

READI WORK PLAN

OUR REGION | OUR PLAN

Clark County | Floyd County | Jefferson County | Scott County | Washington County



OUR



8% 15% 77%

READI FUNDS

PUBLIC FUNDS

PRIVATE FUNDS



\$1B

**Public & Private
Funds Leveraged**



**READI
Funding**

13,100
New Direct &
Indirect Jobs

\$662M
Additional
Economic
Output

2,200
New Housing
Units

\$56M
One-time Tax Revenue
\$20M
New Annual Tax Revenue

58,000
New Residents

OUR READI Submission Includes:

The *Our Region | Our Plan* needed to be a tool for everyone - no matter their location, position and capacity. Although the Our Southern Indiana Regional Development Authority led this planning effort, it was critical to the board that every government agency and local organization was included in the development and ultimate ownership of the plan. After all, this is OUR plan for the future. To accommodate the diverse stakeholders and their varying role in the plan's implementation, *Our Region | Our Plan* was comprised of a suite of documents that both build on and complement one another. Building upon this approach, a *READI Work Plan* was drafted to support the *Regional Economic Development Plan* and *Organizational Work Plan* for the Our Southern Indiana region's READI submission. Together, our submission includes the following documents:



OUR REGIONAL ECONOMIC DEVELOPMENT PLAN:

The award-winning Regional Economic Development was adopted in 2019 and updated in 2021. This document outlines the strategic direction for the region, including initiatives outside of READI.



OUR ORGANIZATIONAL WORK PLAN:

This work plan provides direction on how the RDA can and should function, including staffing, funding, and plan updates.



OUR READI WORK PLAN:

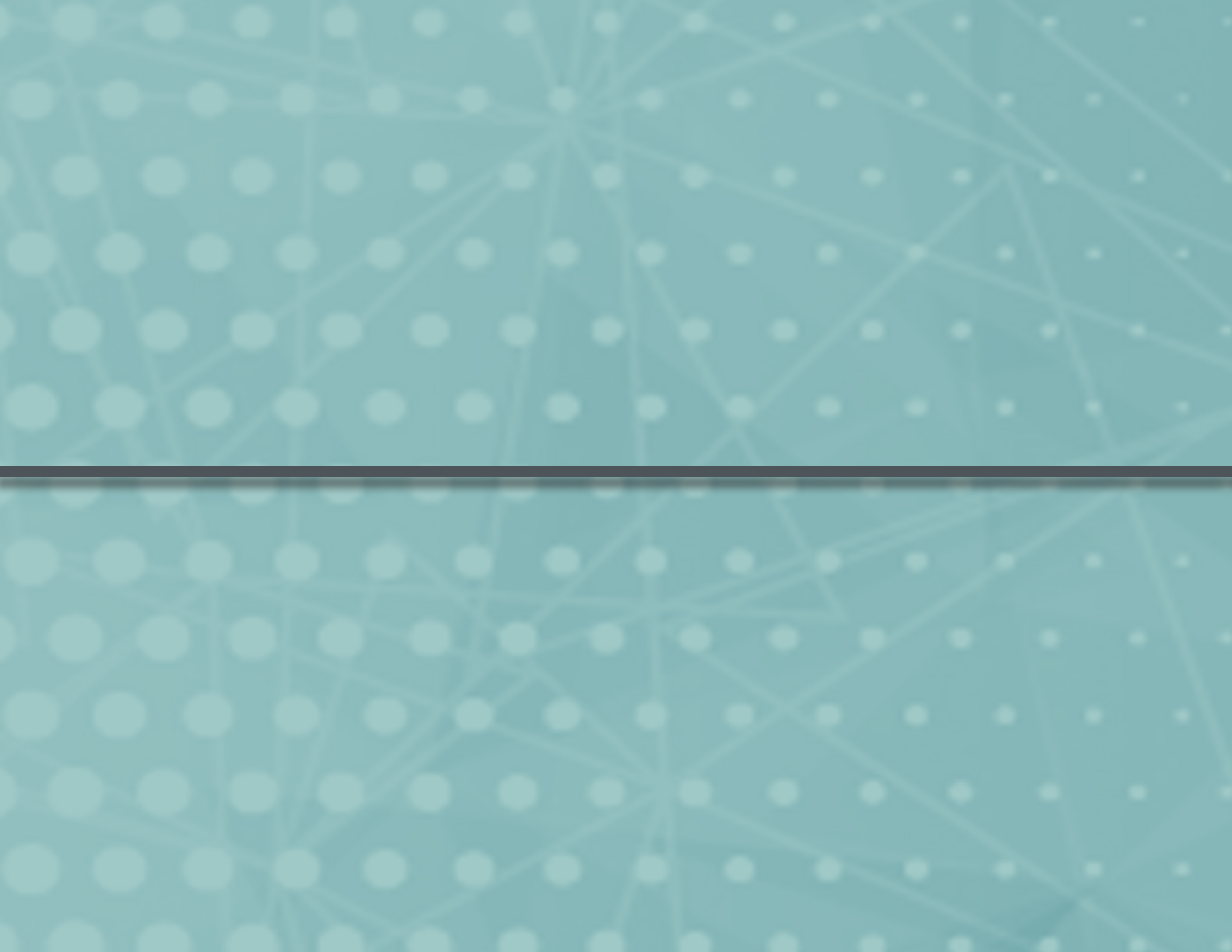
This work plan builds upon the Regional Economic Development Plan and addresses the specific information and criteria required by READI.

The *Our Region | Our Plan Regional Economic Development Plan* and the supporting *Our Region | Our Plan County Work Plans* and the *Our Region | Our Plan Organizational Plan* were adopted by resolution by the Our Southern Indiana Regional Development Authority Board on August 16, 2019 and updated on September 24, 2021. The READI Work Plan was adopted on September 24, 2021.



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CHAPTER ONE

OUR Region

OUR



The Our Southern Indiana region can welcome new Hoosiers to the state by simply bringing Kentucky residents across the river to Indiana with our lower housing costs, better access to employment nodes, and quality of life amenities.

The Our Southern Indiana region is home to 285,000 Hoosiers, and it is a place like no other! We blend cultures from across state lines and welcome new Hoosiers to our region from just across the Ohio River. As Hoosiers, we love basketball, checkered flags, and the Colts just like the rest of the state – it’s just that our colts happen to be thoroughbreds. Here in Our Southern Indiana, our community and culture are rooted in strong Hoosier values – but mixed with a little southern flare. In Our Southern Indiana you will be greeted with Hoosier and southern hospitality and shown that life here is about our communities, our neighbors, and our families. And there’s something here for everyone!

We love our city life just as much as our agricultural heritage. We balance our 116,000 acres of parks and natural spaces with our historic downtowns. We welcome millions of visitors a year through our regional connections and unique destinations. Our local governments are working together to solve issues and our partners are building the infrastructure needed to support our housing, our businesses, and our education. Our quality of place is attracting new jobs and our educational institutions are aligning our workforce. We are joined as a region and Our Southern Indiana is READI to move!

Our five-county region is a significant influence within a 1.3-million-person, bi-state MSA that is outpacing Indiana in population growth and employment growth.¹ Our region has an opportunity unlike any other in our state. Our Southern Indiana is not only a competitive force in bringing new businesses and people to Indiana, but we can also grow the Hoosier population by simply bringing Kentuckians across the river with the high quality of life of that Indiana has to offer.

¹ 2010-2019 Population Growth (source ESRI Business Analyst): Indiana (3.8%), Our Southern Indiana Region (4.1%), Louisville MSA (5.3%), and United States (6.3%). 2010-2019 Employment Growth (source Woods and Poole/Department of Commerce): Our Southern Indiana Region (13.2%), Indiana (13.7%), Louisville MSA (17.4%), and United States (17.9%).

OUR Region

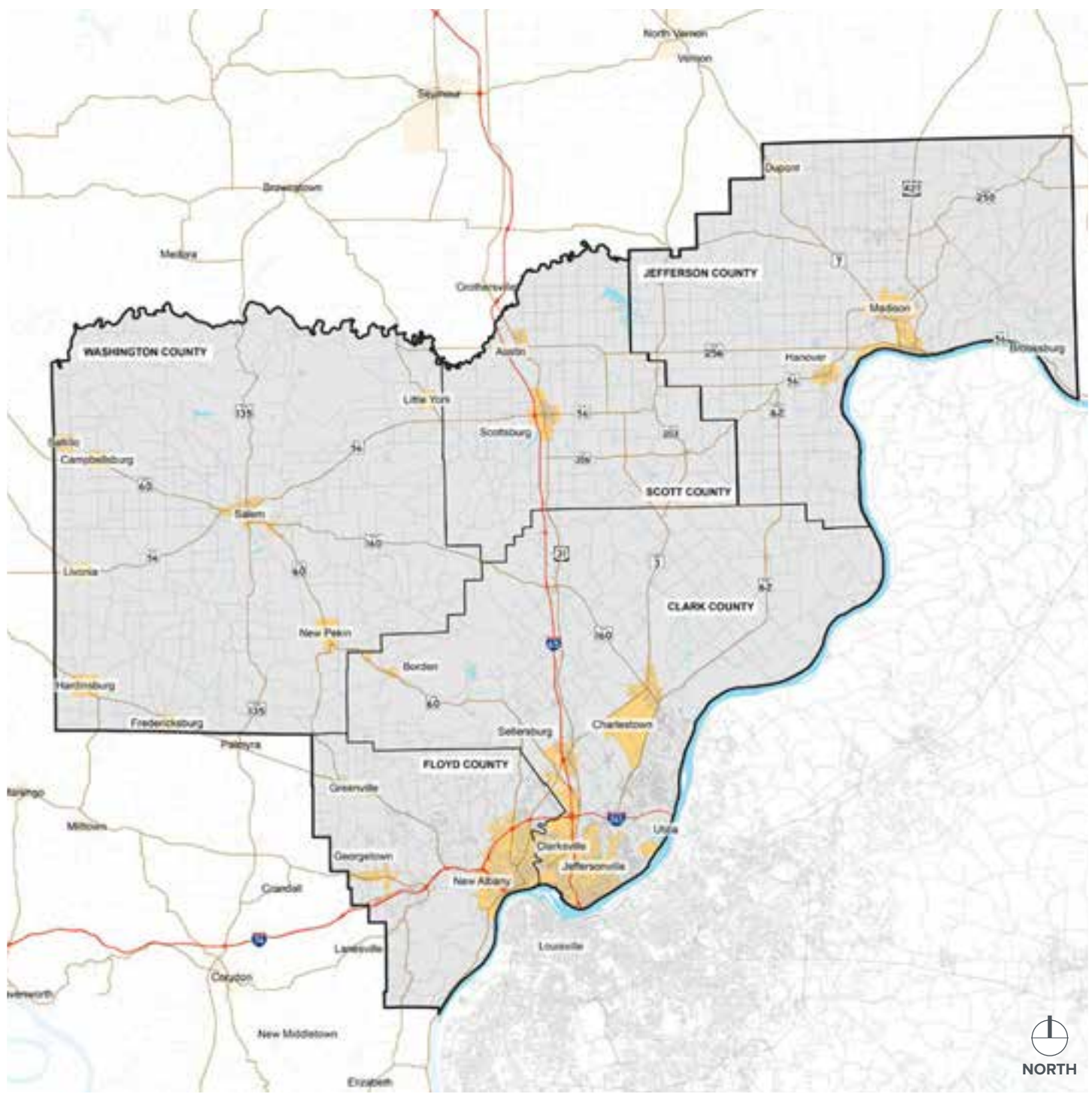
IDENTIFICATION OF THE REGION

OUR Geographic Boundaries








While boundaries on a map are often seen as defining lines, what makes – and better yet, what defines – a region is more than lines on a map. **Our 22 incorporated cities and towns and the unincorporated areas of Clark, Floyd, Jefferson, Scott, and Washington counties define OUR Southern Indiana.** These areas are defined by topography and share a natural and cultural history that is unique to the area. While separate geographies, the five counties are well connected to one another and to the broader Louisville, Indianapolis, Evansville, and Cincinnati markets.

It is human nature for local officials or businesses to want to focus only on the “win” for their community. Regionalism and regional transformation require the work and inspiration of individuals who can see the bigger picture and identify the needs of many, not just one community. For this reason, our region doesn’t end at political boundaries – or even state boundaries. Discussions about forming the Our Southern Indiana RDA initiated in 2015 because our leaders saw the importance of regional collaboration. By 2017, all five counties were on board. **Together we are a stronger influence – a stronger influence within the Louisville MSA, a stronger influence within the state, and a stronger influence within the country.**

Our partners include the five counties of Clark, Floyd, Jefferson, Scott, and Washington in addition to the 22 cities and towns and numerous non-profit and private organizations that are actively part of our regional economic development plan. But our region isn’t just a place that is dominated by the cities with rapid growth; **our partners are linking arms and lifting up those small towns that do not have the capacity to implement critical projects to move the entire region forward.** In addition to our local government entities, our region is equipped with countless private and non-profit organizations that are READI to step up to help overcome our challenges. No matter the size, Our Southern Indiana sees each community as an asset to the region. We have learned to work together as a region and we are READI to show the state and, even the country, the potential that awaits.



MAP LEGEND

-  *Our Southern Indiana Boundary*
-  *Incorporated area*
-  *Interstate corridor*
-  *Highway*
-  *Roads*
-  *Railroad*
-  *River, Lakes, Ponds and Reservoirs*



OUR Common Bond Makes Us a Region

Southern Indiana means different things to different people. Geographic maps, economic or demographic data, and governmental boundaries defining Southern Indiana can be found in any number of configurations - including some counties and excluding others. While boundaries on a map are often seen as defining lines, what makes – and better yet, what defines – a region is more than lines on a map.

Regions are often defined by topography and natural features, and the residents who call the region home have a sense of shared history, culture, and community values. Regions are not just contiguous properties; they are areas that are well connected to one another and well connected to broader metropolitan area.

Our region is defined by our bi-state employment base, our commuting patterns, our shared natural and cultural history, and our people. The region's assets and trends reinforce why we have defined ourselves as a region and is further outlined in *Our Region | Our Plan Chapter 4: OUR Assets and Trends*. ***Now is the time to leverage these assets and trends to harness the opportunity of this moment.***



OUR Bi-State Employment Base Defines Our Region:

Our region is part of a 1.3-million-person MSA with over 837,000 jobs that is outpacing Indiana in population growth and employment growth. Our five counties are connected economically through job opportunities and commerce. The region is well connected to Louisville, and multiple long-range infrastructure investments such as the Ohio River Bridges project have made commuting into and out of the greater Louisville area more convenient. This improved access has allowed Southern Indiana employment centers and tourism destinations to grow and thrive, while encouraging immense housing growth that exceeds that state with lower housing costs than the Louisville MSA as well as all individual counties within the MSA except Henry County, Kentucky.²

Our regional employment clusters as well as our workforce development partners have competitively positioned our region within the larger MSA, state, and nation. Together they have elevated our region and will continue to leverage our trends to achieve our vision.

OUR Commuting PATTERNS DEFINE OUR REGION:

The Ohio River is a defining physical barrier for our region, but how people and goods move around and through the region is also a defining factor. We are part of a bi-state region where the largest principal city and largest cluster of jobs is on the other side of a river. This requires multiple, expensive river crossings, and those crossings become key factors in commuting patterns. Hoosiers in our part of the state know the importance of flexibility during peak commutes across the river if unforeseen accidents occur. Our commuting patterns define our region because of tens of thousands of commuters that cross our bridges daily.

² 2021 Median Home Value (source ESRI Business Analyst): Henry County, KY (\$166,479); Our Southern Indiana (\$179,868); Bullitt County, KY (\$188,040); Jefferson County/Louisville, KY (\$203,853); Spencer County, KY (\$229,505); Shelby County, KY (\$243,543); and Oldham County, KY (\$305,506).

OUR ANCHOR INSTITUTIONS





OUR Shared Natural and Cultural History Defines Our Region:

Our Southern Indiana is characterized by our natural amenities while still being just 90-seconds away from the 29th largest city in the US. Our region can offer all the amenities Louisville has because we are intrinsically part of its urban fabric, but Our Southern Indiana allows our residents a retreat with over 116,000 acres of parks, quaint downtowns, unique topography, and picturesque views.

Being part of a bi-state region, Our Southern Indiana has a different bond as Hoosiers in a region that is predominately Kentuckians. Our heritage as Hoosiers is deep rooted and we are fiercely proud of that heritage. ***We don't try to merge our image with Louisville, rather we use our heritage and common bond as Hoosiers to stand out and stake our claim in the Louisville region.***

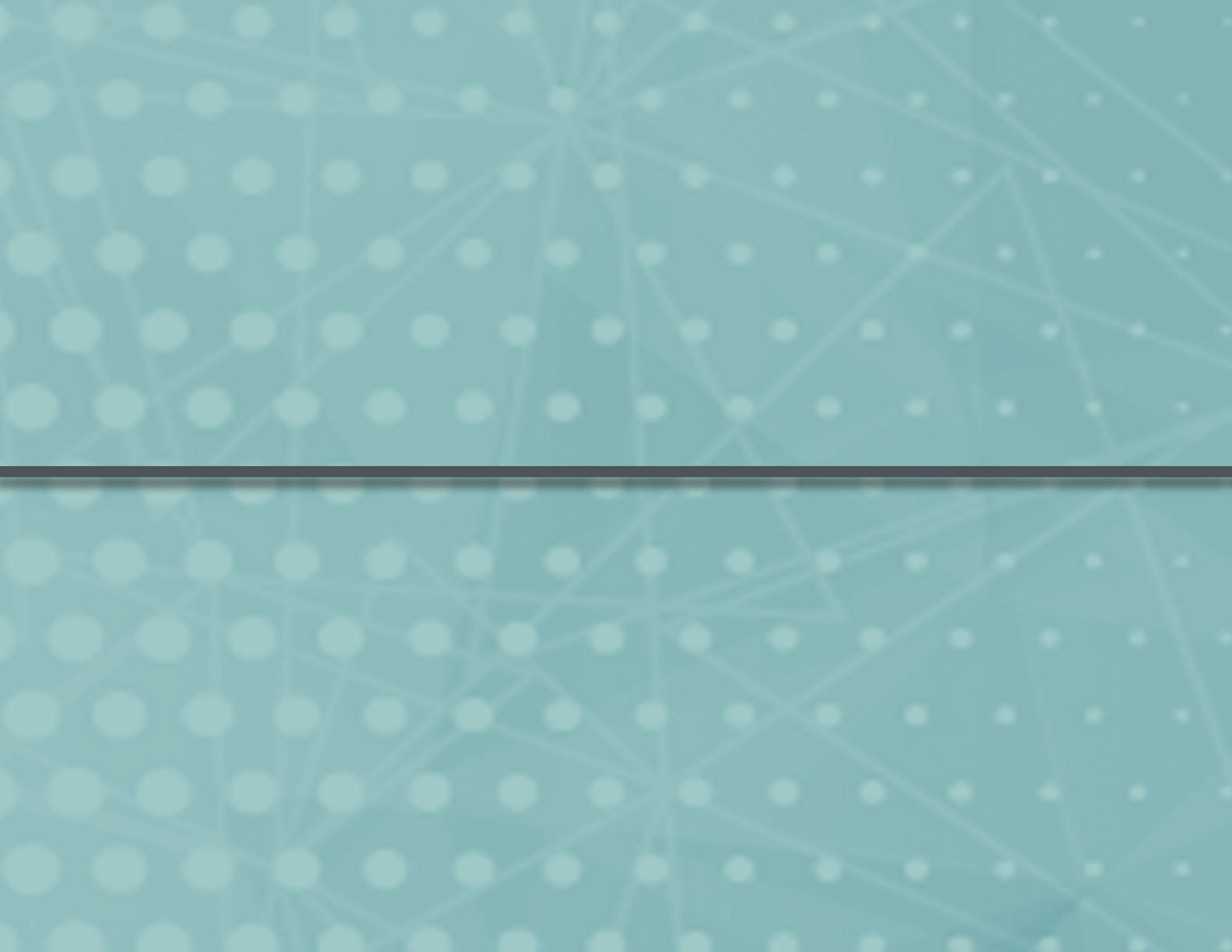
OUR People Define Our Region:

From historic school rivals to non-profits that help neighbors in need, our people and organizations are what truly unite our region. We can rally to support an initiative or solve an issue because we have local leaders, businesses, citizens, advocates, and organizations that care about and are vested in our future. All of these stakeholders, with differing viewpoints and opinions, are needed to have a well-rounded community and economy and to achieve our vision; ***they are all striving to make our region better tomorrow than it is today – and this commitment defines who we are.***

OUR REGION VALUES AND RESPECT ALL OF OUR PEOPLE:

In Our Southern Indiana, we believe diversity drives innovation, business growth, and community culture. While much more work is needed to embrace and advance diversity, equity, and inclusion, we strive to show all people – regardless of race, gender, age, orientation, or life experiences – that they are valued here. We are currently prioritizing efforts that move our region forward in becoming more diverse and inclusive. We need diversity so that we can gain new perspectives and better serve all of our communities. ***Our region’s stakeholders join us in embracing and supporting ALL people working to succeed in Our Southern Indiana.***





2

CHAPTER TWO

OUR Current State

OUR

A black and white photograph of a crowded outdoor festival. In the foreground, a dense crowd of people is walking. In the middle ground, several large white tents are set up. In the background, a tall, thin spire rises above a line of trees. The sky is overcast with clouds.

