DOING business in Northern Kentucky has a competitive advantage, given the region's low utility costs and ample service providers.

Duke Energy's Ohio and Kentucky operations provide both electricity and natural gas to customers. Specifically in Northern Kentucky, Duke Energy Kentucky has 140,000 electric and 98,000 natural gas customers in five counties.

Consumer-owned electric company Owen Electric Cooperative serves 60,000 members in nine Northern Kentucky counties via 4,814 miles of line. Owen Electric's wholesale power is provided by East Kentucky Power Cooperative, which is owned by 16 electric co-ops in Kentucky and owns and operates three coal-fired power plants and three combustion turbines.

The company has had roots in the community since its founding in 1937 and has always been committed to the region's economic success.

"Our commitment to our members starts at the top from locally elected directors who serve on the board to



The consumer-owned Owen Electric Cooperative serves 60,000 members in Northern Kentucky.

management within our not-for-profit electric cooperative," said Mike Cobb, senior vice president of member and corporate services at Owen Electric Coop. "We're committed to the economic success of Northern Kentucky."

Along with coal-fired power plants, East Kentucky Power Coop generates a small amount of renewable energy through its landfill gas-to-electric plant at Bavarian's Landfill in Boone County. Methane gas collected from the landfill as organic waste breaks down powers a series of generators in an adjacent facility.

In 2016, EKPC completed a \$2.9 million expansion of the plant at the waste facility, adding a fifth generator, which enabled the plant to produce up to 4.6 megawatts of electricity – enough to power approximately 2,500 typical Kentucky homes. EKPC has five other similar facilities.

Meanwhile, numerous communications providers offer an array of telecommunications services in Northern Kentucky and the Greater Cincinnati area. Along with Cincinnati Bell and Time Warner Cable, there are dozens of other communications providers in the region, making a digital infrastructure to high technology available in almost every corner of Northern Kentucky.

Cincinnati Bell has been a proactive leader in communications services since its beginnings more than 130 years ago. Cincinnati Bell serves 2,500 square miles in Ohio, Northern Kentucky and

Southeastern Indiana. The company offers a fiber-optic communications service called FiOptics, and in 2014 Cincinnati Bell began offering gigabit internet speeds through its FiOptics service.

"Bavarian was the first landfill in Kentucky to collect methane gas the landfill produces," said Jim Brueggeman, president of Bavarian Trucking Co., which operates the landfill. Bavarian has been in Northern Kentucky since 1934, entering the waste disposal business in the '50s. Today the waste management company provides dumpster rentals, waste hauling, and disposal and recycling services.

Sewage treatment service in Northern Kentucky is primarily provided by Sanitation District No. 1, which serves areas in Boone, Kenton and Campbell counties.

For treated water, most people locally rely on the Northern Kentucky Water District for their needs. The company provides service to approximately 300,000 residents of Campbell and Kenton counties, and portions of Boone, Grant and Pendleton counties. The company draws raw water from the Ohio and Licking rivers, and purifies it for potability at one of three treatment plants. Combined, the treatment plants have a total capacity of 64 million gallons of water a day, which gets to households via 1,288 miles of water main.



Cincinnati Bell has been a proactive leader in communications services for more than 130 years.

OWEN ELECTRIC COOPERATIVE

PO Box 400
Owenton, KY 40359-0400
owenelectric.com
(800) 372-7612



Mark Stallons,
President/CEO,
Owen Electric
Cooperative

Owen Electric Cooperative is Northern Kentucky's not-for-profit electric provider, having served the area for nearly 80 years. Owen Electric continually leads the way in the electric distribution industry, utilizing innovative technology such as smart grid, automated metering, and GPS mapping to enhance its members' energy efficiency, power quality and service reliability. Owen Electric also offers economic development incentives and competitive commercial and industrial rates.

The Ohio River Valley Water Sanitation Commission (known as ORSANCO) continuously monitors water quality in the Ohio River Basin. Since 1948, ORSANCO and its member states have cooperated to improve water quality, ensuring the river can be used for drinking, industrial supplies and recreation; and that it can support a healthy and diverse aquatic community. ORSANCO operates monitoring programs to check for pollutants and toxins.



Bavarian Waste

Walton
bavarianwaste.com

Duke Energy

Cincinnati, OH
duke-energy.com

Rumpke Of Kentucky

Butler
rumpke.com

Sanitation District No.1

Fort Wright
sd1.org

Owen Electric Cooperative, Inc.

Owenton
owenelectric.com

Duke Energy Kentucky has 140,000 electric and 98,000 natural gas customers in five Northern Kentucky counties.

Best Way Disposal

Burlington
bestway-disposal.com

Northern Kentucky Water District

Erlanger
nkywater.org

Stand Energy Corp.

Cincinnati, OH
standenergy.com

Smartwatt Energy Inc

West Chester, OH
smartwattenergy.net

Information provided by Northern Kentucky Chamber of Commerce

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Above and left: FCC, the Fútbol Club of Cincinnati, debuted in 2016.

BY KATHIE STAMPS

DURING baseball season, visitors to Northern Kentucky can join the roar of the crowd at Cincinnati Reds games at Great American Ball Park, a modern facility on the Ohio River banks with a traditional feel, probably because the Cincinnati Red Stockings were the first professional baseball team in 1869.

