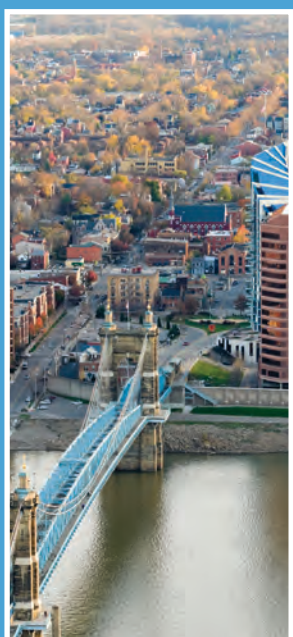


OneVision

this {infinite potential}
social call work our
issues hands
find solutions ability community
future depends
more cooperatively
creative facing Kentucky's
all. economic region Northern future just action members plan

 Vision 2015





Catalyst for progress

Vision 2015 is a shared public agenda that represents the region's priorities, with specific action steps to achieve those priorities and measure the impact. The vision is more than a plan; it's a call to action that the entire community must own and embrace.

Vision 2015 has always been an intermediary, connecting the dots so that the right people and organizations are identified for the right tasks. But we also have a broader role, bringing leaders and creative thinkers to the table in order to promote systemic, sustainable change. We continue to be a catalyst for progress by leading and motivating partner organizations so that our region remains firmly planted in the winners' circle.

progress to the report community

{2009-2010}

This past year Vision 2015 has seen change in both the community and the organization. Like the vision itself, Vision 2015 is constantly evolving. This year, Vision 2015 hired William L. "Bill" Scheyer as the organization's second full-time President. Scheyer succeeds John Domaschko a lifelong Northern Kentucky resident and Vision 2015 volunteer who served as Interim President and Michael J. Hammons, who served as President of Vision 2015 and its predecessor, Forward Quest, from 1996 to 2008. The extraordinary resolve and passion which John and Mike brought to this work deserves a final "thank you" as we look back on the past five years of our work together.

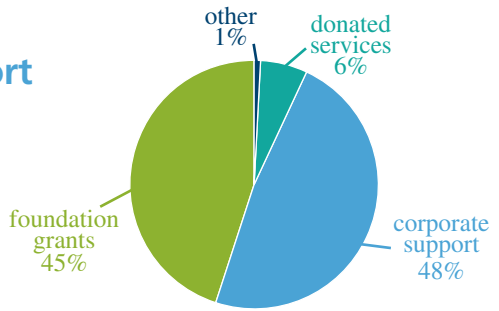


John Domaschko and Bill Scheyer

2009-2010 Financial Report

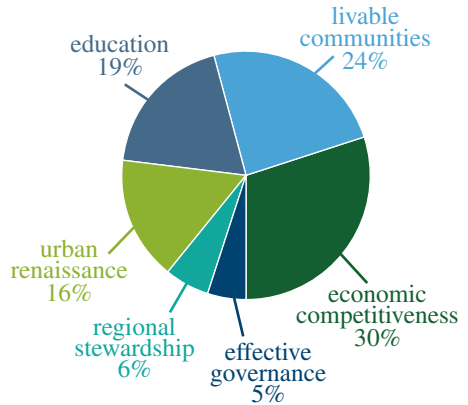
Revenue Allocation

revenue sources	
corporate support	\$ 563,250
foundation grants	\$ 525,000
donated services	\$ 67,143
other	\$ 14,756
total	\$ 1,170,149



Investment Allocation

initiatives	
education	\$ 145,028
economic competitiveness	\$ 231,273
effective governance	\$ 35,341
regional stewardship	\$ 42,341
livable communities	\$ 187,183
urban renaissance	\$ 123,507
total	\$ 764,673



Initiative highlights

Challenging Economic Times

Vision 2015 has always set ambitious job creation goals. The primary strategy for reaching those goals has been to focus on the creation of primary industry jobs with annual salaries greater than \$50,000 in Boone, Campbell and Kenton Counties. In 2005, 2006 and 2007 Northern Kentucky was ahead of target goals. In 2008, jobs remained steady, but we did not have the growth we typically experience. The economic downturn of the past year and a half throughout the full nine-county region has greatly diminished the gains previously made.

The U.S. Bureau of Labor Statistics estimates that the total number of jobs in Northern Kentucky declined by 4.6 percent (a loss of 48,300 jobs) between 2008 and 2009.

Senior Director at the NKU Center for Economic Analysis and Development, Janet Harrah, estimates that pre-recession employment levels are not likely to return until 2015. This is consistent with other communities throughout the United States.