**Our region and MSA are
both both growing faster
than Indiana.**

The current state of a region is reflective of its past and provides insight for the future. *Our Region | Our Plan* is based upon the region's current conditions, including demographic, economic, fiscal, and political data, to ensure that the vision outlines an aspirational yet achievable path for the future. It is critical to understand and plan within the parameters of the region's conditions. This analysis was the foundation for regional recommendations that are needed to leverage the assets and trends within the region.

OUR Demographic and Economic State

Our region and MSA are both experiencing population growth higher than Indiana's (2010-2019) and are both projected to continue to outpace Indiana in population growth by 2026.¹ *Our Region | Our Plan* (Chapter 3: Our Present Condition) includes demographic and economic information for each of the five counties and 22 cities and towns that are part of Our Southern Indiana. A snapshot of our demographic and economic conditions is provided on the following pages.

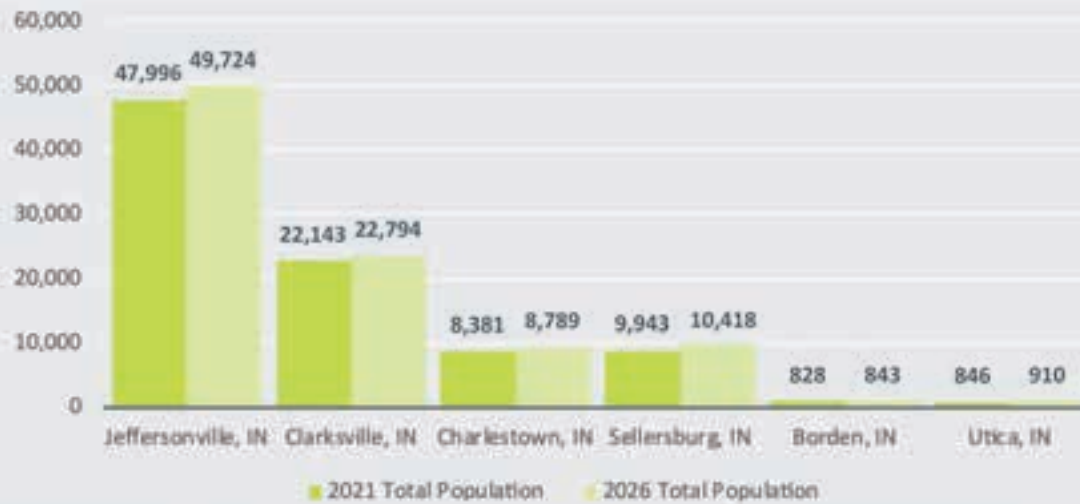
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OUR Current State

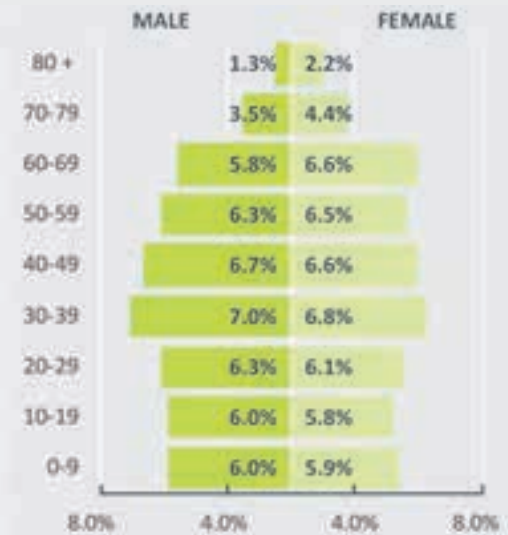
CLARK COUNTY, INDIANA



Projected Population Growth



Age and Gender (2021)





Commuting (2021)*

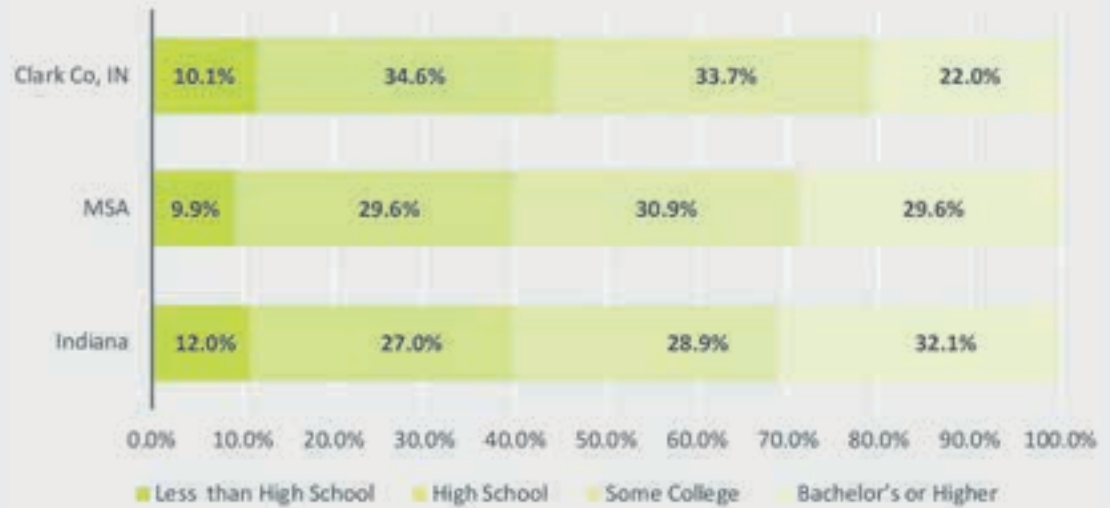


26%
of the workforce
work outside of
the county

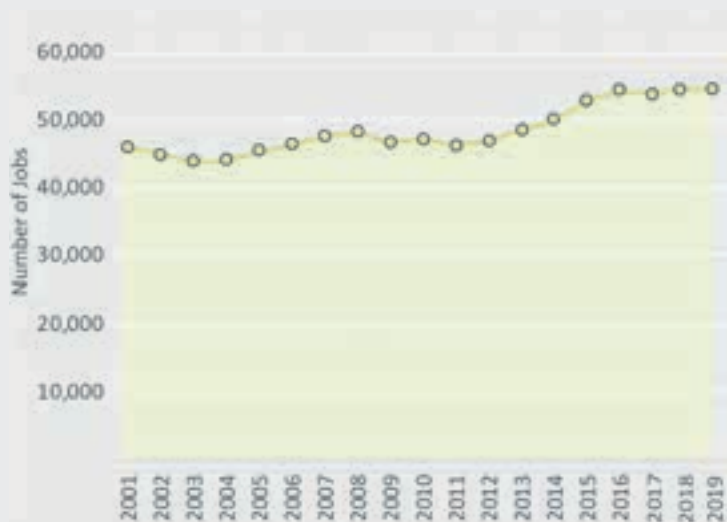
16%
of the workforce
live within other
counties



Educational Attainment (2021)



Long Term Employment (2019)



Annual Wage by Industry (2019)



*STATS Indiana Annual Commuting Trends Profile Apr 19, 2021

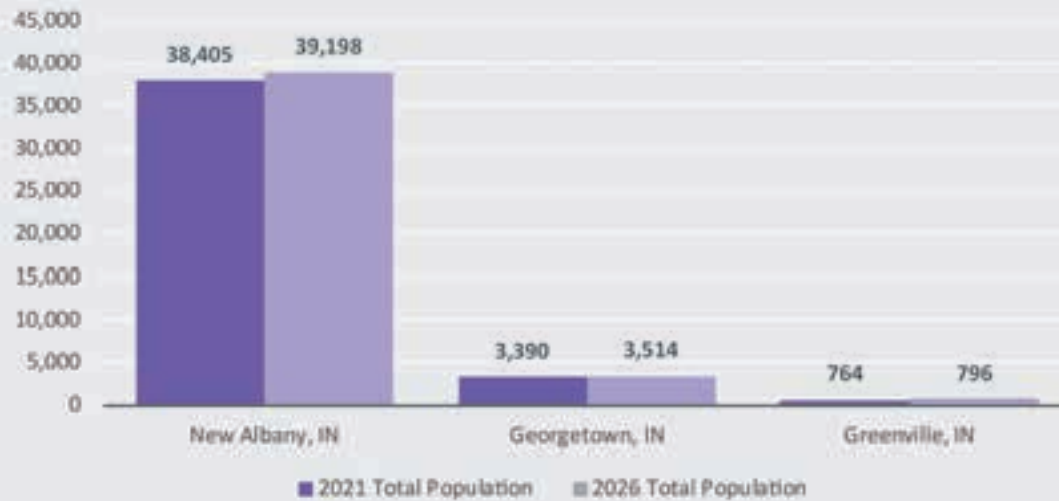
Data provided by ESRI Business Analyst, August 2021

OUR Current State

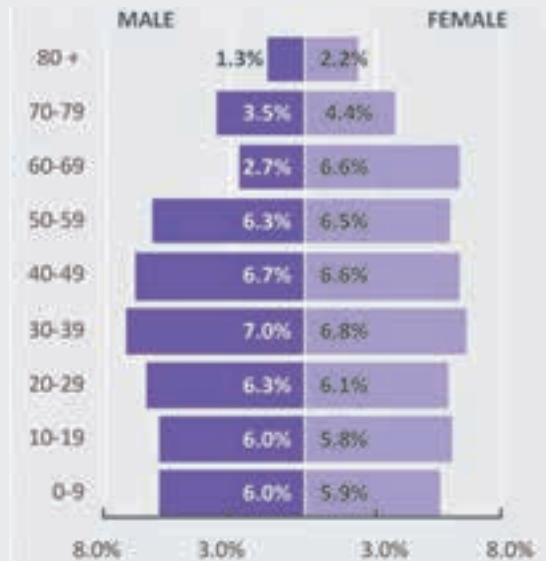
FLOYD COUNTY, INDIANA



Projected Population Growth

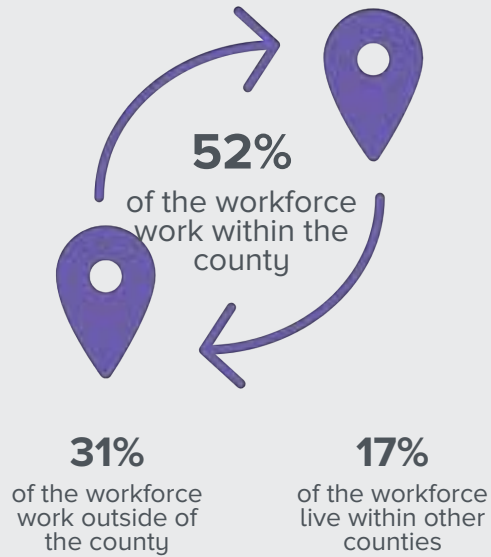


Age and Gender (2021)





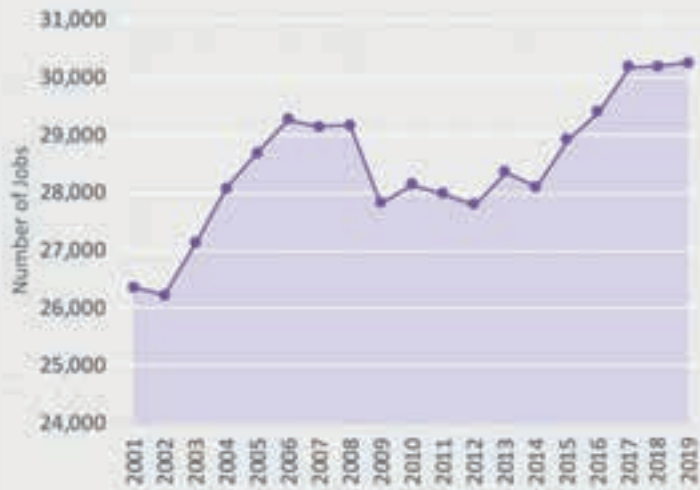
Commuting (2021)*



Educational Attainment (2021)



Long Term Employment (2019)



Annual Wage by Industry (2019)



*STATS Indiana Annual Commuting Trends Profile Apr 19, 2021

Data provided by ESRI Business Analyst, August 2021

OUR Current State

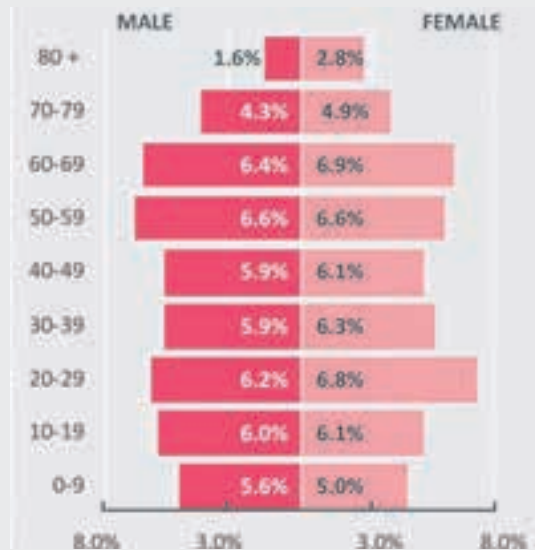
JEFFERSON COUNTY, INDIANA



Projected Population Growth



Age and Gender (2021)





Commuting (2021)*

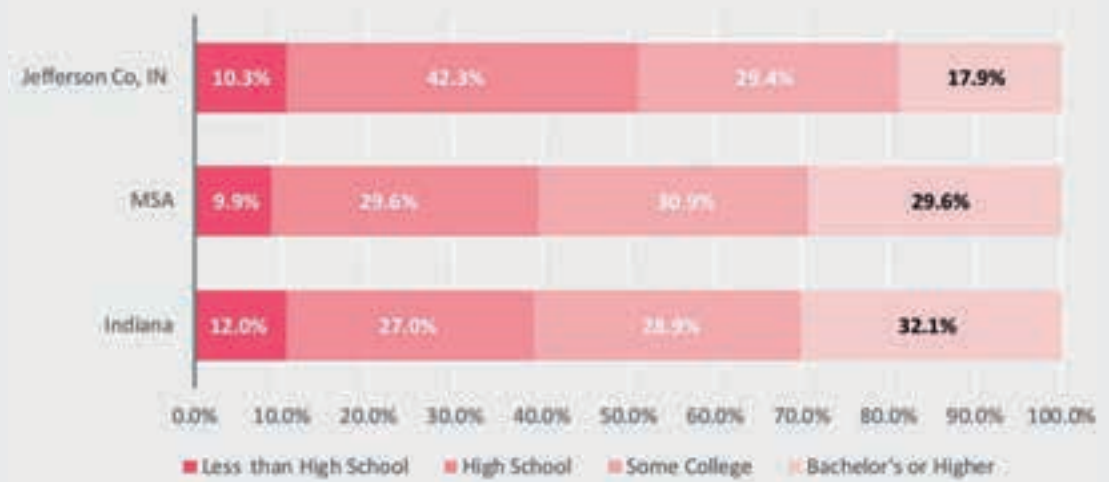


12%
of the workforce
work outside of
the county

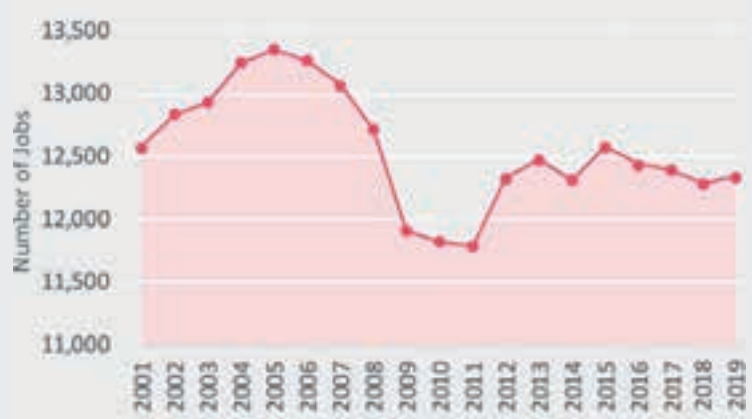
21%
of the workforce
live within other
counties



Educational Attainment (2021)



Long Term Employment (2019)



Annual Wage by Industry (2019)



*STATS Indiana Annual Commuting Trends Profile Apr 19, 2021

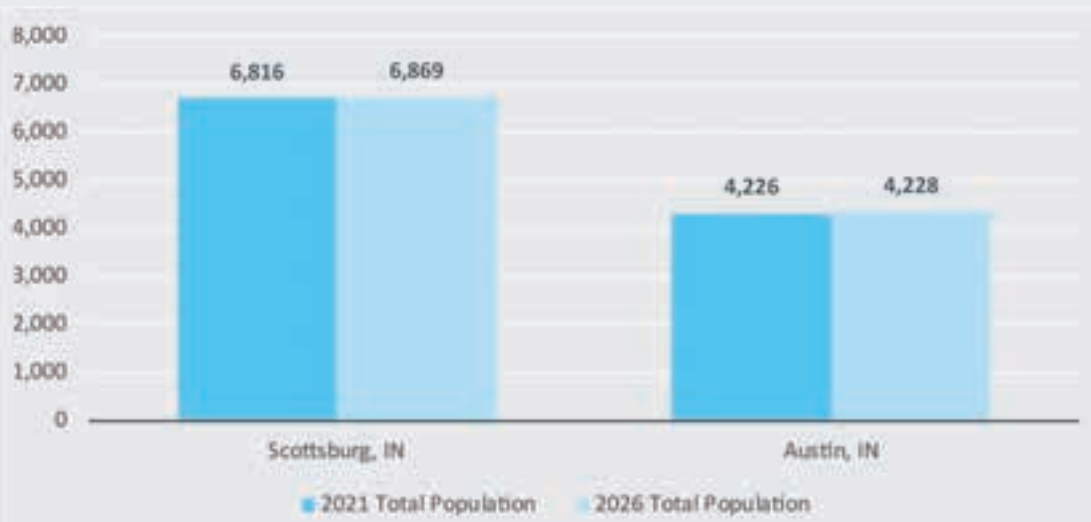
Data provided by ESRI Business Analyst, August 2021

OUR Current State

SCOTT COUNTY, INDIANA



Projected Population Growth



Age and Gender (2021)





Commuting (2021)*

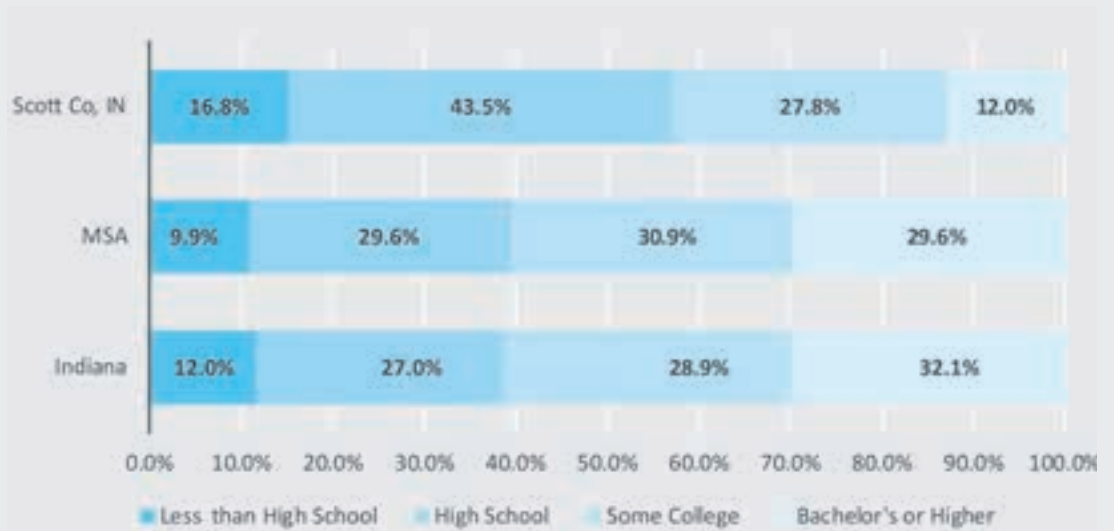


24%
of the workforce
work outside of
the county

11%
of the workforce
live within other
counties



Educational Attainment (2021)