If it's later in the year during football season, they'll want their seats to be next door at stunning Paul Brown Stadium, capacity 65,535, where since 2000 the

NFL's Cincinnati Bengals thrill the fans. The Bengals had an abbreviated beginning in the late 1930s, then coach/owner Paul Brown revived the franchise in 1968.

The side-by-side stadiums right across the river are part of the compelling everyday visual landscape in Northern Kentucky, where there is a significant spectator and participant sporting event most days of the year.

On feet, hooves and wheels, sports in Northern Kentucky are fast, faster and fastest.

In June 2000, drivers started their engines at Kentucky Speedway in

Sparta, Ky. NASCAR comes roaring in on weekends in July and September, and NASCAR fans can rev Kentucky Speedway to its full 107,000 seating capacity. There are 4,000 campsites on the property for the many fans who like to come early and stay late.

In 2017, the Sprint Cup Series Quaker State 400 takes place July 6-8, complete with pre-race concerts and hospitality events. Sept. 22-23, 2017, Kentucky Speedway will host the ARCA Racing Series Crosley 150 and the NASCAR XFINITY Series.



The Cincinnati Reds play at Great American Ball Park on the Ohio River bank, which is easily accessible by foot from Northern Kentucky.



NASCAR fans flock to Kentucky Speedway in Sparta to fill all 107,000 seats.

On the first Sunday in May at 6:30 a.m., runners are toeing the starting line for the annual Flying Pig Marathon. The 26.2-mile course starts and ends in Cincinnati, with miles of Kentucky vistas in the middle, in the cities of Newport and Covington. There were 6,163 registered runners for the 1999 inaugural event. By 2016, participation was 39,692 people from all 50 states and 17 countries for the marathon, the Flying Pig half-marathon, 10K, 5K, plus fun runs and relays. Spectators are “street squealers” and marathon runners end the foot race at the “swine line.”

More than \$1 million was raised for 200 charities. According to a study conducted by Xavier University, the economic impact of the Flying Pig Marathon in 2016 was \$13.31 million.

Spectators have collegiate teams to cheer for also. In Highland Heights, Ky., the Norse of Northern Kentucky University play to an average 2,297 fans per men’s basketball game and 1,435 for women’s basketball games. There are 17 sports programs on the campus.

Thomas More College, located in Crestview Hills, has 22 intercollegiate athletic

teams, having added four in the past three years: wrestling, women’s lacrosse, and men’s and women’s bowling. Home attendance for the Saints last year was 35,141. The economic impact of 79 visiting teams spending an average \$85 room charge for 15 rooms for at least one night is \$100,725.

For outdoor enthusiasts, Big Bone Lick State Park offers 62 campsites for camping, 4.5 miles of trails for hikers, a 7.5-acre lake for fishermen, plus tennis courts, picnic grounds, a miniature golf course and plenty of birdwatching.

Holding down the winter dates of Kentucky’s year-round racing circuit is Turfway Park. The Thoroughbred horse-racing track opened in Florence, Ky, in 1959 as Latonia Race Track and was renamed Turfway Park in 1986. It has given fans several Kentucky “firsts.” It was the first track in the state to offer night racing (1968), Sunday racing (1980), simulcast wagering (1982) and Pick 3 wagering (1987). Turfway was the first track in the country to install the all-weather synthetic surface called Polytrack (2005).

The winter/spring meet at Turfway runs Jan. 1 through April 1, and a holiday meet



Above: Northern Kentucky University has 17 collegiate teams for sports fans to cheer for, and attracts on average 2,297 fans to its men’s basketball games.

Below: Turfway Park in Florence is a popular Thoroughbred racing track that opened in 1959.



takes place in December. For 2017, the highlight of the winter/spring meet will be the \$500,000 Spiral Stakes in March, a Grade 3 prep for the Kentucky Derby.

Turfway Park was also among the first tracks to support aftercare efforts, helping to take care of Thoroughbreds after their racing careers end. Turfway began helping fund four Kentucky-based agencies in 2012 and now participates in the Thoroughbred Aftercare Alliance.

FCC, the Fútbol Club of Cincinnati, debuted in 2016. Based on a study done by the University of Cincinnati Sports Administration (UCSA) in July, an estimated \$384,919 of direct spending was attributable to the local area by spectators of the FC Cincinnati soccer matches hosted at Nippert Stadium. ●



Paul Brown Stadium is home to the NFL’s Cincinnati Bengals and sits next to Great American Ball Park.

Hundreds of headquarters

Home to major companies in manufacturing, automotive, aerospace, technology and more

NORTHERN Kentucky's strategic location in the industrial heartland of North America within a day's delivery of more than two-thirds of the United States market by population has made it the ideal headquarters location for hundreds of companies. There are Fortune 500 members, some of the biggest names in the international machine tool sector that is a cornerstone of advanced manufacturing, and major players in the aerospace and automotive industries. The food, chemical, pharmaceutical, construction, information technology sectors and many other have central operations in Northern Kentucky as well.