Vision 2015 and our economic development partners will continue to focus on primary industry jobs, but will expand that focus to include greater alignment of regional efforts in the areas of attraction of new companies, retention and expansion of existing companies, support for innovation and entrepreneurs, pursuit of foreign trade, and development of our local workforce.

As a first step to deepening our commitment to this work, a group called The Economic Competitiveness Working Group (ECWG) has been formed to provide opportunities for strategizing among key economic development entities that specialize in various aspects of economic development. The goal is to create a synergistic effect by bringing together different viewpoints, solid data and actionable ideas in order to best position Northern Kentucky for success as we come out of the economic recession.

Benchmarking and Industry Cluster Analysis

NKY Tri-ED, in partnership with Vision 2015, conducted a Benchmarking and Target Industry Analysis which will serve as the foundation for future economic development efforts. The results will drive how our community plans for, pursues and retains business in Boone, Campbell and Kenton Counties in concert with Vision 2015 and other partners over the next three to five years. The full report includes a benchmarking analysis, SWOT analysis and target industry analysis.

Occupational growth projections from the study (projections of what is likely to happen if the mix of local industries remains fairly stable) show an estimated growth of approximately 20,600 jobs over the next five years. The occupation groups expected to experience the greatest growth include: 1) Life, physical, and social sciences; 2) Business and financial operations; and 3) Arts, design, entertainment, sports and media.

Recommendations for proactive activity include: 1) Advanced manufacturing niches in the areas of high growth foods, flavors, fragrances and extracts, as well as industrial machinery and packaging; 2) Professional office niches especially in financial resources and human resources; 3) Technology niches focused on geolocation technology applications, logistics technology and associated logistics consulting; and 4) informatics including medical and clinical research and consumer behavior.

The study affirmed some of our advantages, such as location, cost of living, and high retention of our college graduates. It also found that private capital is critical and Northern Kentucky and Cincinnati do not have substantial regional or local sources of venture capital in relation to some other areas of the country. In addition, it pointed out the need to develop more unified regional strategic planning with Cincinnati and Southwest Ohio.

Strategic Implementation through Alignment

Since the Vision 2015 planning stages in 2005, educational excellence has always been a key focus towards achieving the community's vision. An increased number of initiatives and programs have beneficially impacted the education system; however, the numerous and diverse efforts were not coordinated. In Northern Kentucky we have eighteen public school districts, three major higher education institutions, and thirteen identified non-profit education organizations. Duplication of programming occurred on a frequent basis. Leadership among these groups agreed that better communication was needed and that community resources should be invested in those efforts that made the largest impact.

In spring of 2008, Vision 2015 convened a meeting with the different education-related groups to discuss how potential collaboration would create more efficient and effective support of the full range of educational endeavors in Northern Kentucky. After months of discussion and much deliberation, it was determined that The Northern Kentucky Education Alliance, The Northern Kentucky Council of Partners in Education, and The Vision 2015 Education Implementation Team would align under the umbrella of a restructured Council of Partners.

The Council underwent a transformation that engaged a broader spectrum of the community in its work, which would now be to serve as the catalyst for the established regional goals in education. Equal contributions from business, education and civic leaders have led to much more strategic implementation of the Vision 2015 Educational Excellence goals.

As additional resources are gathered, an emphasis will be placed on regional data collection and measurement of progress towards our established education goals.

educational
towards
achieving
always
community's
focus
key
excellence
vision



Teaching the Lesson of Service

Every parent, educator and community member wants Northern Kentucky kids to grow up to be prepared, well-rounded, and civic-minded adults. The service learning initiative led by Children, Inc. takes the classroom into the community establishing real life opportunities to connect academic learning, personal growth and civic responsibility. To date, more than 20,000 children in Northern Kentucky have completed a service learning project and more than 2,400 teachers have been trained in service learning principles. More than 120 partners are engaged in this work.

This is one of many, many stories of Northern Kentucky students making a difference.

For the past few years the first grade teachers at Ryland Heights Elementary have used the Pokey Puppy Biscuit Company service-learning project to teach economics. The students start by reading a variety of books teaching them basic economic terms such as needs, wants, supply, demand, goods and services. One of the books focuses primarily on production and assembly lines. To help the kids understand how an assembly line works, Ryland's BEST partner, Toyota leads a hands-on assembly line demonstration using Legos.



The children were given the task of making an item out of Legos, first one at a time and then using an assembly line where five children work on making the item at one time. The children found that they could work well together as a team and that they could make more items in less time than working alone.