Long Term Employment (2019)



Annual Wage by Industry (2019)



*STATS Indiana Annual Commuting Trends Profile Apr 19, 2021

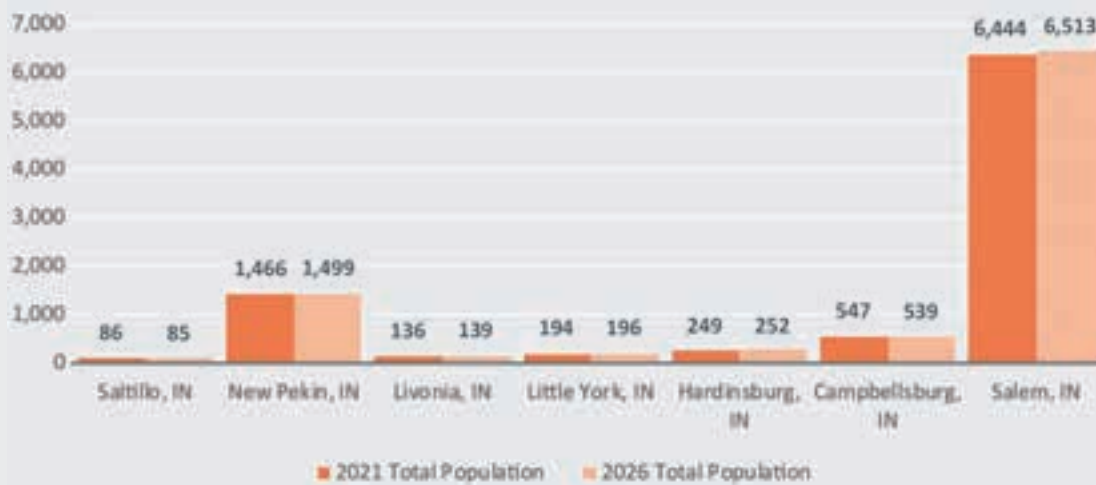
Data provided by ESRI Business Analyst, August 2021

OUR Current State

WASHINGTON COUNTY, INDIANA



Projected Population Growth

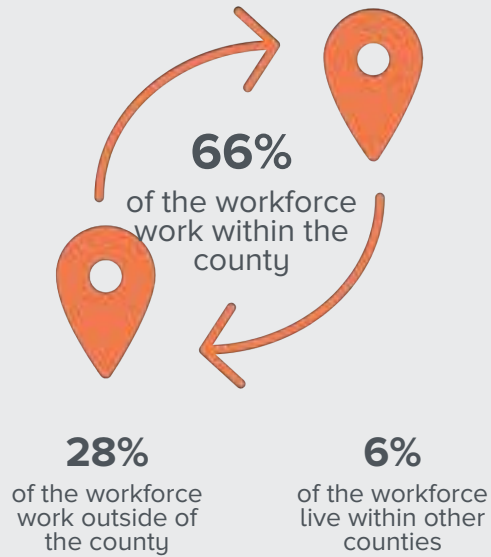


Age and Gender (2021)

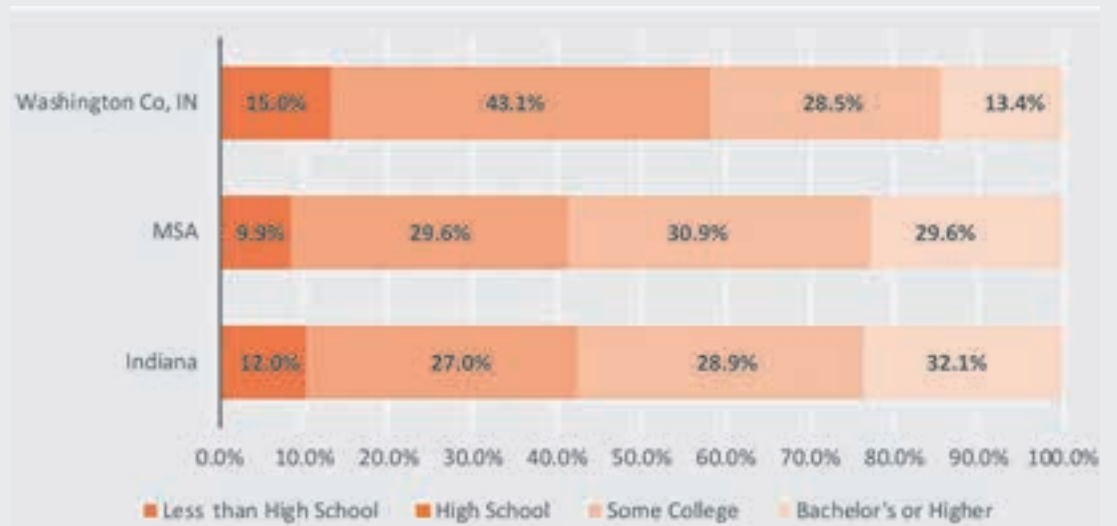




Commuting (2021)*



Educational Attainment (2021)



Long Term Employment (2019)



Annual Wage by Industry (2019)



*STATS Indiana Annual Commuting Trends Profile Apr 19, 2021

Data provided by ESRI Business Analyst, August 2021



We are
READI

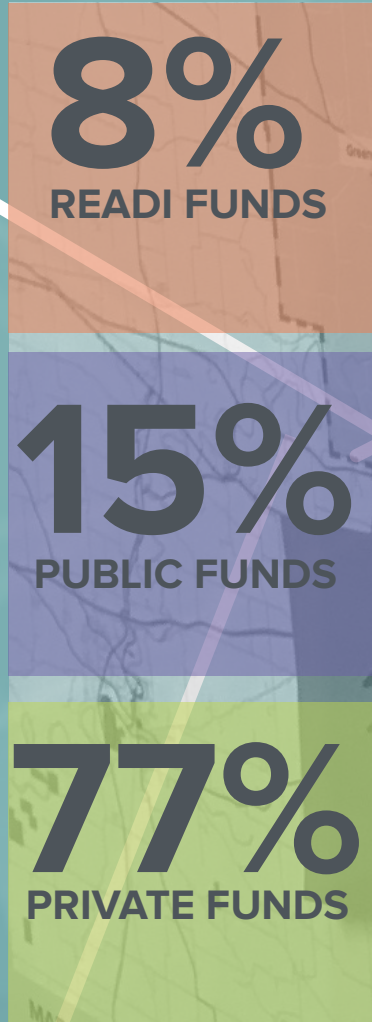
OUR Funding and Leverage

We recognize that our resources, both local and state, are finite and we don't want to waste them. This plan is our commitment to work together, as one team, for the betterment of Southern Indiana. Our region will leverage funds by more than just matching dollars. We recognize that we need to achieve a larger impact from every public dollar through private investment, both direct and indirect. However, we also recognize that we can leverage funds by focusing on catalyst projects that will create momentum for future phases and future projects. ***This is our commitment to not just leverage state funding with local and private commitments but also to clear the critical path forward for future projects and investment – our plan will not and cannot end with this work plan!***

Our Region | Our Plan includes a total of 62 projects, and the 18 projects in our READI Work Plan will leverage over \$1 billion in public and private project funding. This level of impact and commitment from our region's partners cannot be taken lightly, but we must have a realistic approach to implementation. From the 62 projects and programs, our region has prioritized 18 catalyst projects and programs that are included in this READI Work Plan; these initial projects and programs will foster transformation, complete critical steps towards change, create momentum, and propel many of the remaining projects forward.



READI by the Numbers



2,200

New Housing
Units

\$56M

One-time Tax Revenue

\$20M

New Annual Tax Revenue

\$662M

Additional
Economic
Output

We are READI. Our partners are READI. Our region is READI.

We have vetted our projects, including their readiness and ability to successfully deliver within the four-year timeframe for completion. The various counties, cities, towns, non-profits, and private institutions and businesses have provided their commitments to not only executing their project or program within four years but they have also provided their funding commitment. The following table outlines the sources of local public funding, private funding, and philanthropic or non-profit funding.

READI PROJECT NAME	FUNDING SOURCE		FISCAL YEAR 2022	FISCAL YEAR 2023	FISCAL YEAR 2024	FISCAL YEAR 2025	FISCAL YEAR 2026+
A. Star Valley Destinations - Tourism Events Center & Muddy Fork Reservoir	Private/Philanthropic	Friends of Borden Community Park	\$434,100	--	--	--	--
	Local Government	Borden, Borden Parks, Muddy Fork Conservancy	\$19,300	\$2,302,141	--	--	--
B. Destination Madison Quality of Place Projects	Private/Philanthropic	Central Hotel, Private Grocery	\$1,956,408	\$849,875	\$250,000	--	--
	Local Government	Madison, Madison Redevelopment	\$5,400,000	1,500,000	--	--	--
C. Southern Indiana Youth Sports Complex at Scott County	Private/Philanthropic	Scott County Community Foundation, Scott County Family YMCA, Scott County Visitors Commission, Private Donors/Businesses	\$500,000	\$500,000	--	--	--
	Local Government	Scott County, City of Scottsburg, City of Austin, Scott County School Districts 1 & 2, Township Trustees	\$3,250,000	\$3,250,000	--	--	--
D. Veterinary Teaching Center at Hanover College & Ivy Tech Madison	Private/Philanthropic	Hanover College, Ivy Tech Madison	\$10,782,955	\$3,985,778	\$5,511,262	--	--
	Local Government	Town of Hanover	\$5,900,000	--	--	--	--
E. River Ridge Learning Center Early Childhood Education & Workforce Development Initiative	Private/Philanthropic	America Place, River Ridge Early Learning Academy, Southern Indiana Works	\$36,984,650	\$17,992,250	\$17,001,250	--	--
F. The ONE Fund - Entrepreneurial Support	Private/Philanthropic	Caesars Foundation of Floyd County, Render Capital	--	\$542,000	--	--	--
G. Family Scholar House & Ivy Tech Sellersburg Initiative	Private/Philanthropic	Ivy Tech Sellersburg, Family Scholar House, Ogle Foundation	\$7,560,000	--	--	--	--
H. Novaparke Innovation Corridor	Private/Philanthropic	Vectren, Edwardsville Water Private Developers	\$4,000,000	--	\$1,400,000	--	--
	Local Government	Floyd County	\$11,300,000	\$2,000,000	\$2,000,000	--	--

READI PROJECT NAME	FUNDING SOURCE		FISCAL YEAR 2022	FISCAL YEAR 2023	FISCAL YEAR 2024	FISCAL YEAR 2025	FISCAL YEAR 2026+
I. South Clarksville's Riverfront - Mixed Use Redevelopment	Private/Philanthropic	Denton Floyd Real Estate Group, Cornerstone Real Estate Group, Private Developers	\$32,000,000	\$108,000,000	\$2,000,000	--	--
	Local Government	Town of Clarksville, Clarksville Redevelopment Commission	\$24,012,103	\$19,828,583	--	--	--
J. Workforce Housing - Infrastructure & Property Acquisition	Private/Philanthropic	Private Developers	\$19,382,405	\$72,365,445	\$3,402,755	\$10,499,000	--
	Local Government	Charlestown Redevelopment Commission, Madison Redevelopment Commission, City of Salem	\$47,300	\$3,047,300	\$47,400	\$1,700,000	--
K. Origin Park, Phase I	Private/Philanthropic	River Heritage Conservancy	\$10,996,766	\$3,675,000	\$1,075,000	--	--
	Local Government	Town of Clarksville	\$500,000	\$3,500,000	\$5,000,000	--	--
L1. Regional Trails Align Master Plan	Private/Philanthropic	Align Southern Indiana	\$30,000	--	--	--	--
L2. South Monon Freedom Trail	Private/Philanthropic	Caesar's Foundation of Floyd County	\$5,000,000	--	--	--	--
	Local Government	Indiana Uplands READI Region, City of New Albany, Radius Indiana	\$2,750,000	\$4,000,000	\$1,000,000	--	--
L3. Lake Salinda Trail Connection & Bath House	Private/Philanthropic	Washington County Community Foundation	\$420,000	\$420,000	--	--	--
	Local Government	City of Salem, Salem Parks	\$140,000	\$140,000	--	--	--
L4. Hanover-Madison Connector Trail	Private/Philanthropic	IKE Clifty Creek Power Plant, Hanover College	\$102,500	\$705,000	\$598,000	--	--
M. Commerce Connector (River Ridge to US 31)	Private/Philanthropic	Private Developers	--	--	\$10,000,000	\$50,000,000	\$61,500,000
	Local Government	Clark County	--	--	\$1,275,900	\$5,319,600	--
N. Sellersburg Town Center District	Private/Philanthropic	Private Developers	--	\$10,000,000	\$10,500,000	\$8,000,000	--
	Local Government	Sellersburg Redevelopment Commission	\$5,000,000	--	--	--	--
O. Regional Broadband Readiness Plan	Private/Philanthropic	Community Foundations, Broadband Service Providers	--	\$50,000	--	--	--
	Local Government	Clark County, Floyd County, Jefferson County, Scott County	--	\$100,000	--	--	--
P. Salem Municipal Airport Hanger & Fueling Improvements	Private/Philanthropic	Airport Users	\$200,000	\$200,000	\$150,000	--	--
	Local Government	Board of Aviation, Washington County	\$150,000	\$150,000	\$165,200	--	--
Q. Wastewater Capacity at River Ridge	Private/Philanthropic	User Rates, Private Developers	\$30,000,000	\$60,000,000	\$80,000,000	\$31,500,000	--
	Local Government	City of Charlestown, City of Jeffersonville, River Ridge Development Authority	\$18,000,000	\$20,000,000	\$9,450,000	--	--
R. Star Valley Destinations - Wastewater Capacity for Residents & Tourism	Private/Philanthropic	Starlight Foundation, Soln Tourism, Private Developers	\$18,000,000	\$16,000,000	\$2,210,000	--	--
	Local Government	Town of Borden, Wood Township, Clark County	\$5,615,000	--	--	--	--

OUR Past Efforts

Our region did not just come together for this initiative, rather we have been preparing for an opportunity just like this since 2015. Efforts to create an RDA started in 2015 with a rocky beginning when many were not yet convinced of the benefits of regional thinking. After drafting the 2015 Regional Development Plan that was supported by the region, we ultimately failed to form an RDA for the Regional Cities Initiative. But we didn't give up. ***Our Southern Indiana Regional Development Authority is the result of a true regional partnership and compromise.*** Like any relationship, we have experienced highs and lows but came together in the end. Over two years of communicating, discussing concerns, and ultimately collaborating, our communities were able to have meaningful discussions about local concerns and collaborated to find a solution. In 2017 the Our Southern Indiana RDA was unanimously formed by our five county councils, and its leadership was appointed unanimously by the five county's board of commissioners.

Within a year of forming the RDA, our region embarked to create a new Regional Economic Development Plan, *Our Region | Our Plan*, in 2018-2019 which was funded and approved by IEDC. Our plan was also awarded the highest award for economic development planning in Indiana by the Indiana Chapter of the American Planning Association (APA-IN). This plan has been the roadmap for the RDA and region. As stated in the 2019 plan, "The process was designed to be a collaborative, action-oriented process aimed at understanding the region's assets, determining appropriate regional goals, and developing realistic projects to achieve those goals." READI has now presented an ideal opportunity to expedite achieving our region's vision. We did not need to create a new plan or new vision. The 2019 *Our Region | Our Plan* is still our region's blueprint and minor updates were made to the plan in 2021, including updated demographic and economic statistics as well as updated projects and programs to achieve our vision.

Additional details regarding our past efforts, including local and regional planning efforts, can be found in *Our Region | Our Plan, Chapter 1: Introduction and Chapter 2: Our Past Efforts.*

READI WORK PLAN SCHEDULE

CALL FOR PROJECTS

June
2021

August
2021

PLAN UPDATE

Regional Economic Development Plan
and Organizational Work Plan

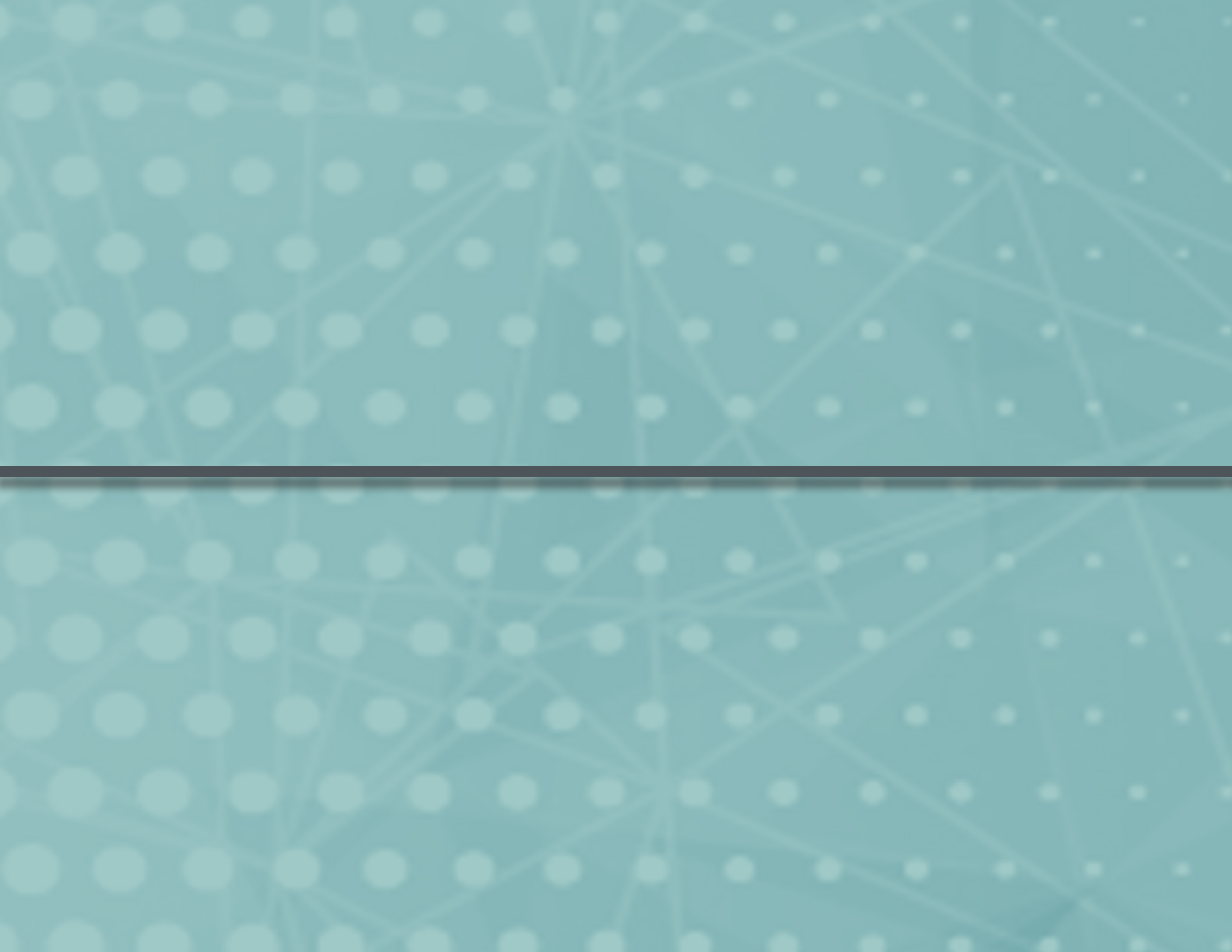
September
2021

September
2021

PROJECT SCORING

PLAN APPROVAL

READI Work Plan



3

CHAPTER THREE

OUR Stakeholders & Implementation

OUR

A black and white photograph of two men in the foreground holding a large white sign. The man on the left has white hair and a goatee, wearing a dark polo shirt. The man on the right has white hair and a goatee, wearing a checkered button-down shirt. The sign they are holding has the text "We are READI" in a sans-serif font, with "READI" in a larger, bold font. In the background, several other people are visible in what appears to be a conference room or office setting. There are windows with blinds and a drop ceiling with recessed lights.