- Abrapower Inc.
- Acramold Inc.
- Advanced Insulation Concepts Inc.
- Advertiser Printers Inc.
- Affordable Asset Management
- Agape Design Mfg.
- AGI (Architectural Group International)
- Alpha Omega Industries, LLC
- Altra Machinery Movers
- American Sound & Electronics
- American Technical Services Inc
- Analytical Solutions And Providers (ASAP)
- Andritz KMPT USA Inc.
- Anthe Machine Works Inc.
- A One Pallet Distributing Inc.
- A O Smith Corp
- Applied Machine & Motion Control

- Aristech Acrylics LLC
- Ariva Distribution Inc.
- Armor USA Inc.
- Art of the States TM
- Ashland Inc.
- ATech Training Inc.
- Atkins & Pearce Inc.
- Auto Vehicle Parts Co. (Auveco)
- AWDX Logistics
- Balluff Inc.
- Beckman Coulter Inc.
- Benda-Lutz Corporation
- Berry Braiding Inc
- Blair Technology Group
- BLDG Refuge, LLC
- Blue Chip Express
- Blue Grass Metals Co.
- Blue Grass Quality Meats
- BlueStar
- Blum LMT, Inc., USA
- BM2 Freight Services Inc.
- Bob Sumerel Tire Co. Inc.
- Bonfiglioli USA
- Boone Steel

- Bosch - formerly ZF Steering Systems
- Bottom Line Systems, Inc.
- Bowlin Group LLC
- Braxton Brewing Company
- Burdine & Anderson Inc.
- C&J Logistics Company, Inc.
- Camco Chemicals
- Carlisle & Bray Enterprises, LLC
- Car-Part.com
- Castellini Co
- CCL Labels
- C Cook Enterprises
- Celanese Corporation
- C-Forward Information Technologies
- Cincinnati Ventilating Co. Inc.
- Clarion Corporation of America
- Club Chef LLC
- Cobb Inc.
- Columbia Sussex Corp.
- Compass Engineering Group
- Computer Systems Management, Inc.

- Concept Machine & Design, Inc.
- Continental Building Products
- Corken Steel Products Inc.
- Crane Composites Inc.
- Crosset Company, LLC
- CTI Clinical Trials
- CTS Packaging Inc.
- Data Intensity - Midwest Office
- Davis Creek Meats & Seafood LLC
- D C Morrison Co.
- Desma USA Inc.
- Diversified Structural Composites
- Dixie Chili Inc.
- D M R Interactive
- Donna Salyers' Fabulous-Furs
- Doth Brands
- DURO Bag Manufacturing Co.
- The Drees Companies
- Dx Logistics LLC
- Dynatec Machine Inc.
- EagleBurgmann KE Inc.
- Emerge IT Solutions, LLC.
- ENOSIX
- ESCO Corp.
- Fabritec International Corporation
- Fastemp Glass Co.
- Ferrous 85 Co.
- Fischer Special Manufacturing
- Flint Group North America Corporation
- Flottman Printing Company Inc.
- Flottweg Separation Technology Inc.
- F N Sheppard & Co. Inc.
- Forge Lumber
- Galerie



Founded in 1921, Hemmer is a construction leader in Greater Cincinnati and is a premier provider of construction services in the medical, distribution, manufacturing, office, retail and institutional markets.



Left: RiverCenter in Covington, situated directly on the Ohio River, is home to many of the region's headquarters.

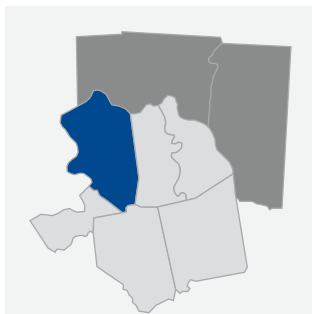
Above: With more than 50 years of sensor experience, Balluff is a world leader and one of the most efficient manufacturers of sensor technology. North American headquarters are located in Florence.

- Gateway Conveyor & Design, Inc.
- General Cable Corporation
- Gleeson Trucking, Inc.
- Glier's Goetta
- Global Business Solutions, Inc.
- Graphic Dimensions Inc.
- Greif
- Griffin Industries Inc.
- Hanser Music Group
- Harper Oil Products, Inc.
- Hasco Tag Company
- HealthWarehouse.com
- Hennegan Co.
- Heringer Meats
- Hi-Gear Co Inc.
- Holland Roofing
- Horan
- Hosea Project Movers
- Hub & Weber
- I. B. Goodman Manufacturing Co., Inc.
- Impak Acquisitions, LLC
- Indy Honeycomb
- Inland Marine Service, Inc.
- Innomark Communications, LLC
- Insurance Services of Northern Kentucky
- International Mold Steel Inc.
- Iofina Chemical Inc.
- ISOCNET
- ITT Koni America LLC
- i-wireless, LLC
- Jero Inc.
- Jewel-Craft Inc.
- John R. Green Company
- Johnson Controls Inc.
- Kanefusa USA, INC.
- Kellogg Snacks
- Krauss-Maffei Corp
- KRC Machine Tool Services
- Larger Than Life, Incorporated
- LeanCor LLC
- Legion Logistics, LLC
- Lighthouse Transportation Services
- Linamar
- Lingo Manufacturing Co. Inc.
- Linkology
- Load Banks Direct, LLC
- Lohmann Technologies Corp.
- MACH III Clutch Inc.
- Matrix Liquid Manufacturing
- Mauer USA LLC
- Mazak Corporation
- McGinnis Inc.
- M C Steel and Crane Service
- Meggitt
- Merchants Cold Storage
- Meritor Heavy Vehicle Systems LLC
- Michels Construction
- Midwest Frozen Beverage Inc.
- MILA International Inc.
- Morrow Audio
- Mubea Tailor Rolled Blanks , LLC
- Multi-Craft
- New Riff Distilling
- Nexigen
- Niagra LaSalle Corporation
- Nor-Com
- Northern Kentucky Machine Inc.
- OIA Global
- OMEGA Processing Solutions LLC