After learning about production and basic economic terms, the students put their knowledge to good use by producing and selling dog biscuits. To earn start up capital to purchase supplies the students ask parents to buy "shares" of their company. The students then use their assembly line lesson to create the biscuits. Once the biscuits are complete, students take turns selling the dog biscuits at their school's Holiday Shop. Students soon realize that there are many elements to running a business. For instance, they learn that demand is sometimes greater than the supply and more "product" must be made. This year when the sale is complete, the students plan to donate their profits to the Kenton County Animal Shelter to help care for rescued dogs.

Opportunities like this allow young people to become excited about giving back to others while helping themselves. Service Learning in Northern Kentucky is exceeding expectations and growing beyond the originally identified goals of Vision 2015. This powerful teaching methodology applied throughout the formative years sets our program apart from others around the country.



NKY Supports Green

Licking River Greenway and Trails is an ambitious Northern Kentucky effort to create an urban greenway from the mouth of the Licking River to the I-275 loop. Since the unveiling of the master plan in March 2009, Vision 2015 has engaged community partners and built momentum for this project.

Over the past year:

- The City of Covington opened a small section of mountain bike nature trails.
- A coalition was formed under the leadership of the NKY Area Development District and received a Brownfield clean-up grant in the amount of \$200,000.
- The Greater Cincinnati Foundation provided \$20,000 for greenway restoration research, planning and community engagement activities.
- The City of Wilder purchased 9.77 acres of land directly south of Fredrick's Landing. This piece of property was identified in the Licking River Greenway and Trails Master Plan as a key connection point for gaining future trail access. Wilder has applied for a Land and Water Conservation grant to fund an exercise trail loop on this property.
- Design standards have been developed for the project to ensure that each trail segment within the LRGT network will have the same fundamental design. Applying general guidelines will create a system that is well organized and easy to use and maintain.
- The cities of Taylor Mill, Wilder and Covington have come together to develop an inter-local agreement outlining ownership and governing decisions. The agreement is expected to be approved by all three city councils this summer.

Cultivating the necessary funding for this project will take long term vision and diligent persistence. We are fortunate that the community has embraced this project and is vigilant in seeing it move forward.

Regionalism Exemplified

In the 2009 report to the community, alignment with Agenda 360 was identified as a main area of focus for the Vision 2015 Regional Stewardship Council in 2010. The first large scale joint initiative with Agenda 360 is the creation of a Regional Scorecard to track regional performance with standardized indicators in the areas of economic vitality, education, and quality of life.

Over the past year, our region's two major community transformation efforts — Agenda 360 and Vision 2015, have worked to identify, adopt and track a core group of metrics on a regional basis.

People + Jobs = Economic Vitality

Having a common set of metrics to measure against will lead to collaborative action. The scorecard is designed to help us understand how our region is faring in critical areas. The indicators which emphasize where our region's strengths are to be found and where we are losing ground are built from the United Way State of the Community report, a broad overview of 36 socio-economic indicators of the region. Vision 2015 and Agenda 360 are releasing a full report on the scorecard and benchmarking information with other peer regions this month.

"Tracking these measures helps us to understand whether the region's economic health and quality of life are improving and assess whether our strategies for community improvement are working," said A.J. Schaeffer, Chair Vision 2015 Regional Stewardship Council.

In August, a website will be launched to complement and supplement the report. The information and comparisons will be updated as new data is available. United Way will release the fourth edition of the State of the Community report which will include the key indicators identified by Vision 2015 and Agenda 360 early in 2011.

Tracking health
improving whether economic
quality measures understand helps life region's

New website launch

This month we launch a new website that features a modern look and streamlined site navigation. The fresh look has been updated with information about our latest developments and initiatives. The site will also promote a soon to be released regional scorecard and economic index metrics. Visit us at: www.Vision2015.org



Thank you to our partners and funders

Under the direction of a diverse group of business and community volunteers known as the Regional Stewardship Council, Vision 2015 currently oversees the implementation of approximately 40 different projects directly related to the goals outlined in the vision plan. We work in partnership with over 30 community organizations who contribute staff time and resources to ensure that the goals of Vision 2015 are reached. We are grateful to the many businesses and foundations that have provided financial support to Vision 2015 so that we can continue to expand our efforts to advance the community's priorities.

For a complete listing of investors, community partners, Regional Stewardship Council members, staff, and current projects, please visit our website at www.vision2015.org.



 Vision 2015

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