We are
READI

The *Our Region | Our Plan Organizational Work Plan* outlines how the RDA should function, including staffing, budgeting, and funding. A summary of our stakeholders and execution of the plan is provided below.

Our Stakeholders

The team for implementation can make or break any project or program. This is true for a local project but even more important when working regionally. Our team is diverse, engaged, and collaborative, and – equally important – our team has strong and respected leadership. The Southern Indiana Regional Development Authority is the entity that was formed in 2017 to lead our five counties. The board of directors is supported and appointed by the local officials from all five counties to represent and lead efforts to grow our region in public settings. As a public entity with appointed officials that can act on behalf of our region, the RDA has the ability to convene our regional members with the purpose and powers as provided by Indiana Code. We all acknowledge that our vision, locally and regionally, cannot be achieved without this partnership.

Our stakeholders are described on page 11 of *Our Region | Our Plan* and are listed in the following pages.

OUR Stakeholders

RDA BOARD, PROJECT LEADERSHIP, AND EXECUTIVE STAFF

NAME	ORGANIZATION	EMAIL	ROLE
OUR SOUTHERN INDIANA RDA BOARD OF DIRECTIONS			
Dana Huber	RDA - Clark County Representative	dana@oursoinrda.org	RDA Board Member
Ken Rush	RDA - Floyd County Representative	ken@oursoinrda.org	RDA Board Member
Kevin Kellems	RDA - Jefferson County Representative	kevin@oursoinrda.org	RDA Board Member
Steve Meyer	RDA - Scott County Representative	steve@oursoinrda.org	RDA Board Member
John Jones	RDA - Washington County Representative	john@oursoinrda.org	RDA Board Member
COUNTY LEADERSHIP			
Jack Coffman	Clark County Commissioner	jcoffman@co.clark.in.us	Appointing Body of RDA members
Shawn Carruthers	Floyd County Commissioner	s.carruthers@floydcounty.in.gov	Appointing Body of RDA members
David Bramer	Jefferson County Commissioner	david.bramer@jeffersoncounty.in.gov	Appointing Body of RDA members
Mike Jones	Scott County Commissioner	mljones5102@gmail.com	Appointing Body of RDA members
Phillip Marshall	Washington County Commissioner	d1comm@washingtoncounty.in.gov	Appointing Body of RDA members
Barbara Hollis	Clark County Council	BasketBarb@sbcglobal.net	Establishment of the RDA
Brad Striegel	Floyd County Council	bstriegel@floydcounty.in.gov	Establishment of the RDA
Pam Crozier	Jefferson County Council	pjcrozier527@gmail.com	Establishment of the RDA
Rachael Hardin	Scott County Council	rachaelhardin1@aol.com	Establishment of the RDA
Karen Wischmeier	Washington County Council	d4council@washingtoncounty.in.gov	Establishment of the RDA

NAME	ORGANIZATION	EMAIL	ROLE
PROJECT LEADERSHIP GROUP			
Rita Shourds	Align Southern Indiana	rita@alignsi.com	Project Partner for Implementation
Lyn Longmeyer	America Place	llongmeyer@americaplace.com	Project Partner for Implementation
Mayor Treva Hodges	City of Charlestown	mayor@cityofcharlestown.com	Project Partner for Implementation
Mayor Mike Moore	City of Jeffersonville	mmoore@cityofjeff.net	Project Partner for Implementation
Mayor Bob Courtney	City of Madison	mayor@madison-in.gov	Project Partner for Implementation
Mayor Jeff Gahan	City of New Albany	mayor@cityofnewalbany.com	Project Partner for Implementation
Mayor Justin Green	City of Salem	justin.green@cityofsalemin.com	Project Partner for Implementation
Jack Coffman	Clark County	jcoffman@co.clark.in.us	Project Partner for Implementation
John Launius	Family Scholar House	jlaunius1@ivytech.edu	Project Partner for Implementation
Shawn Carruthers	Floyd County	s.carruthers@floydcounty.in.gov	Project Partner for Implementation
Kay Stokes	Hanover College	stokes@hanover.edu	Project Partner for Implementation
Travis Haire	Ivy Tech Community College Sellersburg	thaire4@ivytech.edu	Project Partner for Implementation
Scott Martin	River Heritage Conservancy, Inc.	smartin@riverheritageconservancy.org	Project Partner for Implementation
Jerry Acy	River Ridge Development Authority	Jerry@riverridgecc.com	Project Partner for Implementation
Lyn Longmeyer	River Ridge Learning Center	llongmeyer@americaplace.com	Project Partner for Implementation
John W. Mead	Salem Board of Aviation	jwmead@salemlaw.com	Project Partner for Implementation
Rachael Hardin	Scott County	rachaelhardin1@aol.com	Project Partner for Implementation
Tony Waterson	Southern Indiana Works	tony@soinworks.com	Project Partner for Implementation
Brenna LaDuke	Town of Borden	bordenvalleydays@gmail.com	Project Partner for Implementation
Town Manager Kevin Baity	Town of Clarksville	kbaity@townofclarksville.com	Project Partner for Implementation
Town Manager Charlie Smith	Town of Sellersburg	csmith@sellersburg.org	Project Partner for Implementation
EXECUTIVE STAFF			
Wendy Dant Chesser	One Southern Indiana	wendy@1si.org	Executive Staff

Letters of Support

Our stakeholder groups are vast, visionary, diverse, and dedicated to our region. The foundation of *Our Region | Our Plan* was rooted in stakeholder participation and input. As we collaborated to draft the READI Work Plan, we asked our partners and stakeholders to show their support to the region and state. Our region once again did not disappoint with 202 letters from 181 organizations, businesses, residents, and local governments stating their support and endorsement of our region and our plan. Each letter of support can be found in Appendix A of this document.



Our Team Doesn't End with Our Region

It is critical to form a team of leaders, stakeholders, and supporters from the region, but Our Southern Indiana will not let our search for partners end at the borders of our five counties. Just like each of our counties and 22 cities and towns working together, ***it is critical that our region sustains our partnerships with neighboring regions and the Louisville MSA, as well as Indiana and Kentucky.*** We are dedicated to supporting our neighbors and they are committed to supporting Our Southern Indiana.

Our partnership with Louisville and Mayor Greg Fischer is imperative. With both of our regions being fundamentally joined geographically, economically, and socially, Louisville's mayor knows "all too well how important regionalism is to the success of not just our city but our metro area." He has applauded the work done by Our Southern Indiana and recognizes that "addressing the barriers and priorities established in the plan will support economic growth for years – and decades – to come."

Our partnership with Radius Indiana is also vitally important in making our shared big ideas a reality. Our projects and programs are not limited by political boundaries within our region or even by the boundary of our region; we are working hand-in-hand with neighboring regions, such as Radius Indiana, to implement projects that cross multiple regions to achieve a larger impact for the state. This requires the same level of collaboration and partnership that we have created internally as our two regions plan to build "the longest continuous recreation trail in the State of Indiana." While this would be a major accomplishment for our regions and the state, the South Monon Trail would leverage and connect to the Ohio River Greenway, Origin Park, and the 100+-mile Louisville Loop with the Big Four Bridge spanning the Ohio River between downtown Louisville and downtown Jeffersonville. Big Four already attracts over a million visitors a year to the Indiana side alone, so just imagine what our regions can create with this new trail corridor.

Our regional corporation doesn't end with other regions in our area. Our leaders, businesses, and residents are also working with our legislators to help grow our region, and state. Senator Chris Garten supports our regional plan that will implement "many greater projects which will spur population and economic growth throughout the fine counties." Senator Ron Grooms is another key partner of our region who believes "Southern Indiana's residents, businesses, and communities stand to prosper greatly from a successfully, inclusive, and strategic READI initiative." Our region will continue to work with our legislators to achieve our region's vision and continue to put Indiana on the map nationally.

“Since 2017, community support for the RDA has included development of the Regional Economic Development Strategy, and I continue to applaud Southern Indiana’s comprehensive efforts to enhance the area.”

**- State Senator Erin Houchin
District 47**

“Implementation of the Our Region | Our Plan will provide opportunities for all of our regional citizens to participate in all of our regional growth.”

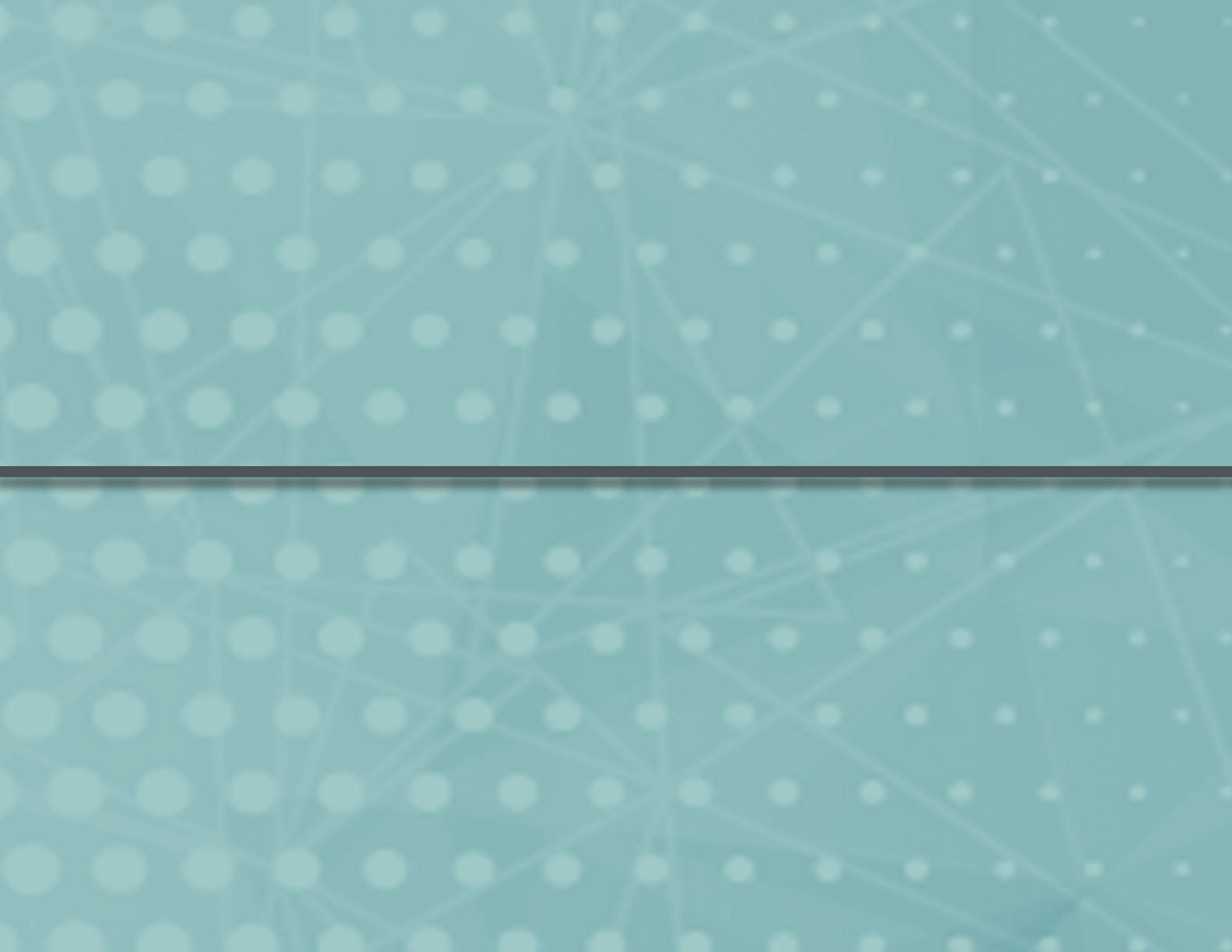
**- State Senator Chris Garten
District 45**

Our Path Forward

Our region knows the importance of maintaining and updating the *Our Region | Our Plan* set of documents that includes the Regional Economic Development Plan, Organizational Work Plan, County Work Plans, and READI Work Plan. The Our Southern Indiana RDA will ensure that the plan and supporting documents are updated regularly in order to assess the long-term vision but also periodically update the projects and programs that are needed to achieve that vision.

Our Region | Our Plan also outlines the four-step process and framework for updating the region's plan. As detailed on pages 281-289 of *Our Region | Our Plan*, this process begins with the RDA participating in and identifying regionally significant projects; this step realistically doesn't ever end or stop. Our region is always changing and our partners are continually completing initiatives that create opportunity or momentum for the next impactful project. As new projects are identified, the RDA board should review these using the project scorecard which was developed to help define regionally-impactful projects and initiatives. Our plan also outlines the return on investment which should be evaluated for each project to ensure that resources are being allocated wisely. The final step of this process is to amend or update *Our Region | Our Plan* to reflect the changes within the region or new projects. While some updates to the plan may be minor and only include a few new projects, other updates for major funding initiatives (such as READI) may require a larger update.

The Organizational Work Plan identifies how the organization is and could be managed and funded, in addition to how the RDA can and should function. Budgets for updating the plan will vary depending upon the required updates but it is anticipated that projects would be developed and added annually. The RDA has proven its ability to successfully lead not only the creation of a plan but update that plan as necessary.



4

CHAPTER FOUR

OUR Community Engagement

OUR

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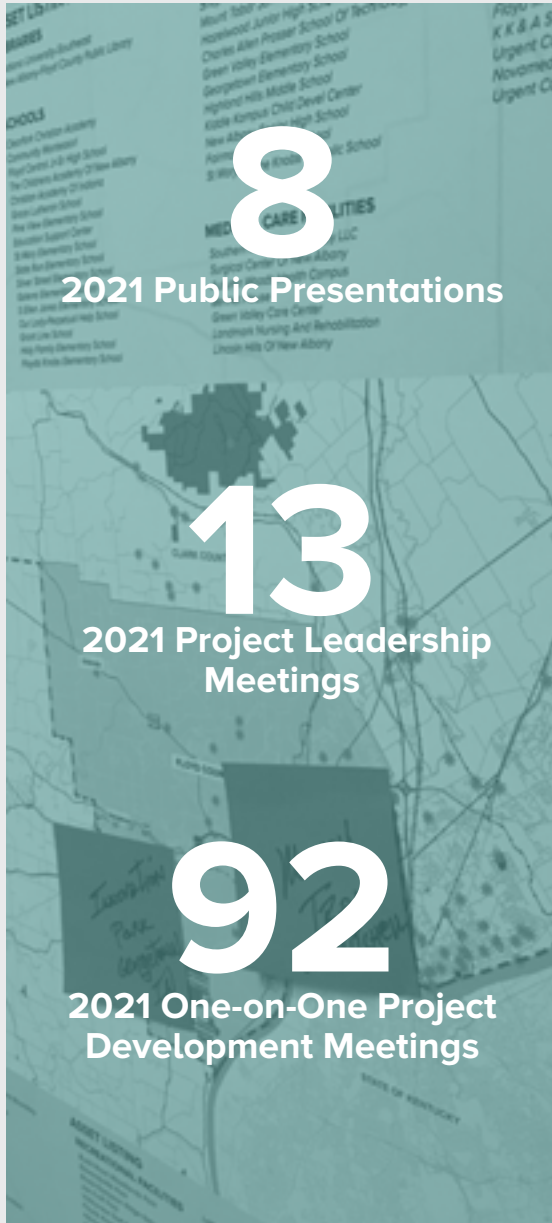
VISION STATEMENT

Our Southern Indiana seeks to grow together as a region and collaborate for mutual benefit in order to: **Develop a globally competitive economy; Provide exceptional livability for everyone; Offer world-class amenities; and Celebrate the diverse people, places, and perspectives of Southern Indiana.**

EXERCISE INSTRUCTIONS:

Read the vision statement above and place a dot to vote if you agree.
If you disagree, please use a post-it note and tell us why.

DISAGREE? TELL US WHY.	THE VISION STATEMENT...	I AGREE! VOTE HERE.
<p>Too Vague & wordy</p>	is proactive.	<p>yes</p>
<p>Focus more sharply on Don Chide E.C. Dev. M.</p>	reflects our region's values.	<p>yes</p>
<p>Too mild, vague needs more input from our community to provide inspiration.</p>	is inspirational.	<p>yes</p>
<p>very hard to</p>		



Engaging our partners and stakeholders is important in making the projects and programs in our plan a reality, but it is essential to ensure that the vision, goals, and ultimately the projects and programs we are implementing align with the public’s vision for our region. While we recognize that no region will gain 100% consensus on those projects or programs that should be implemented first, and the basis of our plan is rooted in identifying projects that bring the public’s vision and goals to reality.

OUR Regional Collaboration

Our region was formed based on collaboration and compromise under the premise that by collaborating the region as a whole would benefit more than individual efforts alone. The Our Southern Indiana RDA has a unique perspective with the interests of the entire region at the forefront. The RDA has the opportunity to not only bring the diversity of its constituent communities and landscape together as a comprehensive whole, but it also allows the region to better leverage resources. It is the one entity that can provide a unified voice, both locally and to the state.

Our Region | Our Plan outlines four projects or initiatives that the RDA board is best suited to lead. Regional Collaboration (see Project 2 on pages 220-223) is a critical initiative that has been moving forward since 2015, and this RDA initiative will continue to progress with additional implementation steps through the *READI Work Plan*.

OUR REGION | OUR PLAN PROJECT 2: REGIONAL COLLABORATION

To allow for the exchange of ideas and creative solutions to Southern Indiana's challenges, and to provide a more effective forum for discussing regional projects, facilitate the creation of a regional leadership round-table, and, together, advocate for regional initiatives at the state and local level.



Chapter 1 of *Our Region | Our Plan* outlines the process and public engagement undertaken while drafting the 2019 plan. This included ten public meetings and presentations, 112 stakeholder interviews, and engagement of a 60-person leadership group that occurred in 2019. The RDA continued to provide monthly opportunities for the public to provide ideas and discuss issues throughout 2019 and 2020. The high level of engagement from the 2019 plan was then amplified in 2021 as the region prepared for READI.

Beginning in March of 2021, the RDA held monthly public forums for our region to discuss program details, project ideas, and concerns as the Indiana General Assembly was negotiating the final details READI. As program details were released, discussions became more focused; in total nine public meetings were held that allowed stakeholders and the public to provide their input. An online survey was also launched to gain public input on prioritization of the region's goals.

Our Southern Indiana didn't stop public engagement with public meetings. Knowing the public, stakeholders, and project partners would want to engage in continued dialogue, the RDA held weekly Zoom meetings to answer questions, brainstorm ideas, and connect potential projects. Thirteen Zoom meetings were held between April 2021 and September

2021. These meetings focused on questions or concerns, created a place for ideas to be vetted publicly, and also provided consistent messaging and information for local officials to bring back to their communities. Most importantly, the RDA utilized these 13 zoom meetings to remove the competition between projects and communities and to further build collaborative projects; our region continued to grow with the realization that we can't do it alone and that we must rely on our entire region for success.

Finally, our region recognizes that we won't reach the "masses" by holding public meetings and online sessions. We know our region has a powerful grassroots network that is more effective than any media or meeting in spreading the word. Each stakeholder, project partner, elected or appointed officials, and community staff member were challenged to talk about READI with their local residents, business owners, community groups, and organizations. By providing these leaders with information about READI and our plan, they became empowered not only to bring input back to the RDA but to also have more personal conversations with the public.

A collage of images in the background, including a woman with a sign that says "Our Southern Indiana needs:", a sign that says "TELL US! Share your BIG IDEA for Sellersburg", a document titled "Regional Marketing and Branding Plan", and various photos of people at community meetings and outdoor activities.

Because we recognize that successful communication cannot occur without a regional brand and approach to marketing the region, our communications plan will start with creating regional branding and marketing action plan (see pages 224-227 of Our Region | Our Plan Project 3).