- Pace Airfreight
- PARKWAY
- Patriot Signage Inc.
- Perfetti Van Melle USA Inc.
- PL Marketing
- Plymouth Steel Corporation
- Pomeroy
- Post Glover Resistors
- Promevo
- Polyconcept North America
- PPD Global Central Labs
- PPS Group
- Prolocity Technology Solutions LLC
- Purestream Inc.
- Red Hawk Technologies
- Renaissance Investment Management
- Rem-Brands, Inc.
- Remke Markets Inc.
- R.I.W. Ornamental Metal Inc.
- RR Donnelley- Nielsen Plantsen Co.
- RWI Transportation LLC
- Road ID
- Rolf Monument Co. Inc.
- Rotek Incorporated
- Service Industry Research Systems Inc.
- Shinwa USA Corp
- Shire LLC
- Signature Hardware
- Skilcraft LLC
- Southern Air
- SpecTape Inc.
- Stagnaro Distributing, Inc.
- Steinert US LLC
- Stewart Iron Works Co.
- Studio Vertu
- Steinhauer Inc.
- Steinkamp Molding LP
- Sterling Cut Glass Co. Inc.
- Stett Transportation
- Sunworld International Airlines Inc.
- SWECO SpecSoft Inc.
- Systems Insight Inc.
- Tenryu America Inc.
- Tente Casters Inc.
- TGW International
- Thelen Associates Inc.
- The Think Shop
- The United States Playing Card Company
- The Eisen Agency
- Thermo Fisher Scientific Inc.
- Tier 1 Performance Solutions LLC
- TKM United States Inc.
- T L Ashford & Associates Inc.
- Toyota Boshoku America
- Toyota Motor Engineering & Manufacturing North America Inc. (TEMA)
- Transfreight LLC
- TRIVACO
- Trend Offset Printing Services
- Tressa Inc.
- Trinkle Machine & Tool Corp
- Tri-State Plastics, Inc.
- Turbine Engine Components Technologies Corp.
- Union Springs, LLC
- Verst Group Logistics Inc.
- Von Lehman & Company Inc.
- Wagstaff Inc.
- W B Jones Spring Co. Inc.
- Welding Alloys USA Inc.
- Westside Pallet
- Wendling Printing Co.
- Western States Envelope and Label
- WILD Flavors, Inc.
- Willis Music Co.
- Wiseway Supply
- Zavoodi
- Zenith Motors
- Zumbiel Packaging ●

Headquartered in Florence, Mazak Corporation is a leader in the manufacturing of advanced technology solutions including Multi-Tasking, HYBRID Multi-Tasking, 5-axis, milling, turning, CNC controls and automation.





Estimated 2017 Population:
143,396

No. of households: 43,903

Median household income:
\$67,286

Chamber of Commerce: Boone County Chamber of Commerce

County Seat:
Burlington. Florence
Mayor Diane E. Whalen

Judge-Executive:
Gary W. Moore;
boonecountyky.org

Economic Development Authority:
Northern Kentucky Tri-County Economic Development Corporation

Important commerce, shopping, unique attractions

BOONE County's seat is the picturesque Burlington. Its biggest city, however, is Florence, which also is the second-largest city in Northern Kentucky and boasts an impressive array of shopping, business and dining attractions in the residential community set in a relaxed Kentucky countryside with plenty of big city amenities.

Originally known as Crossroads because of the convergence of several roads, the town was renamed and incorporated in 1830 and grew quickly after the completion of the Covington-Lexington Turnpike in 1836. The turnpike was the route of the prehistoric trail created by the seasonal migration of buffalo and eventually it became part of the route of the Dixie Highway.

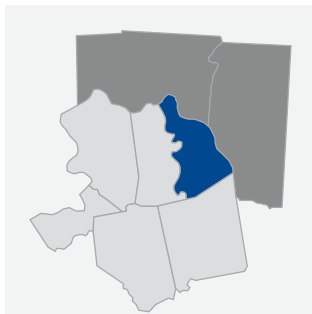
Some of the major employers in Florence include St. Elizabeth Healthcare; Boone County Schools; Robert Bosch; SWECO; Meritor; Eagle Manufacturing; Walmart; and the City of Florence. Many other manufacturers and employers reside in unincorporated areas and have Florence addresses such as Citigroup, Kellogg's and Schwan's.

Boone County's unique attractions include Big Bone Lick State Historic Site, Creation Museum, Ollie's Skate Park, Pickled Brothers Circus, Florence Antique Mall, Florence Mall, Boonelink Golf Course, Florence Family Aquatic Center, Florence Nature Park, Boone County Fair, and the Florence Freedom minor league baseball team.



Skilcraft Sheet Metal, Inc. in Burlington. Skilcraft is a major manufacturer of precision sheet metal.

CAMPBELL COUNTY



Estimated 2017 Population:
90,336

No. of households: 35,478

Median household income:
\$54,482

Chamber of Commerce:
Northern Kentucky Chamber of Commerce

County Seats: Alexandria;
Mayor William T. Rachford, Jr. and
Newport; Mayor Jerry Peluso

Judge-Executive: Steve Pendery;
campbellcountyky.org

Economic Development Authority: Campbell County Economic Progress Authority, Inc.; Northern Kentucky Tri-County Economic Development Corporation

Waterfront towns with spectacular quality of life

CAMPBELL County boasts desirable waterfront, urban-core charm and one of Northern Kentucky's most bustling areas. It has dual courthouses and county seats: Alexandria and Newport.

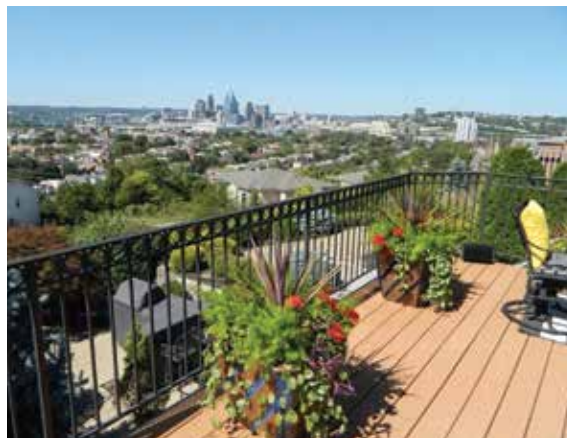
For more than 215 years, Newport has been an exciting place to live work and play. Newport on the Levee is the most notable but far from alone among the city's great entertainment venues. Robust shopping, eclectic shops, historic restaurants and nightspots are all within walking distance of two brand new hotels. The area's only dedicated pedestrian bridge provides great proximity to major league sports.

The county seat is Alexandria, which boasts a farmers market, specialty restaurants and retailers, and a top notch school system in an almost rural community.

To Newport's northeast, Bellevue's small-town feel is enhanced by boutique shops, one-of-a-kind restaurants, walkable neighborhoods, parks along the river and a laid back atmosphere.

Northeast from Bellevue, Dayton boasts luxury riverside homes, excellent schools, hillside condominiums with great views, a state-of-the-art marina and riverboats to celebrate its heritage.

Farther to the east is progressive Fort Thomas, which is Campbell's largest. The award-winning municipality has nationally recognized schools, a busy retail district of shops and restaurants, numerous parks with bike trails, walking paths and playgrounds for youngsters.



Campbell County's hillside homes have great schools and great views.

A busy riverfront business and entertainment hub



The Roebling Murals are a staple attraction to any visit to Kenton County.

DIVERSE Kenton County is directly across the Ohio River from Cincinnati and is perhaps the best known of Northern Kentucky's cities. Covington has 19 distinct neighborhood districts, some of which are nationally recognized by the American Planning Association. It all operates under the slogan "LUV the COV."

There's an active entertainment district with fine dining, friendly taverns and lively entertainment. Rich in German heritage, the MainStrasse Village area is a popular highlight "where there is a story around every block." It hosts annual Oktoberfest and Maifest celebrations, has walking tours and an array of unique food and leisure activities.

The diverse business district includes everything from tech start-ups to nonprofits to Fortune 500 companies. The Kenton County business community is a force to be reckoned with and experienced another major win most recently when Covington lured CTI Clinical Trial & Consulting to move its headquarters and operations from Cincinnati.

To the west of I-71/I-75 is Ludlow, which enjoys its small town atmosphere of scenic river views and historic neighborhoods a mere two miles away from uber urban Cincinnati. Celebrating 150 years as a city, Ludlow features a charming downtown retail district, entertainment on the river, good schools and a welcoming attitude. It is a great place to raise a family and invites residents to slow down and enjoy parks, green spaces and hillsides overlooking the Ohio River.



Estimated 2017 Population:
165,837

No. of households: 329,062

Median household income:
\$48,927

Chamber of Commerce:
Northern Kentucky Chamber of Commerce

County Seats: Covington, Mayor Sherry Carran and Independence, Mayor Chris Reinersman

Judge-Executive: Kris Knochelmann; kentoncounty.org

Economic Development Authority:
Northern Kentucky Tri-County Economic Development Corporation

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Above: The Kentucky Wool Festival is a major event held in Pendleton County.

Below: The Kentucky Veterans Cemetery North was built in 2008 in Grant County.



GALLATIN COUNTY

Rural charm and the Kentucky Speedway

GALLATIN County was founded in 1798 and named for Albert Gallatin, who was Secretary of the Treasury under President Thomas Jefferson. During the Civil War, several skirmishes occurred in the county.