OUR Regional Marketing and Branding

Regardless of our region receiving READI funding, we will not stop and cannot stop communicating and collaborating. Over the past six years, Our Southern Indiana has come together like we have never done before, and those efforts will continue regardless of any funding program. However, if our region is able to leverage READI funding, we will be prepared with a well-rounded communication and engagement plan to include diverse stakeholders and audiences throughout the region.

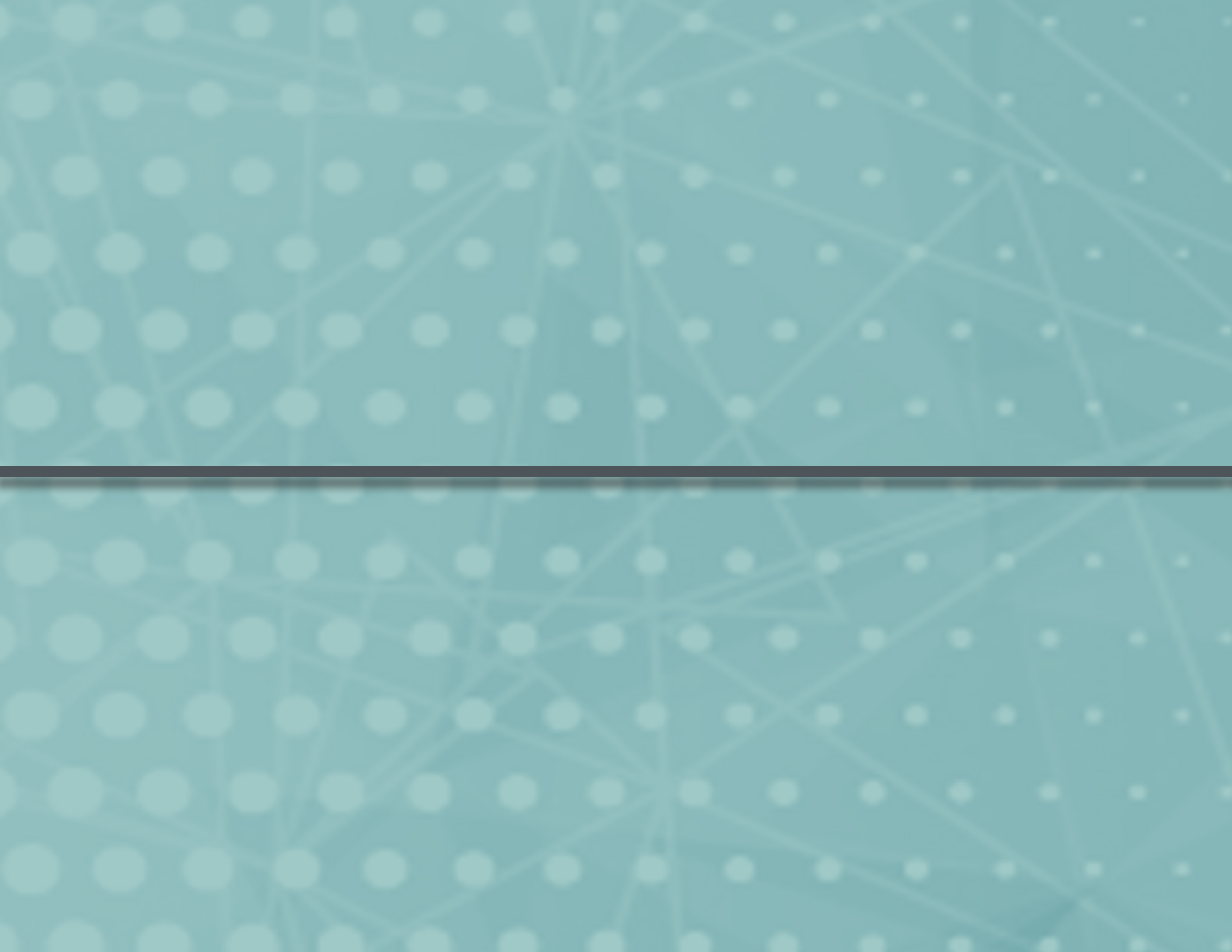
Our Southern Indiana will create a communications and engagement plan will be tailored to our multiple generations and diverse cultural, demographic, socioeconomic, and geographic backgrounds. One message or one way of communicating will not work to engage the public with the RDA or throughout the READI process. Equally important, our region also understands that we cannot engage those who live and work in our region today as well as the new residents, businesses, and new visitors we will attract without crafting a consistent brand and image. Regional Marketing and Branding was one of the RDA-led initiatives outlined in Our Region | Our Plan that is important as our region pursues READI.

Branding is simply a way of clearly highlighting what makes the region different from, and more desirable than other areas. Without an identity or brand, a unique place can struggle to gain the critical mass of support it needs to succeed.

Multiple messages to each of our region's diverse audiences will be crafted and multiple tools will be developed for providing updated and accurate information and seeking input. A detailed plan will also be adopted prior to READI beginning that, at a minimum, outlines:

1. How the RDA will communicate and engage with each project partner and the larger public; and
2. The minimum communication and public engagement requirements that each project or program must complete prior to implementation.

The RDA will provide oversight on the communications and engagement plan through its professional staff to ensure our region is talking and engaging. Our goal is to have residents and businesses asking about READI as well as having projects and programs that are informed by public input rather than completed behind closed doors.



5

CHAPTER FIVE

OUR Vision

OUR

OUR Vision

By recognizing the value in having diverse people, places, and perspectives, the five counties of Clark, Floyd, Jefferson, Scott, and Washington seek to work together to cultivate a region that:

- **Nurtures a diverse economy with thriving industries;**
- **Collaborates to improve efficiencies, attitudes, and perceptions; and**
- **Provides exceptional infrastructure, community services, recreational amenities, and neighborhoods for all.**

Our Southern Indiana's vision was initially defined in the 2015 Regional Economic Development Plan and is outlined in *Chapter 5: Our Future Vision of Our Region | Our Plan*. ***But this vision wasn't something just created for a plan – it's a vision that started with grassroots efforts and local plans.***

Our vision speaks to who we are as local communities, as residents of Kentuckiana (as we like to call it), and as Hoosiers. It represents our neighbors, our families, and our people. Our Southern Indiana's vision builds upon our assets, our trends, our identity, and our potential. It includes our dreams, our aspirations, and our goals and defines who we are and where we want to go as a region. ***Our vision represents the aspirations of nearly 285,000 residents, the drive of 22 cities and towns and 5 counties, and the regional recognition deserved from our 1.3-million-person MSA.***

We are a region with goals centered around inclusive population growth, economic vitality, and quality of life. We have defined the direction of our collective future. *Our Region | Our Plan* is not merely a picture of what's possible, but also it is an action plan to make sure the Our Southern Indiana region can get there. ***This is OUR Southern Indiana.***

OUR Future

While our vision may seem simple at the surface, it includes what each of us strive for daily – to create a better place and better community for tomorrow. Our vision strives for a comprehensive approach to transformation. It looks to a diverse economy with the infrastructure, services, amenities, and housing that is needed to elevate and sustain our region. But it doesn't stop there; it aspires our region to become a community in all senses – one with a supportive, diverse, and welcoming community. We cannot lose sight of our people, our sense of place, and our emotional connection to the region and each other.

Our vision includes seven goal topics and objectives to identify ways to use the various assets of the region, including people, places, skills, and organizations, to assemble the region around issues that move its members into action. This uses the community's own assets to empower stakeholders by encouraging them to utilize what they already possess. We will leverage our existing assets and regional trends to become a benchmark that other regions nationally look to become.

Our Southern Indiana's assets and trends are central to our vision. Our tendency is to look forward with a positive outlook, but we are aware that our dreams must be rooted in reality. As our vision and goals were vetted and refined, we also considered those aspects that will move our region forward or hold us back. A critical part of planning for the future is identifying the region's existing assets and understanding what challenges the region is currently or will be facing in the future. Our region's opportunities and challenges are influenced by our assets but also inform our vision.

OUR Assets:

Our assets are detailed in *Chapter 4 of Our Region | Our Plan* (page 139-153). Our assets that we will build upon, strive to improve, and leverage to achieve our vision over time include:

- Transportation Network
- Utilities & Infrastructure
- Economic Development and Housing Sites
- Recreation & Cultural Amenities
- Community Health

By keeping our people and our sense of community central, our vision can build upon our region's strengths and our population growth which is higher than Indiana.¹ With amenities and quality of place projects included in this plan, we can not only get our fair share of regional growth, we can seize the opportunity of rapid MSA growth by welcoming new Hoosiers to the state and leveraging Kentucky's investments in MSA growth. We will provide the needed education and training to support increased wages, and our economic sites will attract more than our share of job growth with wages that are on par with central Louisville. Our housing is already growing at unprecedented rates due to billions of dollars invested in our bi-state connections, such as the Ohio River Bridge project, and our home values that are more affordable than the MSA. This is Southern Indiana's moment. The potential for economic and population growth awaiting our region is greater than any other throughout the state.

¹ 2010-2019 Population Growth (source ESRI Business Analyst): Indiana (3.8%), Our Southern Indiana Region (4.1%), Louisville MSA (5.3%), and United States (6.3%). 2010-2019 Employment Growth (source Woods and Poole/Department of Commerce): Our Southern Indiana Region (13.2%), Indiana (13.7%), Louisville MSA (17.4%), and United States (17.9%).



**TRANSPORTATION
NETWORK**



**UTILITIES &
INFRASTRUCTURE**



**ECONOMIC
DEVELOPMENT &
HOUSING SITES**



**RECREATION
& CULTURAL
AMENITIES**



**COMMUNITY
HEALTH**

Our Assets

Community

1 mile from
Louisville

Ohio River

Growth

Schools

Quality of
Place and Life

Tourism

Diversity

STRENGTH

Connectivity
Outside of
Urban Areas

Flooding Along
Ohio River

Lack of
Workforce
Housing

Aging
Population

WEAKNESS

Regional
Trails and
Destinations

Natural
Environment

Job Attraction

Lower Cost of
Living

Entertainment

Talent
Attraction

Housing
Growth

OPPORTUNITY

Sewer
Capacity

Workforce
Housing

Utilities

Broadband
Access

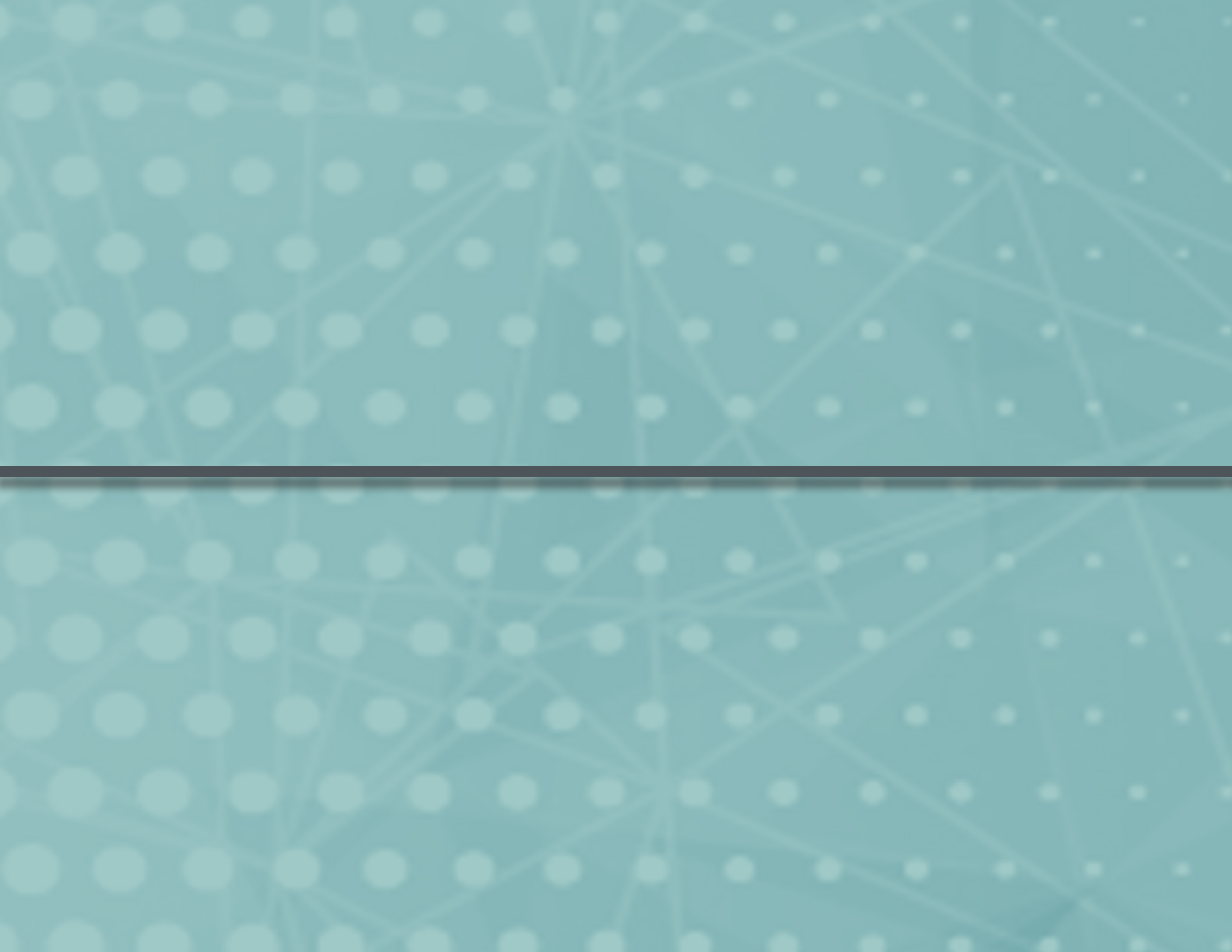
THREAT



JEFFERSONVILLE

"Be honest, take care of your people,
and give to the community."
-George E. Hughes, Sr.





6

CHAPTER SIX

OUR Trends

OUR



Our Southern Indiana can leverage national, regional, and local trends to achieve our overarching goals of population growth, economic vitality, and quality of life. Long-term demographic, economic, and cultural trends will have a large impact on Southern Indiana's future. How this region responds to and leverages these trends will determine the future growth and quality of life within this region. National trends include population growth in metropolitan areas, growth in urban cores, aging populations, and changes in the economy toward innovative and technological industries. These trends place a greater importance on quality of place, amenities, and natural resources, and they will have major implications for housing and retail real estate through a greater demand for walkable, urban, and mixed-use environments.

OUR Trends

Our region's most significant trends are detailed in *Chapter 4 of Our Region | Our Plan (pages 155-189)* and a summary is provided in this section. Our trends will be leveraged along with our assets to overcome our region's challenges and capitalize upon our opportunities. Our trends that we will capitalize upon to achieve our vision over time include:

1. Population Growth
2. Median Age
3. Employment & Jobs
4. Wages & Earning Differential
5. Job Opportunities Requiring Education
6. Housing Growth
7. Connectivity for Commuting

Our region is part of a 1.3-million-person MSA with over 830,000 jobs where both population growth is outpacing Indiana and employment growth is outpacing both the state and nation.¹ We are already attracting our “fair share” of new residents and new jobs, but our region is uniquely positioned in two significant ways to grow our economy and population. READI will position our region to attract an even larger share of the national economic opportunities, and our region can also attract jobs and residents looking to relocate within our MSA.

The Our Southern Indiana region can welcome new Hoosiers to the state by simply bringing Kentucky residents across the river to Indiana with our lower housing costs, better access to employment nodes, and quality of life amenities. We have seen billions of dollars invested in bridges that make it seamless to commute to and from Kentucky. People are noticing our great assets, competitive housing prices, desirable destinations, strong schools, and our culture – and as the bi-state region sees what we have to offer, it’s an easy decision to join our Hoosier family!

While wages in Our Southern Indiana are increasing, jobs in central Louisville pay, on average, 35% more than Southern Indiana jobs with the same industry classification. **We must capitalize on our increasing average wages to raise the quality of life across the board, but it is imperative that we leverage the higher wages in central Louisville that are merely one mile from our state.** We need to work to attract similar businesses to Indiana while simultaneously attracting those in-demand employees to our region as well.

Our Southern Indiana can pull from a vast labor market, but our goal is to identify those opportunities that no one else can offer and align our local workforce with our needs. Our region has several higher education institutions, such as Hanover College, Ivy Tech Madison, Ivy Tech Sellersburg, Indiana University Southeast, Purdue Polytechnic, and Prosser Career Education Center, in addition to numerous early education and workforce training programs. These education and training programs are desperately vital for a vibrant economy. Our region can offer broad workforce development programs but we can also align our workforce with innovative industries.

With a vibrant economy comes the need for housing growth. **Our region’s housing growth is outpacing the state and our median house value is competitive and more affordable than the larger MSA.** Within the past few years our housing options have expanded drastically – with new trendy urban apartments and condos that attract young professionals and early retirees, to quality single-family houses with outstanding schools for our workforce, to high-end housing that attracts residents with higher incomes from throughout the MSA. Many of our communities have recently revised their regulations to allow for more dense development that many young professionals prefer and allows for more affordable housing to support our workforce. The increased density also helps maintain communities with amenities reaching more people and residents searching to bond with many more of their neighbors. Providing diverse housing is merely the first step, as available housing simply puts Southern Indiana ahead of the larger region.

Our Southern Indiana isn’t just looking at our assets, opportunities, challenges, and trends and trying to paint a pretty picture. **We are acting on these things to make positive changes to move our region into the spotlight – not only within the 1.3-million-person MSA – but within the Midwest and nation.**

¹ 2010-2019 Population Growth (source ESRI Business Analyst): Indiana (3.8%), Our Southern Indiana Region (4.1%), Louisville MSA (5.3%), and United States (6.3%). 2010-2019 Employment Growth (source Woods and Poole/Department of Commerce): Our Southern Indiana Region (13.2%), Indiana (13.7%), Louisville MSA (17.4%), and United States (17.9%).

Our Trends

1

POPULATION GROWTH

The Southern Indiana region has a population of 284,477 and is projected to exceed Indiana's population growth with an increase of 2.7% in total population by 2026.

2

MEDIAN AGE

Between 2010 and 2021, the median age for residents in the Our Southern Indiana has increased from 38.1 to 40.4 and is projected to increase to 41.8 by 2026.

3

EMPLOYMENT & JOBS

Since the 2008 recession, employment in the region has increased by approximately 2% annually, a rate that outpaces both the state of Indiana and the nation.

4

WAGES & EARNINGS

While wages in Our Southern Indiana are increasing, jobs in central Louisville pay, on average, 35% more than Southern Indiana jobs with the same industry classification.

5

JOB OPPORTUNITIES

The number of those earning an Associate or Bachelor Degree is increasing in Our Southern Indiana.