Its most notable attractions is the massive Kentucky Speedway in Sparta. It's been dubbed the Racecar Capital of the State and is home to the Bluegrass Motorsports Park. There are the water sports offered by the Ohio River, including two marinas for boating.

With Warsaw as its county seat, Gallatin is a rural gem on the fertile banks of the Ohio River in Kentucky's "Golden Triangle" of Northern Kentucky, Louisville and Lexington. It has scenic waterways, picturesque country roads, quaint communities and a friendly atmosphere.

With both quiet rural farmland and great hospitality, Gallatin County is a key component of Northern Kentucky's economy and character.



Estimated 2017 Population: 9,062

No. of households: 3,024

Median household income: \$48,917

Chamber of Commerce: Gallatin County Chamber of Commerce

County Seat: Warsaw, Mayor Nelson Brown

Judge-Executive: Ken McFarland;
gallatincounty.ky.gov

Economic Development Authority:
Kentucky I-71 Connected; kentucky71connected.com

GRANT COUNTY

Natural beauty and the Ark Encounter



GRANT County, located at the top of the state's Bluegrass Region, Northern Kentucky's southernmost county. It is within an hour of Lexington, Louisville and Cincinnati. Grant is home to the unique new \$150 million Ark Encounter attraction that is drawing hundreds of thousands of visitors as well as several other parks and golf courses.

Williamstown is its county seat. Grant County was established in 1820. Lakes, streams, ridges and rolling hills present ample natural beauty as the setting for

Grant's cultural, educational, recreational, outdoors and business opportunities.

Some of the county's notable historic sites include the Kentucky Veterans Cemetery North, Sherman Tavern, the early 19th century William Arnold Log Cabin that was once the home of Williamstown's founder, and Rice Chapel, which was used by the county's African American community.

Estimated 2017 Population: 26,241

No. of households: 8,301

Median household income: \$46,382

Chamber of Commerce: Grant County Chamber of Commerce and Economic Development; grantcommerce.com

County Seat: Williamstown, Mayor Rick Skinner

Judge-Executive: Stephen P. Wood; grantcounty.ky.gov

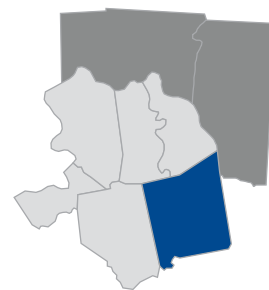
Economic Development Authority: Grant County Chamber of Commerce and Economic Development; grantcommerce.com

PENDLETON COUNTY

Friendly culture with easy city access

FOUND in the scenic rolling hills about half way between Lexington and Cincinnati, Pendleton County has an abundance of hunting, fishing and boating opportunities. The county borders the Ohio River at the northeast, while the Licking River flows northward through the entire county. The county also is home to Kincaid Lake State Park, boasting 850 acres to explore. It offers camping, swimming, golfing and has more pounds of largemouth bass per acre than any other lake in the state.

Pendleton County was founded in 1798 and its seat is Falmouth, and is located where the Main and South Licking Rivers come together. The county offers a rural lifestyle and friendly culture with easy access to commerce and city amenities. The historic county courthouse was erected in 1848, and Falmouth has rich American Civil War History.



Estimated 2017 Population: 15,234

No. of households: 5,349

Median household income: \$46,085

Chamber of Commerce: Pendleton County Chamber of Commerce

County Seat: Falmouth, Mayor Elonda Hinson

Judge-Executive: David Fields; pendletoncounty.ky.gov

Economic Development Authority: Pendleton County Industrial Authority

Major U.S. city and impressive business acumen



Northern Kentucky benefits from being next door to a major metropolitan area.

WITH a population of more than 800,000 people, Hamilton County is the third-most populous in Ohio and is home to Cincinnati. The county has major logistical benefits, with Interstates 71, 74, 75, 471 and 275 all serving the county along with major rail lines and a certain major U.S. river that links Pittsburgh and the Mississippi waterway network.

The business community has produced some of the major household names and success stories of U.S. retail and industrial commerce. Its national and international headquarters include Proctor & Gamble, Fifth Third Bank,

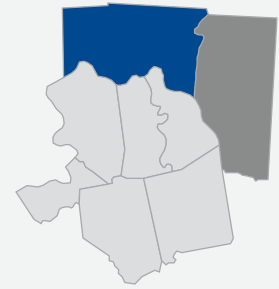
GE Aviation, Macy's, General Cable, Kroger. With nine Fortune 500 companies and 15 Fortune 1000 companies headquarters in the Cincinnati area, the region ranks in the U.S. Top 10 for Fortune 500 headquarters per million residents, higher than New York, Boston, Chicago or Los Angeles.

REDI Cincinnati, a 15-county Regional Economic Development Initiative entity tasked with job creation, is the point of contact for business interested in starting, relocating or expanding in Northern Kentucky, Southwest Ohio and Southeast Indiana. In 2015 it was active in 65 projects totaling \$1.22 billion that created 7,647 jobs and retained another 8,206.

Cincinnati has an impressive array of arts, culture and recreational activities to keep visitors and residents entertained, including two major league sports teams – the NFL's Bengals and MLB's Reds.