6

HOUSING GROWTH

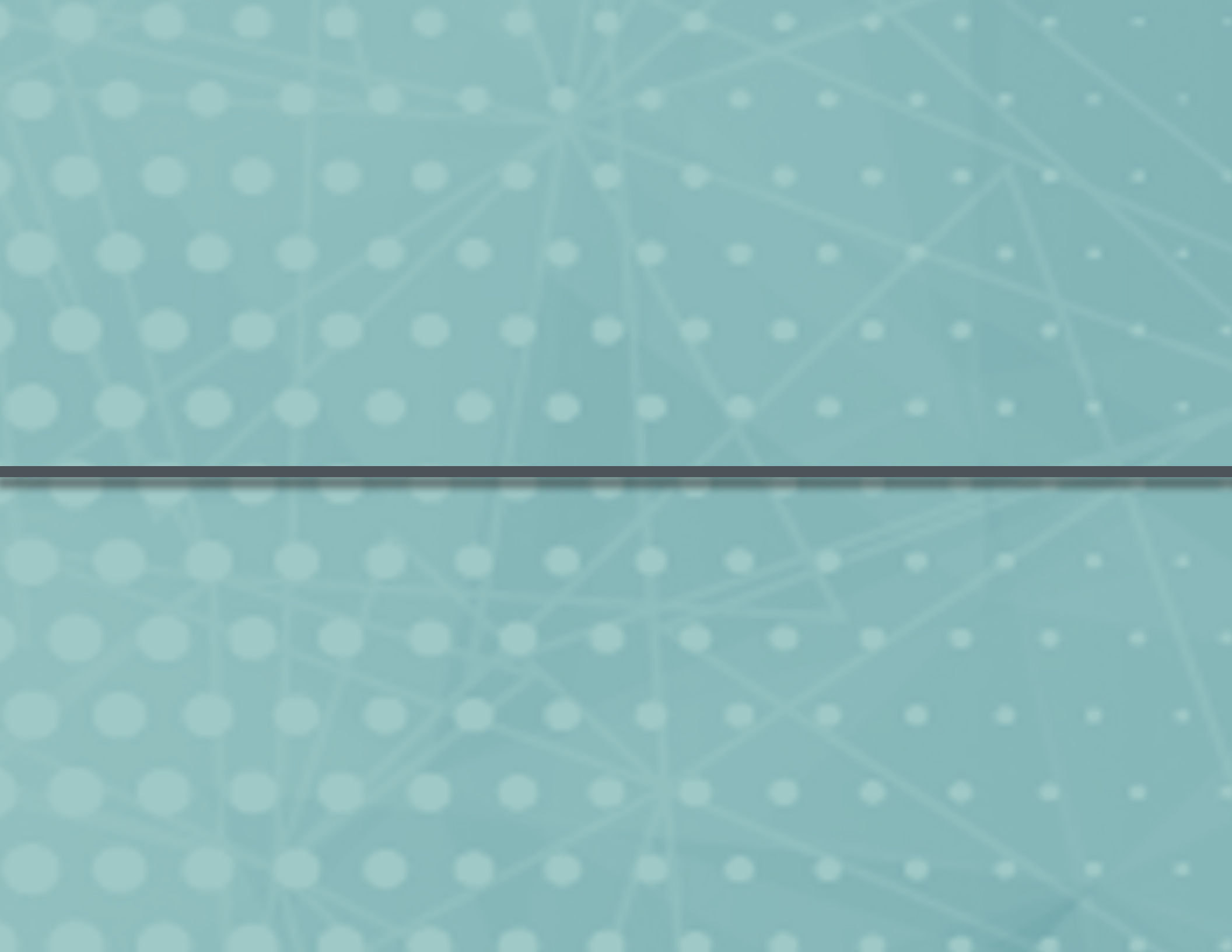
Between 2010 and 2021, the Our Southern Indiana region's housing growth is outpacing the state and our median house value is competitive and more affordable than the larger MSA.

7

CONNECTIVITY

Recent investment in bridge work has greatly improved connectivity to/from the Louisville Metropolitan area.

More than 30,000 workers, approximately 25% of the workforce, commute from the Southern Indiana RDA region to the Louisville metro area in Kentucky. Conversely, Southern Indiana businesses draw more than 12,000 individuals from Kentucky.



7

CHAPTER SEVEN

OUR Goals & Outcomes

OUR



DESTINATIONS

Create and nurture great destinations for present and future residents and visitors.



WORKFORCE & ENTREPRENEURISM

Align education and workforce development opportunities to strengthen job growth and ensure that the region's workforce adequately fulfills the employment opportunities available within the region.



ECONOMIC DEVELOPMENT SITES

Pursue catalytic development that spurs investment in the region's jobs, housing, public spaces, and infrastructure.



NATURAL ASSETS

Promote the preservation and celebration of the region's unique natural features and environmentally sensitive areas.



CONNECTIONS & GATEWAYS

Enhance connections throughout the local communities, counties, and broader region by improving safety, function, and efficiencies for all modes of transportation including vehicular, bicycle, pedestrian, rail, intermodal, freight, and aviation networks.



INFRASTRUCTURE

Ensure that the region's utility infrastructure systems respect and protect the area's natural resources while providing high-quality, efficient, and effective services to current and future residents and businesses.



GOVERNMENT

Encourage collaboration among organizations, agencies, and local government.

Our Priorities

Our Southern Indiana has a clear picture of our future; this isn't just something quickly thrown together without critical thought about the outcomes that are part of that vision. We know our priorities, we know our direction, and we know what outcomes we must achieve. We will use our assets and trends to build upon our region's identity and vision. This is our future – our region – and we cannot be stopped!

OUR Priorities, OUR Goals

Our region has defined seven priorities, or goals, as outlined in *Chapter 5 of Our Region | Our Plan* (see pages 192-203). These aren't just lofty ideas we are striving for as a region; our priority statements represent deliberate direction that Our Southern Indiana region can and will achieve together. These goals are a comprehensive approach to diverse economic and population growth that will not fall flat by merely addressing one or two aspects of our dynamic economy.

OUR Outcomes

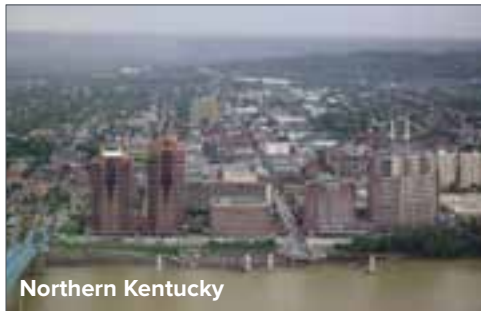
Our vision for the future cannot end with goals alone. We must further define the direction our region has established by identifying the outcomes we will not only plan for, but also the outcomes we will make a reality. Realistic and clear outcomes show how our communities, our businesses, and our people are better tomorrow than they are today.

Our region has identified specific outcomes that are needed to realize our vision and priorities. These outcomes are directly linked to national and regional trends as well as our assets, opportunities, and challenges that exist today, and we will use these outcomes to measure our success compared to our benchmark regions (see 10: OUR Success Metrics). Our Outcomes will include:



OUR Benchmark Regions

Not only do we want to compare our progress on how we leverage our current trends, we want to see how our region “moves the needle” compared to our MSA, state, and specific benchmark regions. **Our Southern Indiana has complex factors that make our region so different than other Indiana regions.** We have a heritage as a river city that saw development when trade was dominated by river travel. Our region lies along the largest river system in the nation with billions of dollars in recent and current investments for bridges. We are part of a major metropolitan area with the largest city, Louisville, only one mile away. But unlike Kentucky, our region isn’t defined by only one city – we are a collection of communities each with a different personality. Because of these complex factors, we cannot compare ourselves to just any region. **To gauge our success, we look to similar regions that are making major moves, creating positive change, and achieving their visions.**



Our benchmark regions include the following:

1. Northern Kentucky (Cincinnati metro area);
2. Southern Illinois (St. Louis metro area); and
3. Vancouver, Washington (Portland metro area).

These three benchmark regions were selected because of their similarities to Our Southern Indiana and their varying levels of success. They are all major river cities in multi-state, growing metro areas where the principal city and largest cluster of jobs is on the opposite side of the river and in a different state. Northern Kentucky is geographically close and also located on the Ohio River, just 100 miles upstream from Our Southern Indiana.

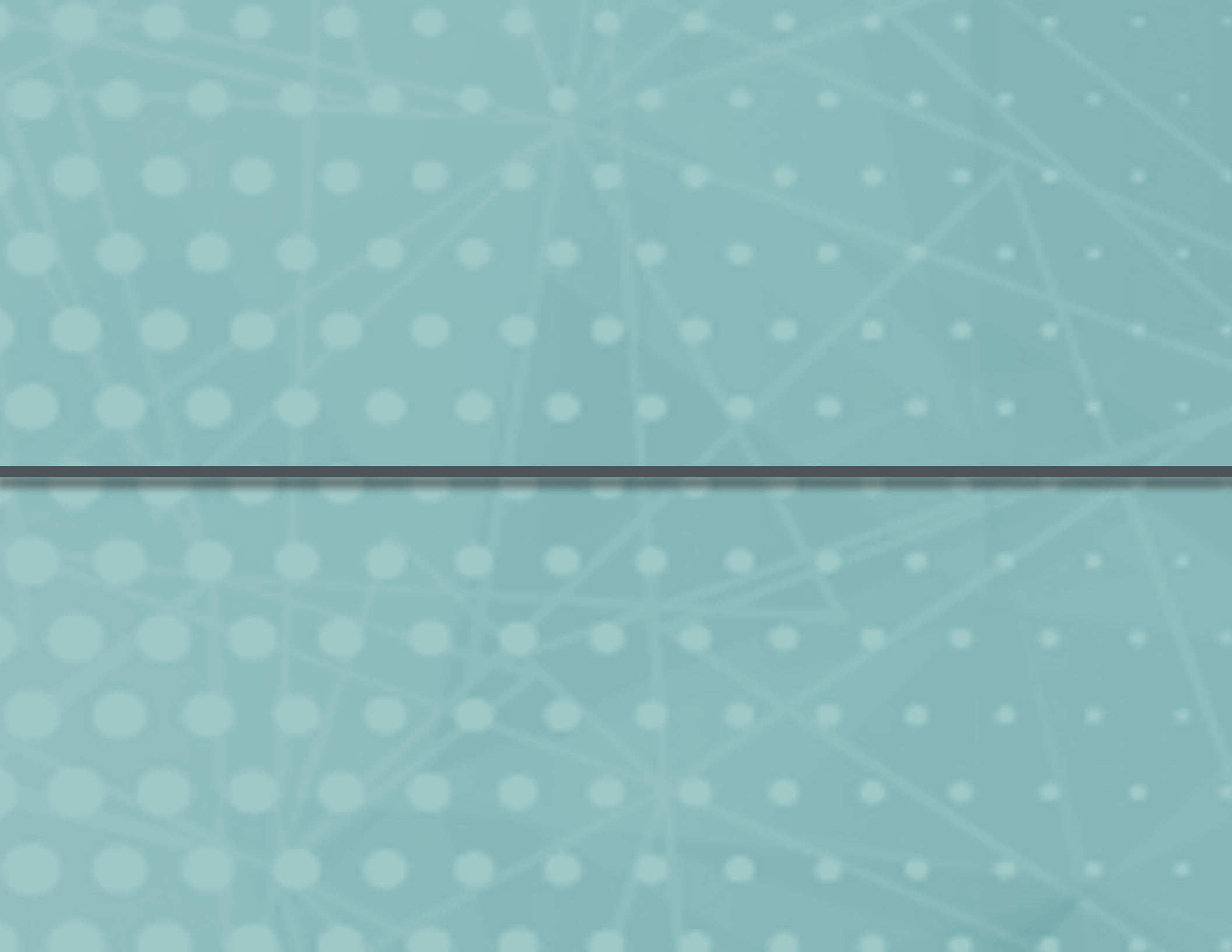


But these benchmark regions weren’t only selected because they similar to our region. We, as a region, need to strive to overcome obstacles and position ourselves as a national leader. **We cannot and will not compare our region to those we are already outperforming; this only paints a forged picture of our success. Our region has a bold vision and a bold vision requires bold actions.**

All three of the benchmark regions are larger than Our Southern Indiana with at least double the population, with two benchmark regions significantly outpacing our region in population growth. They are generally attracting younger families and are home to a more educated workforce. The job growth in the benchmark regions is trending faster than Our Southern Indiana with slightly higher per capita incomes. **Our Southern Indiana isn’t striving to be average. We intend to be a national leader in economic development through population and job growth, and true success can only be measured by comparing ourselves to those that have already achieved many of the outcomes we are striving to achieve.**



Our progress and measurements of our success will lie with our region’s progress to further our seven trends as compared to our benchmark regions. **We do not want to just move the needle slightly – our goal is to outpace these benchmark regions as we implement our vision.**



8

CHAPTER EIGHT

OUR Strategies to Achieve Our Vision

OUR



BORDEN TOWN HALL
COMMUNITY CENTER

ICE DEPT. STREET DEPT. SEWER DEPT.

We are
READY!

Each of our priority statements define a broad direction for our region. Strategies are needed to support each priority, or goal, and they help to better define our region's direction. Our strategies also provide a sense of who we will be as a region, drive excitement, and provide insight into what our region will look like as well as, how our region will function together.

OUR Strategies

Our region sees the importance of the five focus areas that were identified within READI guidelines including Quality of Place & Life; Quality of Opportunity; Innovation; Entrepreneurship; and Talent Attraction & Development. Our strategies were not crafted based on this specific funding program; they were created in 2019 based on the needs, desires, and aspirations of our businesses, local officials, and community leaders on behalf of the almost 285,000 residents in our region. The five focus areas of IEDC can be found as common themes throughout our strategies, including:

- From our quality of place in the region's small towns, urban centers, and gateways to improving our quality of life through entertainment, competitive schools, high-skill and high-wage jobs, and natural features, our strategies reflect the importance of providing a high quality of place and quality of life to attract new residents and businesses and to retain our existing citizens and corporations.
- Quality of opportunity can take on many forms. ***Our region understands that diversity and equity are important elements of each of our communities*** and we have a responsibility to lift everyone in our region up with strategies to expand access to affordable housing, broadband, utilities, education, transportation, and small business and entrepreneur assistance. ***Our strategies also provide opportunity for economic growth through high-wage jobs, redevelopment of blighted sites, and livable neighborhoods.***
- Resilient economies seek innovation in order to adapt and respond easily to changes. ***Our strategies strive to bring innovative technologies and industries to our economic hubs, the fastest and most reliable broadband technologies to our residents and businesses, and state-of-the-art thinking to our workforce.***
- Small businesses are the backbone of the country and our region. ***Our strategies support small business development and entrepreneurs in starting, expanding, and sustaining their business by providing a culture that supports entrepreneurship and spaces where ideas can be developed and thrive.***
- Almost every strategy of our region supports talent attraction and development. From creating complete workplaces, livable neighborhoods, and vibrant downtowns where people want to live and work to investing in education and training that attracts high-skill and high-wage jobs, to supporting regional destinations and entertainment options – ***the fundamental principle our region is striving for is population growth through talent attraction, and this cannot be successful without creating desirable places to live and work.***



DESTINATIONS

GOAL:

Create and nurture great destinations for present and future residents and visitors.

STRATEGIES:

- Enhancing Downtown and Small-Town Quality of Place
- Promoting Unique Visitor Experiences
- Expanding Regional Entertainment Offerings



WORKFORCE & ENTREPRENEURISM

GOAL:

Align education and workforce development opportunities to strengthen job growth and ensure that the region's workforce adequately fulfills the employment opportunities available within the region.

STRATEGIES:

- Investing in Higher Education and Research
- Supporting Quality Schools to Enhance Competitiveness
- Creating a Nurturing Environment for Entrepreneurs
- Developing Complete Workplaces
- Supporting the Viability of Agricultural Businesses in the Region
- Attracting High-Skill, High-Wage Jobs



ECONOMIC DEVELOPMENT & HOUSING SITES

GOAL:

Pursue catalytic development that spurs investment in the region's **QUALITY** jobs, housing, public spaces, and infrastructure.

STRATEGIES:

- Transforming Underutilized Sites into Community Anchors
- Repositioning Regional Retail Centers
- Creating Active, Vital Downtown Destinations
- Enhancing Livability of Existing and Future Neighborhoods
- Forming Economic Growth Hubs



NATURAL ASSETS

GOAL:

Promote the preservation and celebration of the region's unique natural features and environmentally sensitive areas.

STRATEGIES:

- Developing a World-Class Greenway System
- Transforming the Ohio River
- Promoting the Region's Natural Features and Destinations
- Recognizing and Build Upon Our Agricultural Heritage



CONNECTIONS & GATEWAYS

GOAL:

Enhance connections throughout the local communities, counties, and broader region by improving safety, function, and efficiencies for all modes of transportation including vehicular, bicycle, pedestrian, rail, intermodal, freight, and aviation networks.

STRATEGIES:

- Connecting Infrastructure to Strategic Industries
- Strengthening Transit to Expand Access to Opportunity
- Providing Complete, Livable Streets
- Developing Gateways that Welcome and Market to Visitors



INFRASTRUCTURE

GOAL:

Ensure that the region's utility infrastructure systems respect and protect the area's natural resources while providing high-quality, efficient, and effective services to current and future residents and businesses.

STRATEGIES:

- Upgrading Critical Infrastructure
- Providing Universal Access to High-Speed internet and Wi-Fi services
- Developing Regional Solutions to Water Supply Challenges



GOVERNMENT

GOAL:

Encourage collaboration among organizations, agencies, and local government.

STRATEGIES:

- Coordinating Public Services
- Pursuing Cross-Jurisdictional Partnerships



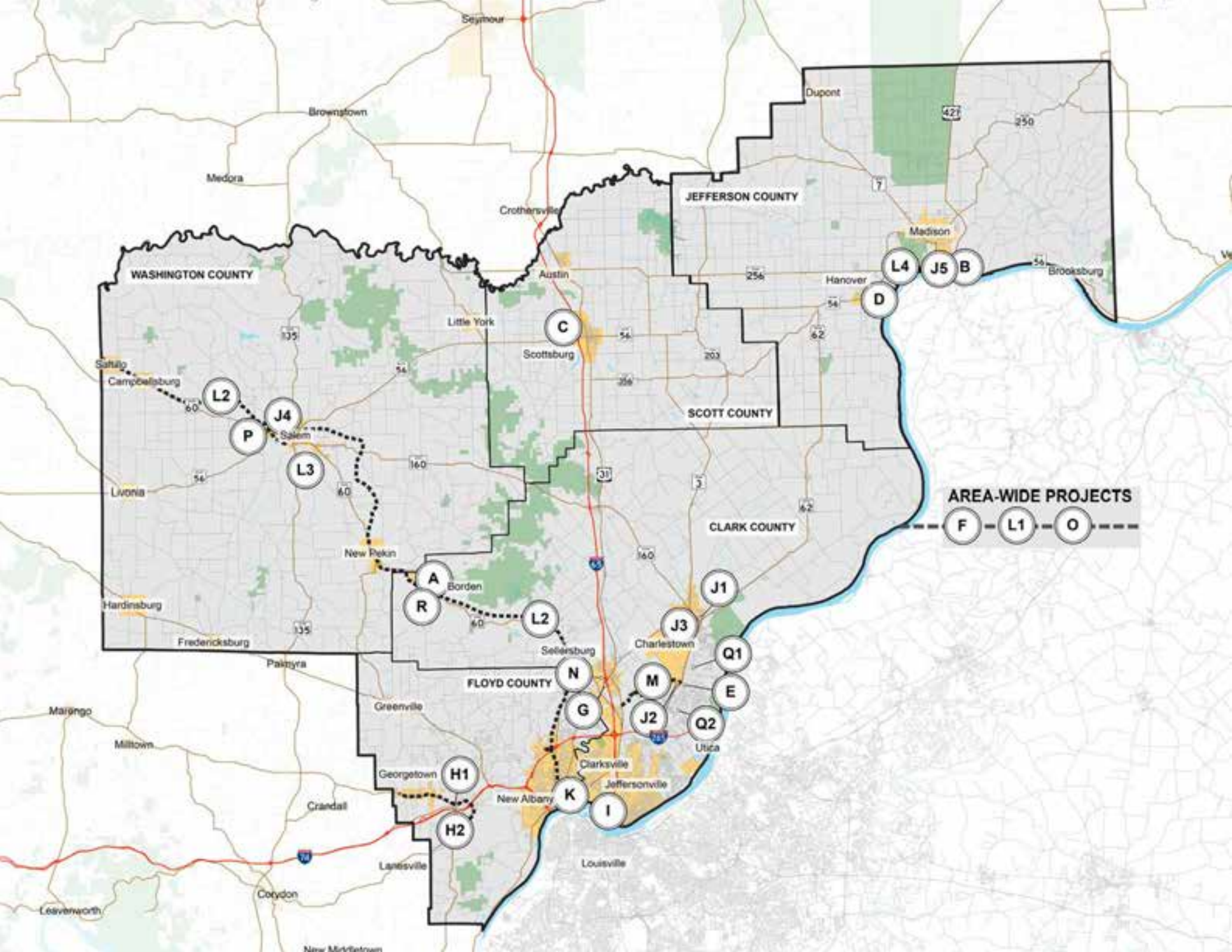
OUR Projects and Programs

Our Southern Indiana has identified and prioritized the 62 projects and programs that are needed to comprehensively approach economic development and population growth. These projects and programs are detailed on pages 210-276 of *Our Region | Our Plan*. Each project and/or program is organized by the leadership that is needed from the RDA – as a Project Leader, as a Project Partner, or as a Project Supporter. While functional in the most basic sense, the project organization allows the RDA to focus on those projects that should be led by the RDA and the projects where the RDA is a critical partner in the implementation.

Our Southern Indiana knows the most difficult part of a planning process isn't identifying the projects, it's figuring out what should and will be done first to cascade success for projects that follow. We know that all projects are driven to some extent by fiscal, geographic, and political pressures, and the RDA can provide the needed regional perspective in those discussions. From the current 62 projects and programs that are included in *Our Region | Our Plan*, the RDA has already looked at the critical need and the phases of each project that will create the momentum needed to carry the project through implementation.

Using our adopted scorecard, the RDA evaluated and ranked all of the projects and identified the 18 projects that are most critical to our region's success. These projects are not only READI to move now, they will create the momentum, excitement, inclusiveness, and leverage needed to catapult many of our remaining projects forward as well. These 18 projects will create the greatest return on our investment and the largest long-term impacts. Our Southern Indiana can and has demonstrated the region's ability to make the difficult decision of determining which projects should be implemented first if READI funding is awarded and ensuring that each of these projects addresses our plan's goals and strategies.

Our projects and programs are detailed in this chapter and organized by our region's goals and strategies.



DESTINATIONS

- A. Star Valley Destinations - Tourism Events Center & Muddy Fork Reservoir
- B. Destination Madison Quality of Place Projects
- C. Southern Indiana Youth Sports Complex at Scott County

WORKFORCE & ENTREPRENEURISM

- D. Veterinary Teaching Center at Hanover College & Ivy Tech Madison
- E. River Ridge Learning Center Early Childhood Education & Workforce Development Initiative
- F. The ONE Fund - Entrepreneurial Support
- G. Family Scholar House & Ivy Tech Sellersburg Initiative

ECONOMIC DEVELOPMENT SITES

- H. Novaparke Innovation Corridor
- I. South Clarksville's Riverfront - Mixed Use Redevelopment
- J. Workforce Housing - Infrastructure & Property Acquisition
 - J1. Depot Street Revitalization Housing*
 - J2. The Landings at River Ridge*
 - J3. Market Street Commons*
 - J4. Shelby Street Housing*
 - J5. The Scott Block Lofts*

NATURAL ASSETS

- K. Origin Park, Phase I
- L. Regional Trails Initiative
 - L1. Regional Trails Align Master Plan*
 - L2. South Monon Freedom Trail*
 - L3. Lake Salinda Trail Connection & Bath House*
 - L4. Hanover-Madison Connector Trail*

CONNECTIONS & GATEWAYS

- M. Commerce Connector (River Ridge to US 31)
- N. Sellersburg Town Center District

INFRASTRUCTURE

- O. Regional Broadband Readiness Plan
- P. Salem Municipal Airport Hanger & Fueling Improvements
- Q. Wastewater Capacity at River Ridge
 - Q1. Charlestown Wastewater Capacity Expansion*
 - Q2. Jeffersonville North Wastewater Capacity Expansion*
- R. Star Valley Destinations - Wastewater Capacity for Residents & Tourism

Our Projects



DESTINATIONS

PROJECT PROFILE

PROJECT LEADER

- Town of Borden

ROLE OF THE REGIONAL DEVELOPMENT AUTHORITY

- Partner

PROJECT PARTNERS

- Wood Township of Clark County, and Clark County Government, Friends of Borden Community Park, Muddy Fork Conservancy, Borden Lions Club, and Wood-Carr Foundation, Borden Tri-County Water Company

PREVIOUS PLANS AND STUDIES

- *Muddy Fork Work Plan I-IV (1964, 1967, 1972, 1993)*
- *Muddy Fork Geomorphic Study (1984)*
- *Muddy Fork Environmental Impact Statement (1993)*
- *Muddy Fork Archaeology (2011-2015)*
- *Muddy Fork Purpose and Need Study (2018)*
- *Muddy Fork Geomorphic Study (2020)*
- *Borden 5-Year Park & Recreation Master Plan*

PROJECT GOAL CATEGORIES



READI PROJECT A

Star Valley Destinations

Tourism Events Center & Muddy Fork Reservoir

Construct the Star Valley Event Center to support tourism and regional events as well permitting of Muddy Fork Reservoir that will provide a connection between the South Monon Freedom Trail and Deam Lake/Clark Forest.

Star Valley is in the valley just north of Starlight, Indiana and the two areas are connected by Star Valley Way, which is a scenic hillside road, with stunning views, that was the largest single road project in the state of Indiana conducted by INDOT.

Starlight sits on a plateau at the top of the hill and is home to Borden's existing tourism sites: Huber's Orchard, Winery & Vineyards; and Joe Huber's Family Farm and Restaurant. Starlight will also be home to the planned Quadrant Hotel and several planned residential development sites.

Star Valley is at the base of the hill at the end of Star Valley Way where three large commercial development sites are located. Borden Community Park is a beautiful, pristine park that borders these development sites on the north side; and the development site for Muddy Fork Reservoir, a planned 189-acre lake, borders Borden Community Park on its north side; and Clark Forest, a 24,000-acre state forestry, borders Muddy Fork Reservoir site on its north

side. And finally, just a few miles southeast of Star Valley is Deam Lake State Recreation Area, which includes a 194-acre lake.

This robust offering of amenities has been designated the recreation region in the Star Valley Destinations portfolio (<http://www.starvalleydestinations.com>).

The Star Valley Event Center is a planned multi-purpose facility that will sit on the south side of Borden Community Park next to an amphitheater that is currently under construction. The Event Center will include internal/external restrooms, a kitchen/concessions area, a tourism office, and an event/meeting space.

Together, the Event Center and Outdoor Amphitheater will support a calendar of year-round indoor and outdoor events. These include festivals and other annual events as well as weekly events like the weekly Borden Sunshine Gang meeting. The Borden Sunshine Gang is the largest and most successful senior program in southern Indiana.

- A** Dog Park
- B** Playground & Spray Ground
- C** Additional Baseball Field
- D** High School Softball Field
- E** Additional Parking
- F** Footbridge Across Muddy Fork Creek
- G** Multi-Purpose Stage/Performance Venue
- H** Open Lawn/Event Space
- I** Walking/Biking Trail
- J** Existing Baseball Fields
- K** Existing Basketball Court
- L** Soccer Fields
- M** Small Trailhead
- N** Future Connection to Muddy Fork Conservation Area
- O** Concession Stand & Restroom

The Muddy Fork Reservoir project is already in flight. The reservoir is intended to be a natural asset, a recreational destination, a local water source, and a regional emergency water source.

The Muddy Fork Conservancy has invested \$2,292,141 on real estate, mitigation, etc. and has directed spending for a \$645,000 federal grant. That said, the Muddy Fork Board of Directors has hit a snag in obtaining Army Corps of Engineers permitting and we are seeking READI assistance to overcome this obstacle.

The combination of twin lakes, a forestry, walking and biking trails in every direction, commercial shops, events and entertainment, a winery, restaurants, agritourism, a museum, and more will give the region a wide range of tourism appeal.

Our aim is to make Starlight and Star Valley a regional, and eventually national, tourism destination. We have a dynamic vision and the drive necessary to achieve that goal.

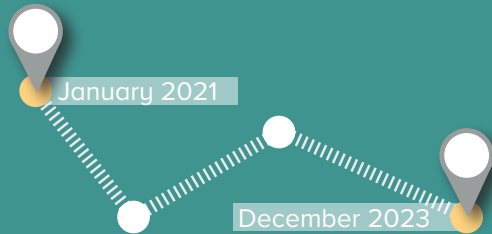




DESTINATIONS

PROJECT PROFILE

PROJECTED TIMELINE



PROJECT MAINTENANCE

Entity Responsible for Maintenance:

- Town of Borden
- Borden Parks Board
- Muddy Fork Conservancy
- Friends of Borden Community Park

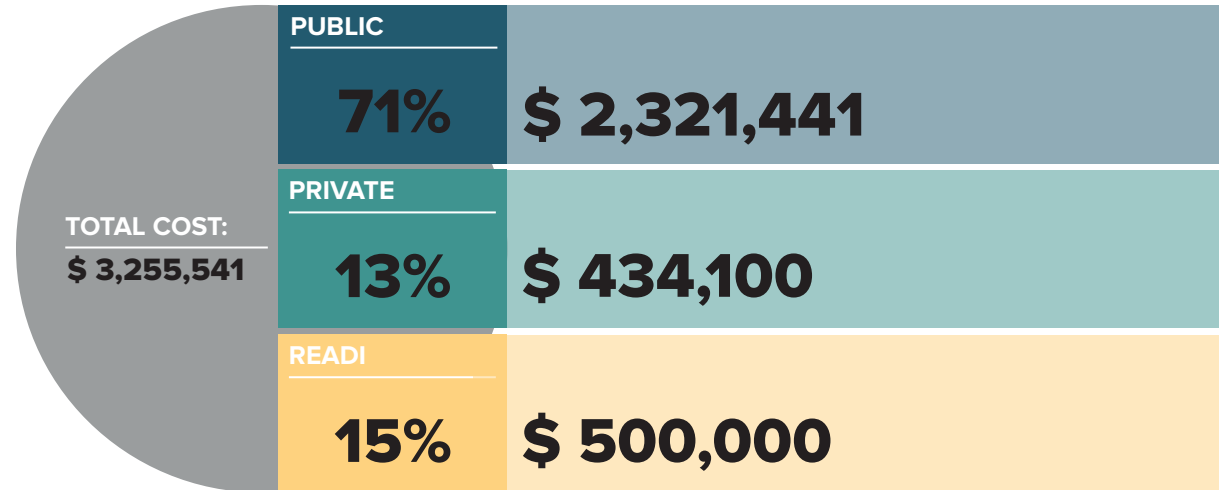
Future Funding Sources:

- Operational Revenues
- Muddy Fork Conservancy
- Town of Borden

READI PROJECT A

Star Valley Destinations

Tourism Events Center & Muddy Fork Reservoir



FINANCIAL BREAKDOWN

PHASE POTENTIALLY FUNDED BY READI	
Local Public Funding Source(s)	Town of Borden Borden Parks Board Muddy Fork Conservancy
Private & Other Funding Source(s)	Friends of Borden Community Park
FUTURE PHASE(S)	

DESIRED OUTCOMES



\$1,019,192
in new tax revenue



\$5,157,674
economic output and
impact



80
new direct and
indirect jobs



\$1,248,777
total new wages



OTHER POTENTIAL OUTCOMES

-  Increase length of stay for existing visitors to Starlight attractions.
-  Provide additional amenities and events to attract new visitors.
-  Provide a launch point for future commercial tourism offerings in Star Valley.
-  Enhance small town/rural economic development and jobs creation.
-  Strengthen brand recognition as a regional, and then national, tourism hub.

PROJECT READINESS

-  Control of Property
-  Properly Zoned
-  Design Complete/Ready to Bid



DESTINATIONS

PROJECT PROFILE

PROJECT LEADER

- City of Madison

ROLE OF THE REGIONAL DEVELOPMENT AUTHORITY

- Partner

PROJECT PARTNERS

- Friends of the Ohio Theatre, Madison riverfront Development Committee and Private Developer

PREVIOUS PLANS AND STUDIES

- *Strategic Investment Plan for Stellar Communities*
- *Comprehensive Plan*
- *American Best Communities Revitalization Plan*
- *Center for Business and Economic Research*
- *Pro Circuit Economy*

PROJECT GOAL CATEGORIES



READI PROJECT B

Destination Madison

Quality of Place Projects

Build projects that make Madison a regional destination and improve the quality of place, including the Mulberry Street Arts Corridor and Neighborhood Market, Indiana Music City Amphitheater, and the Milton Madison Bridge Gateway followed by the Ohio Theatre and the Riverfront Super Overlook.

The Mulberry Street Arts Corridor and Neighborhood Market will be an investment in the arts which is a strong indicator of quality of life. This project will be saving one of the region's most intact early 19th century commercial blocks. This project will be a multi-use property which includes parking, landscaping, greenspace, and seating. This project will encourage private investment such as the Central Hotel, which new owners plan to invest approximately \$5 million into the restoration. The building that sits on the south-west corner of this corridor will be used to create a Neighborhood Market.

Music and Arts are a large economic generator. The Madison Music Movement is attracting a collection of musicians and songwriters around the area. These artists need an outdoor stage and the Indiana Music City Amphitheater will bring in opportunities for investment and new experiences for our residents. This project will complete the plans from 2009 for the city's Bicentennial Park, located at the corner of Vaughn Drive and West Street. The project will create the only outdoor music venue in Jefferson County. The plans are already created, the space is available, and the infrastructure is in place to make this project happen.

The Madison-Milton Bridge Gateway and Illumination project is a private-public partnership that enhances Madison's riverfront. The addition of state-of-the-art color changing LED lights, with a controllable WiFi system, will bring thousands of tourists to our region. In addition to the illumination project, the City of Madison will be transforming its newly acquired properties at the foot of the bridge, into a small welcome center and will increase the curb appeal by adding landscaping, properly maintained asphalt parking lot, and a park-like setting across the new welcome sign. This project will enhance the gateway into Indiana and the region.

Future Phases of Projects

The Madison Coal Property will be converted to a higher-end multi-family/condos consisting of 20 units in a three-story building. This will be a highly sought-after development offered through an RFP to attract private development.

The Ohio Theatre is located two blocks north of Bicentennial Park on Madison's Main Street. The closing of this theatre has created deficiency in our regions designated indoor space, which showcases arts and culture. The renovated multi-purpose venue will feature an ADA accessible performance hall complete with removal chairs, second story balcony for increased seating capacity, and multi-use private event rooms. Once completed, the Ohio Theatre will contribute an annual impact of \$750,000 in sales, \$150,000 in new earnings, and provide four new full-time jobs with seven part-time jobs. The restoration of this historic structure will also eliminate a blight on Madison's historic Main Street, which is a commercial district.

The Riverfront Super Overlook will be a versatile venue that could be used year around at the site. This multipurpose venue could be used for concerts, weddings, wedding pictures, bass tournaments, car shows, festivals, and daily use by residents and visitors. The Super Overlook, a private-public partnership, is more than a tourist attraction and entertainment venue. It is a major economic development project which includes infrastructure improvement, increased building supply employment, and increased tax revenue. This will enhance Madison's tourism port area as well.

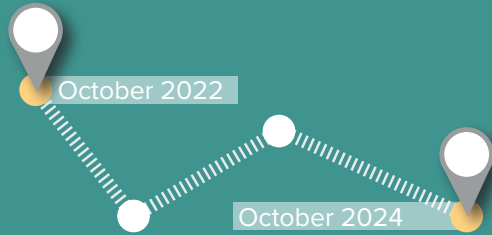




DESTINATIONS

PROJECT PROFILE

PROJECTED TIMELINE



PROJECT MAINTENANCE

Entity Responsible for Maintenance:

City of Madison

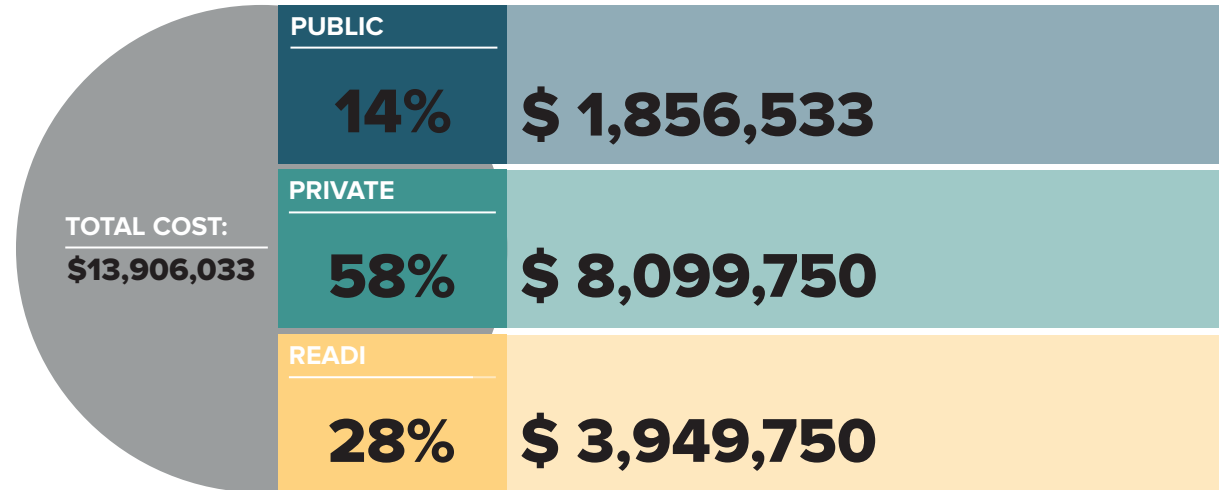
Future Funding Sources:

City of Madison Maintenance Budget

READI PROJECT B

Destination Madison

Quality of Place Projects



FINANCIAL BREAKDOWN

PHASE POTENTIALLY FUNDED BY READI	
Local Public Funding Source(s)	City of Madison Madison Redevelopment Commission
Private & Other Funding Source(s)	Central Hotel Private Grocery Store`
FUTURE PHASE(S)	
Ohio Theatre	\$4,474,088
Riverfront Super Overlook	\$2,010,000
Madison Coal Property Redevelopment	\$5,509,650

DESIRED OUTCOMES



\$6,124,513
in new tax revenue



\$28,420,100
in economic output



495
new direct and
indirect jobs



\$6,638,335
total new wages



OTHER POTENTIAL OUTCOMES

- ✓ Create and nurture great destinations
- ✓ Pursue catalytic developments that spurs investment
- ✓ Preserve the region's natural and cultural features
- ✓ Increase our quality of place
- ✓ Promote economic spending and population growth

PROJECT READINESS

- ✓ Control of Property
- ✓ Properly Zoned
- ✓ Private Developer Commitment
- ✓ Preliminary Design Complete



DESTINATIONS

PROJECT PROFILE

PROJECT LEADER

- Scott County

ROLE OF THE REGIONAL DEVELOPMENT AUTHORITY

- Partner

PROJECT PARTNERS

- City of Austin, City of Scottsburg, Scott County School District 1, Scott County School District 2, Scott County Community Foundation, Scott County Family YMCA, Scott County Visitors Commission

PREVIOUS PLANS AND STUDIES

- *Scott County Community Foundation's 2020 Forward Together Community Needs Assessment*
- *2015 Assessment of Needs and Priorities in Clark and Floyd Counties*
- *Scott County Vision Plan*

PROJECT GOAL CATEGORIES



READI PROJECT C

Southern Indiana Youth Sports Complex

at Scott County

Create a sports complex with improved quality of life and quality of place amenities with the ultimate goal to provide opportunities for youth, enhance quality of place, and increase population in Southern Indiana.

The goal of the Southern Indiana Youth Sports Complex is to provide a regional destination for youth recreational sports, comprised of indoor and outdoor facilities. The complex will not only attract visitors to our region for competitive tournaments, but will act as a gateway for tourism in Southern Indiana, showcasing the natural assets of state parks, trails, lakes, and Ohio River waterfront that our region offers.

With easy access to I-65 and centrally located within the Southern Indiana region, Scott County is an ideal location for a youth sports complex. With 60 million participants and a \$19 billion market, youth sports nationwide gives youth and families the opportunity to engage in recreation, healthy activities, and entertainment during non-school hours. The creation of the youth sports complex will address recommended strategies regarding youth, healthy activities, and recreational facilities that were published from Community Needs Assessments conducted in Clark, Floyd, and Scott counties. This is especially important because all but one county in our region ranks above the state average for percent of physically inactive adults. In particular, Scott County ranks #92 out of 92 counties in Indiana for health outcomes and

health factors. Many schools in our region do not have sufficient facilities and could benefit from the complex. The youth sports complex can not only become a part of a community development program, but can also provide quality programs and affordability for community resident use. The complex could be used for corporate team-building events, family fun nights, craft fairs, games and leagues, and much more. Inclement weather won't be a barrier to participation by having an indoor facility.

During breaks in tournaments, families can enjoy visiting destinations in the entire region, which is home to five state parks/recreational areas, Ohio River waterfront, proposed Origin Park, and numerous lakes and trails. These areas and other destinations would allow visitors to participate in healthy activities, and attract potential residents. Through hosting regional and state tournaments, there is potential to bring millions of dollars in revenue to our region through accommodations, restaurant meals, groceries, concessions, fuel, and more. In addition, development would follow the creation of the complex, to include housing, hotels, restaurants, and more. This has great potential for the ripple effect, as each new development

will lead to the next step. With an improved quality of life and quality of place, employers that are seeking to locate to areas with a quality workforce and low cost of living can find our rural region desirable. With access to all the amenities in larger cities such as Louisville, but without the traffic, crime, and high cost of living, this project has the potential to elevate Southern Indiana to new levels.