The Cincinnati Opera is the second oldest U.S. company and has world-class company in the form of the the Cincinnati Ballet, Cincinnati Symphony Orchestra and the Cincinnati Art Museum with more than 67,000 works spanning 6,000 years.

The Hamilton County Fair is the oldest county fair in Ohio. Other family friendly options include a vibrant parks system, lakes for boating, Cincinnati Zoo & Botanical Garden, Eden Park, Cincinnati Union Terminal, National Underground Railroad Freedom Center and Fountain Square.



Estimated 2017 Population:
794,132

No. of households: 329,062

Median household income:
\$48,927

Chamber of Commerce:
Cincinnati USA Regional Chamber,
Greater Hamilton Chamber of
Commerce

County Seat: Cincinnati,
Mayor John Cranley

Municipal Court Judge: Brad
Greenberg

Economic Development:
Regional Economic Development
Initiative Cincinnati
REDICincinnati.com

CLERMONT COUNTY, OHIO

Suburban pace of life and diverse economy

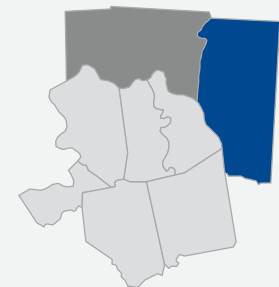


Clermont County is Cincinnati's picturesque neighbor to the east.

LOCATED directly east of Cincinnati is Clermont County. Batavia is the county seat. The county was founded in 1800, making it Ohio's eighth oldest county, and is named for the Clermont Province of France of which it reminded explorers who first viewed it in the 1600s.

While its population is an impressive 200,000-plus, Clermont is a suburban and rural county of 460 square miles along the Ohio River. There is rich history, strong schools, friendly communities, exceptional outdoor recreation and a diverse economy that is home to major corporations. Families like its slower pace of life – within minutes of Cincinnati.

Clermont was included in a list produced in 1900 of the 10 places in the world that might have been the biblical Garden of Eden. Boasting world class rowing on the river, golf courses, historical attractions like the Freedom Trail, Tri-State Warbird Museum, and the U.S. Grant's Birthplace & Museum, Clermont County is an easy to reach, charming destination.



Estimated 2017 Population:
205,040

No. of households: 74,187

Median household income:
\$60,552

Chamber of Commerce:
Clermont Chamber of Commerce

County Seat:
Batavia Village,
Mayor John Q. Thebout Jr.

Municipal Court Judge:
Jason E. Nagel

Economic Development Authority:
Clermont County CIC, Inc.



Cincinnati Pops Orchestra photo

Northern Kentucky arts enthusiasts benefit from the region's proximity to Cincinnati. The Cincinnati Pops, which also performs as the Cincinnati Symphony Orchestra, and presents a diverse array of musical styles. The Pops was founded in 1977, and just since 1980, the Orchestra has sold 10 million recordings around the globe.

‘We rival Chicago, New York and LA’

Northern Kentucky's cultural scene is heavy in festivals and special events

BY KATHIE STAMPS

WHERE there are people, there is art – which then closes a virtuous circle by attracting more people.

In the arts, there are always elements of blending and harmonizing – textures and colors, sounds and movements, phrases and rhythms. And when people come together to blend and bond, communities grow stronger. Add in organizations with overlapping visions and a collaborative spirit, and the quality of life in an entire area like Northern Kentucky can explode with positivity.

“We rival Chicago, New York and Los Angeles in terms of visual arts and museums,” said Linda Antus, president/CEO of the Regional Tourism Network. “We index so high in festivals and special events.”

A 2005 collaboration between the Convention and Visitors Bureaus of Northern Kentucky and Cincinnati

The bank of the Ohio River lends itself to prime festival locations, including popular attractions like Newport Oktoberfest.



The National Underground Railroad Freedom Center is an experience not to miss.

2017 Festivals

February

- Cincy Beerfest, Duke Energy Convention Center
- MainStrasse Village Mardi Gras, Covington

March

- Costumes & Candy, Barbecue & Books, Bellevue

April

- Holler Festival, New Riff Distilling

May

- MainStrasse Village Maifest, Covington
- Taste of Cincinnati, Fountain Square

June

- Italianfest, Newport
- RoeblingFest, Covington

July

- Bacon, Bourbon & Brew Festival, Newport
- Cincinnati Music Festival, Paul Brown Stadium

August

- Cincy Blues Fest, Cincinnati
- Glier's Goettafest, Newport on the Levee
- Great Inland Seafood Festival, Newport
- Wine Over Water, Purple People Bridge

September

- Cincy Comicon, Northern Kentucky Convention Center
- MainStrasse Village Oktoberfest, Covington
- Merchants & Music Festival, Fort Mitchell
- MidPoint Music Festival, Over-the-Rhine
- WEBN Fireworks at Riverfest, Cincinnati

October

- Salt Festival, Big Bone Lick State Park
- Kentucky Wool Festival, Falmouth

November

- Winterfair, Northern Kentucky Convention Center

December

- Bourbon & Bacon, New Riff Distilling
- Covington Night Bazaar, Roebling Point
- Scuba Santa's Water Wonderland, Newport Aquarium

created, the Cincinnati USA Regional Tourism Network, which markets the area's rich offerings in arts and culture and promotes leisure tourism with a focus on attractions and events.

In September 2016, RTN partnered on a three-year project with ArtsWave, a fine-arts fundraising entity that

traces its history to 1927 supports 100-plus regional arts and community organizations. ArtsWave and RTN will conduct this new cultural tourism campaign through 2018.

While the RTN's peak season for promoting leisure tourism is May to September for both families and business travelers, there's also a plethora of arts events in fall and during the holidays. The RTN presented a \$500,000 challenge to ArtsWave in May 2016.

"We will leverage arts and cultural tourism if you will match our investment over a three-year timeframe," said Antus, who wants not a one-off cooperative venture for just a season but something more important and lasting. "It takes time to build momentum and success."

Formerly known as the Fine Arts Fund, ArtsWave itself went through a strategic transformation when the name was changed

in 2010, expanding beyond raising money into advocacy for the region's arts.

"They are the prime fundraising and advocacy organization for the arts in our region," Antus said. "It made perfect sense to work together."

For family audiences, travelers who are on the road in spring and summer, RTN produces regional advertising within a 200- to 300-mile radius of Cincinnati and Northern Kentucky. RTN has a relationship with the Cincinnati Reds, for example, to advertise in the 100 radio and television markets that carry Reds baseball games. It has placed high concentration marketing in Louisville, Columbus and Indianapolis.

"This past summer we added Nashville," Antus said. "Now, with the ArtsWave campaign we began in September, we have expanded to a 500-mile radius."

The RTN's marketing and advertising campaigns point to the organization's website, CincinnatiUSA.com, which contains information and guides for locals and out-of-state travelers alike on landmarks, events, festivals, arts venues and museums.

In downtown Cincinnati, the National Underground Railroad Freedom Center

National Underground Railroad Freedom Center photo



J. Miles Wolf photo

Situated on Saratoga Street in Newport, A Tribute to Newport celebrates the rich history, culture and geography of the city. Prominent Newport citizens are featured amongst a lush display of flora and fauna native to the area.



Above: The Vent Haven Museum in Fort Mitchell is the only museum in the world dedicated to the history and art of ventriloquism.

Right: The Covington-based Carnegie Center is home to a gallery, education center and theater, showcasing popular performances like "Chicago."

Mikki Schaffner photo



is a museum of conscience, as well as an education center, just steps from the banks of the Ohio River that served as a divider between North and South during the mid-1800s. The museum opened in 2004 to honor all abolitionists past, present and future, with permanent exhibits and special events espousing inclusive freedom. Coming in spring 2017 is an exhibit titled "Mandela: A Living Legacy." More than 118,000 visitors toured the Freedom Center last year.

Vent Haven Museum in Fort Mitchell is the only museum in the world dedicated to the history and art of ventriloquism. The year-round nonprofit began operation in 1973. In addition to displays of more than 800 ventriloquist dummies, Vent Haven hosts an annual international conVENTion. The 40th such event in 2016 had 681 ventriloquists from all over the world. ConVENTion 2017 is scheduled for July 12-15 at the Cincinnati Airport Marriott Hotel in Hebron.

Northern Kentucky's largest multidisciplinary arts venue is The Carnegie, located in Covington. With

the theme "gallery, education, theater" The Carnegie has 6,000 s.f. of art gallery space, the Eva G. Farris Education Center to provide art instruction for children, and a 447-seat theater for stage shows. It provided 77,275 individual art experiences in 2015. The Carnegie employs more than 125 artists and teaching artists annually, and generated \$160,000 in tax revenue in 2015.

The arts are fiscally sound and sound good too. The Cincinnati Symphony Orchestra, founded in 1895, is the sixth oldest symphony orchestra in the country. In January 2016 the orchestra played at Lincoln Center's prestigious "Great Performers" series in New York City, and collaborates locally with the Cincinnati Opera and Cincinnati Ballet, among others.

Branching off from classical and orchestral music into popular tunes is the definition of a "pops" orchestra. The Cincinnati Pops started in 1977, has sold 10 million recordings worldwide. Both orchestras tour across the region, nation and globe to present the talent of Northern Kentucky and Greater Cincinnati musicians.



New Riff Distillery opened in 2014 and is a newly minted member of the Kentucky Bourbon Trail Craft Tour.

A toast to celebrating arts and cultural events! New Riff Distilling opened in 2014 as a member of the Kentucky Bourbon Trail Craft Tour. Its building in Newport houses a bourbon distillery and a new event center for tours, tastings, festivals and private rentals. The first releases of New Riff's bourbon and rye whiskey will be available in 2018.

"As a relatively young, independent distillery, we're very proud to be connecting a centuries-old bourbon tradition in Kentucky with the urban revitalization of Cincinnati," said Hannah Lowen, general manager of New Riff Distilling and Ei8ht Ball Brewing. "It's fun to straddle that line and bring something unique to an area with such a rich history. We have one foot in the North and one foot in the South, one in tradition, one in innovation, and one in the past and one in the future." ●

The state-of-the-art 75,000-s.f. Creation Museum brings the Bible to life, casting its characters and animals in dynamic form. It attracts hundreds of thousands of visitors every year:



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