The first phase will include outdoor baseball, softball, and soccer fields, as well as handicapped-accessible playgrounds at the North Complex; and indoor facilities with convertible basketball/volleyball/tennis/pickleball courts, soccer fields, and more at the South Complex. Future phases include expansion of the pool facilities at the YMCA along with a new splash pad area at the Central Complex; a walking/biking path connecting all three sites along with community parks; and expansion of the facilities into additional fields, courts, playgrounds, fitness path, golf simulator, larger splash pads, batting cages, and more.

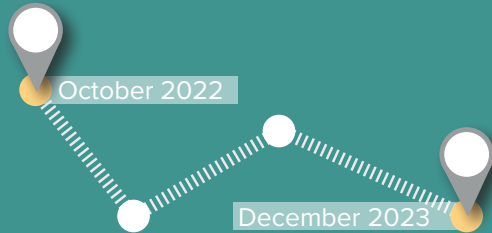




DESTINATIONS

PROJECT PROFILE

PROJECTED TIMELINE



PROJECT MAINTENANCE

Entity Responsible for Maintenance:

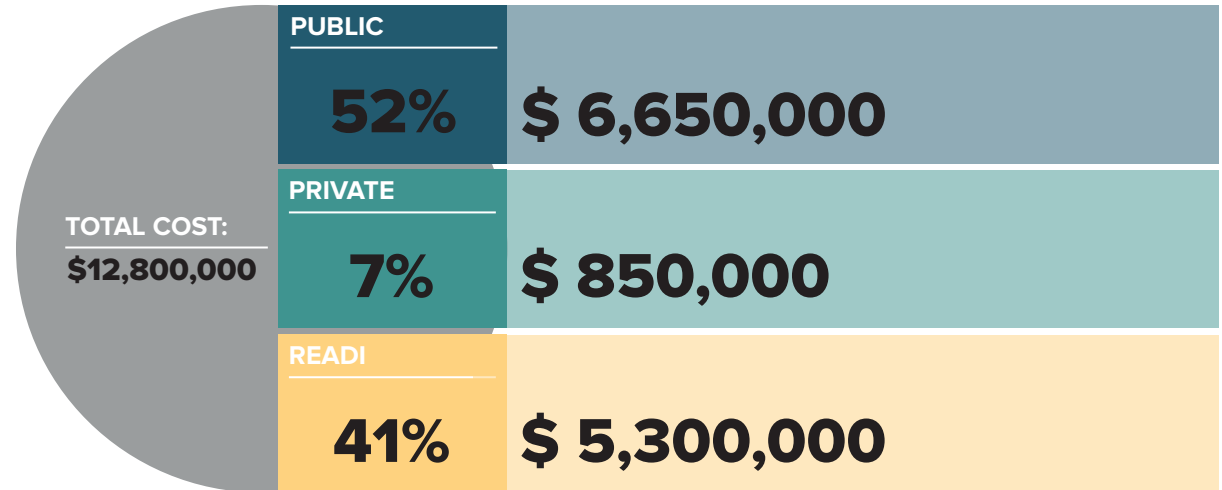
Inter-local agreement (Scott County, Scottsburg, Austin, and Scott County School Districts 1 & 2)

Future Funding Sources:

Scott County
Scottsburg
Austin
Scott County School Districts 1 & 2
Operational Revenues

READI PROJECT C

Southern Indiana Youth Sports Complex at Scott County



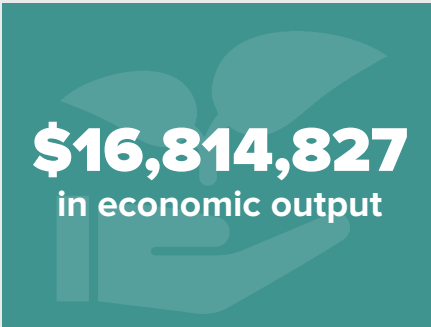
FINANCIAL BREAKDOWN

PHASE POTENTIALLY FUNDED BY READI	
Local Public Funding Source(s)	Scott County City of Scottsburg City of Austin Scott County School Districts 1 & 2 Township Trustees
Private & Other Funding Source(s)	Scott County Community Foundation Scott County Family YMCA Scott County Visitors Commission Private Donors/Businesses
FUTURE PHASE(S)	
Central Complex & Trail System	\$9,200,000

DESIRED OUTCOMES



\$3,484,458
in new tax revenue



\$16,814,827
in economic output



262
new direct and
indirect jobs



\$5,671,479
total new wages



OTHER POTENTIAL OUTCOMES

- ✓ Increase tourism revenue
- ✓ Increase school enrollment through new residents
- ✓ Increase housing and property values
- ✓ Improve health outcomes (decrease rates of obesity/overweight, increase physical activity)
- ✓ Attract and retain businesses by improving amenities and quality of life/place

PROJECT READINESS

- ✓ Control of Property
- ✓ Properly Zoned
- ✓ Conceptual Design Complete



PROJECT PROFILE

PROJECT LEADER

- Hanover College

ROLE OF THE REGIONAL DEVELOPMENT AUTHORITY

- Partner

PROJECT PARTNERS

- Ivy Tech Community College-Madison, Town of Hanover, City of Madison, Jefferson County, Western University of Health Sciences (Pomona, CA)

PREVIOUS PLANS AND STUDIES

- *Town of Hanover Sewer Improvement Project documents, including budget, financials, and construction plans.*
- *VTC Space Study and Preliminary Architectural Drawings*
- *VTC Pro Forma and Financial Projections*

PROJECT GOAL CATEGORIES



READI PROJECT D

Veterinary Teaching Center

At Hanover College & Ivy Tech Madison

Build a Veterinary Teaching Center housing cutting-edge Doctor of Veterinary Medicine and veterinary nursing programs to establish Southern Indiana as a hub for innovation in veterinary medicine, agribusiness, and bioscience.

Indiana ranks in the top five states nationally for production of duck, eggs, turkey, and pork, and Indiana is sixth for pet ownership. The state’s robust bioscience industry also is a national leader. Indiana Doctor of Veterinary Medicine (DVM) and vet nurse (also known as vet tech) positions are expected to grow by more than 20% over the next decade. Vet nursing has been named an “in-demand field” by the Governor’s Workforce Council, making Indiana residents eligible for free training. And yet 40 rural Indiana counties – including four in the OurSoln RDA -- were flagged in 2019 by the USDA as having crucial shortages of veterinarians. With only 32 schools of veterinary medicine nationally, many states must export qualified students to other regions. National studies indicate there may be twice as many qualified applicants as U.S. DVM seats.

Shortages of vet professionals are hampering economic growth in the region, state, and nation. Hanover College and Ivy Tech-Madison will partner to create a Veterinary Teaching Center (VTC) to provide key personnel in these high-demand fields. The VTC will house both a 2+2 Doctor of Veterinary Medicine program in partnership with Western University of Health Sciences (Pomona, CA) and an Ivy Tech Associate’s Degree in Veterinary Nursing. The programs will serve 110 students per year and employ 25 staff in high-wage jobs. VTC students will meet workforce needs through ongoing clinical and job placements with agribusiness, pet health, and biomedical science providers, as well as supporting regional animal shelters through spay and neuter programs.

This powerful workforce development engine will establish the Our Southern Indiana region as a hub for veterinary medicine, agribusiness, and bioscience, attracting talent and industry to area. The VTC will bring substantial economic benefits to the municipalities of Hanover, Madison, Jefferson County, and to project partners Hanover College and Ivy Tech-Madison. An economic study estimates the VTC could add \$4.99 million in annual output, or more than \$40

million in its first decade. These calculations are based on the addition of VTC students and faculty and do not include the benefits to farms, shelters, and clinics provided by the mobile vet vehicle, field learning opportunities, and clinical placements. Graduate housing will attract new residents to Hanover's walkable core and drive development. Improvements to the Hanover town sewer system will mitigate infrastructure issues, provide capacity for the VTC, and serve as the local government match.

The VTC will advance the strategic goals of Ivy Tech Community College and Hanover College by creating two high-demand programs to increase their profiles and revenue bases. Self-sustaining, the Center will show a net positive operating margin starting in Year 2 of student enrollment and will net approximately \$1 million in revenue starting in Year 4. These dollars will be reinvested in veterinary education and in accomplishing Hanover's liberal arts mission.

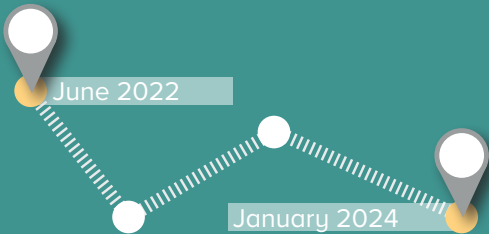
The VTC will produce highly skilled veterinary professionals, meeting critical shortages and supporting growth by expanding a key workforce and providing outreach, clinical placements, and service. The VTC will create a regional talent magnet, drawing entrepreneurs in the pet health, agribusiness and agritourism, and biomedical sectors. The vet nurse program will increase post-secondary educational attainment, supporting wealth creation for low-income residents. The capital investment necessary to build and equip veterinary labs and classrooms is a major barrier to VTC development. Without assistance, neither Hanover nor ITCC has the capital to create a facility of this magnitude. The VTC will immediately begin to generate a significant return on investment for Southern Indiana.





PROJECT PROFILE

PROJECTED TIMELINE



PROJECT MAINTENANCE

Entity Responsible for Maintenance:
Hanover College

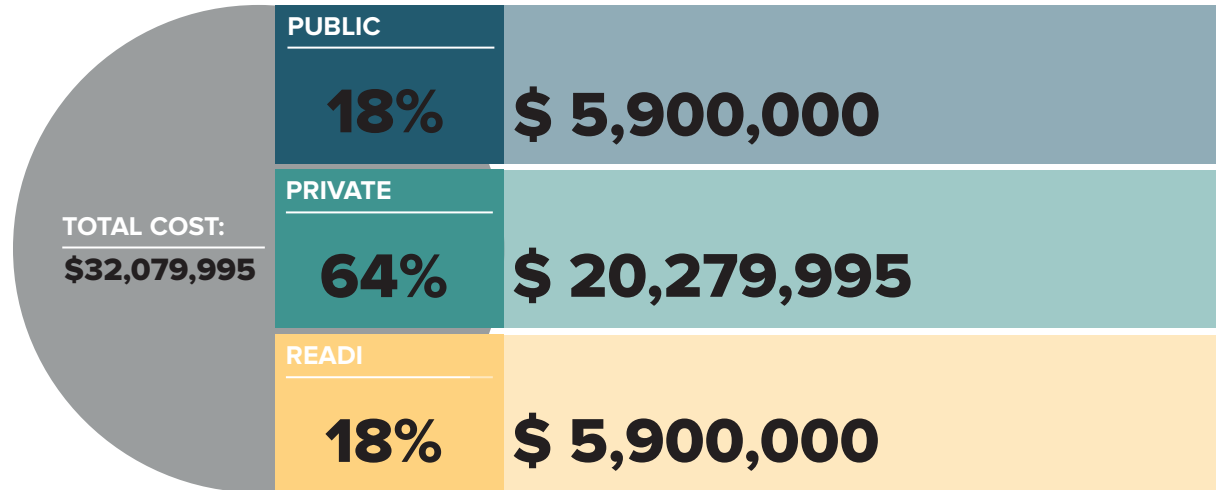
Future Funding Sources:
Tuition Revenues*

**Ongoing program budget for the VTC is estimated at \$6,167,851 per year; expected to show a net positive operating margin starting in Year 2 and will net approximately \$1 million in revenue, minus debt service and depreciation, starting in Year 4.*

READI PROJECT D

Veterinary Teaching Center

At Hanover College & Ivy Tech Madison



FINANCIAL BREAKDOWN

PHASE POTENTIALLY FUNDED BY READI	
Local Public Funding Source(s)	Town of Hanover
Private & Other Funding Source(s)	Hanover College Ivy Tech Madison
FUTURE PHASE(S)	

DESIRED OUTCOMES



\$2,640,541
in new tax revenue



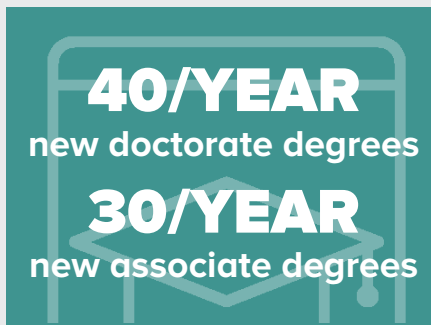
\$29,438,341
in economic output



138
new direct and
indirect jobs



\$5,324,851
total new wages



40/YEAR
new doctorate degrees
30/YEAR
new associate degrees



OTHER POTENTIAL OUTCOMES

- ✓ Meet critical shortages across the state and nation by expanding a key workforce.
- ✓ Create a hub, talent attractor, and economic development engine for innovation in the pet health, agribusiness, agritourism, and biomedical industries.
- ✓ Drive population growth by attracting students from across the nation and embedding them in Indiana through hands-on learning experiences, clinical placements, and job opportunities.
- ✓ Increase post-secondary educational attainment and support wealth creation for low-income Hoosiers by offering the high-demand veterinary nursing degree.
- ✓ Advance the strategic goals of Hanover College and Ivy Tech by creating two high-demand, cutting-edge programs to increase their profiles and revenue bases.

PROJECT READINESS

- ✓ Control of Property
- ✓ Properly Zoned
- ✓ Program and Conceptual Design Complete



PROJECT PROFILE

PROJECT LEADER

- America Place, River Ridge Learning Center, Southern Indiana Works

ROLE OF THE REGIONAL DEVELOPMENT AUTHORITY

- Partner

PROJECT PARTNERS

- Ivy Tech Sellersburg, Prosser Career Center, and Align Southern Indiana

PREVIOUS PLANS AND STUDIES

- *Workforce of today, workforce of tomorrow, the Business Case for High Quality Childcare*
- *Work Based Learning, Apprenticeships, and Internships and Talent Development*
- *Priorities for Progress: Assets and Aspiration in Southern Indiana 2021*
- *Bi-State Plan for Advancing the Regional Workforce*

PROJECT GOAL CATEGORIES



READI PROJECT E

River Ridge Learning Center

Early Childhood Education & Workforce Development Initiative

Expand existing facilities to provide high quality, early childhood learning (0-5 years old) for up to 400 children and build new facilities for talent development through career and training services, including work based learning.

This project will be implemented in two phases, and phase 2 will occur immediately following phase 1.

Phase 1:

River Ridge Early Learning Academy will start with the construction and completion of the Early Learning Academy Facility. This facility will offer enrolment slots (2-5 years) to the business employees at River Ridge commuting in from surrounding counties. This projected start date is fall 2021.

Creation of the River Ridge Career and Training Center will begin with facility construction that will allow for the region's Local Workforce Development Board, Southern Indiana Works (SIW), to operate a Career and Training Center/ American Job Center office at River Ridge that will serve 3,500 Hoosiers annually. This is estimated to begin 2022.

Phase 2:

River Ridge Early Learning Academy will be the addition of two infant/toddler (0-3 years) rooms including a multi-purpose room. The estimated expansion completion and start date for infants and toddlers is 2024. The academy will continue expanding facilities over the course of six years

to serve a total of 400 children (0-5 years) and provide business employees access to high quality, affordable, comprehensive learning in an educational, age-appropriate environment. Our centers will partner with Ivy Tech Sellersburg and Prosser to provide Early Childhood practicum students a center to practice skills and provide employment opportunities as we expand.

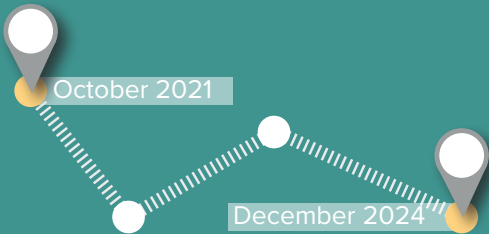
River Ridge Career and Training Center will include the development and implementation of the Southern Indiana Apprenticeship and Work-Based-Learning initiative and the Southern Indiana Talent Development Initiative to develop and supply much needed talent to regional business partners, Southern Indiana Talent Development will provide career and trainings services, short-term skills certification, internship for 70 young adults, and Registered Apprenticeship and Work-Based-Learning programming for 345 participants throughout the Southern Indiana region.





PROJECT PROFILE

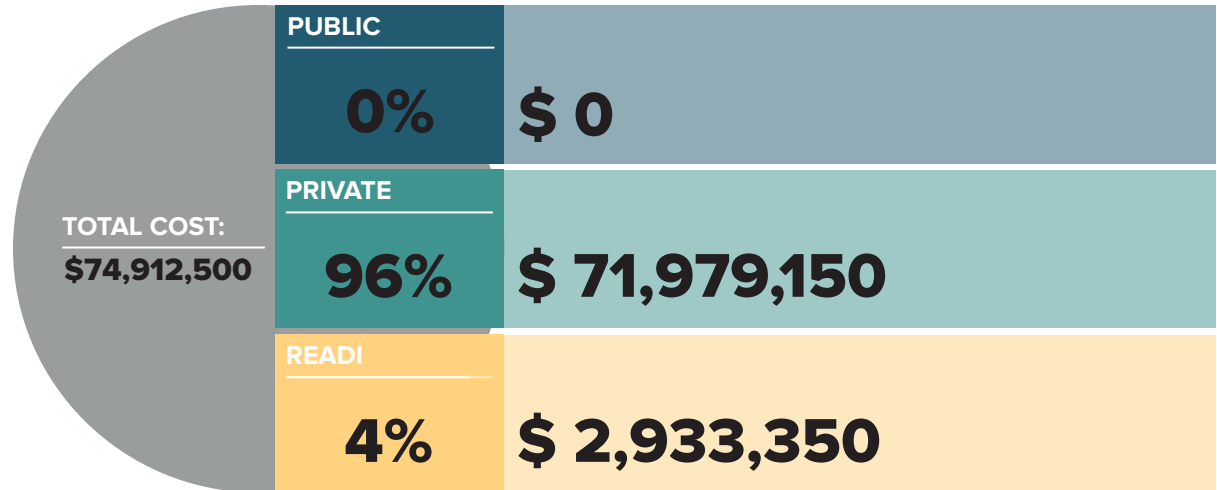
PROJECTED TIMELINE



READI PROJECT E

River Ridge Learning Center

Early Childhood Education & Workforce Development Initiative



FINANCIAL BREAKDOWN

PHASE POTENTIALLY FUNDED BY READI	
Local Public Funding Source(s)	River Ridge Development Authority
Private & Other Funding Source(s)	America Place River Ridge Early Learning Academy Southern Indiana Works
FUTURE PHASE(S)	

DESIRED OUTCOMES



\$924,344
in new tax revenue



\$8,884,516
in economic output



126
new direct and
indirect jobs



\$3,582,014
total new wages



400
preschool graduates
3,500
new certifications,
apprentices, & trainings
completed



OTHER POTENTIAL OUTCOMES

- ✓ Create 400 additional high quality, affordable, comprehensive learning, and education (0-5 year old) slots.
- ✓ Leverage \$103 million average return on invest (\$1 to \$7 ROI) for early childhood education over over 6-years.
- ✓ Provide 3,500 Hoosiers with basic career and training services annually.
- ✓ Provide 300 individualized career services, approximately 8 million in wages annually for participants.
- ✓ Leverage ROI of 6:1 for talent development investment (through workforce programs) or \$72 million over 6 years.

PROJECT READINESS

- ✓ Control of Property
- ✓ Properly Zoned
- ✓ Private Developer Commitment
- ✓ Preliminary Design Complete



PROJECT PROFILE

PROJECT LEADER

- One Southern Indiana

ROLE OF THE REGIONAL DEVELOPMENT AUTHORITY

- Partner

PROJECT PARTNERS

- Indiana Small Business Development Center (ISBDC), Render Capital, Caesars Foundation of Floyd County, Local Businesses

PREVIOUS PLANS AND STUDIES

- *Caesars Foundation Revolving Loan*
- *One Southern Indiana COVID Emergency Loan Funds*

PROJECT GOAL CATEGORIES



READI PROJECT F

The ONE Fund

Entrepreneurial Support

Create a program that will provide small business education and literacy programming throughout the five-county region and small business lending with a portfolio of up to 16 loans.

One Southern Indiana (1si) is establishing a Small Business Revolving Loan Fund to support all five counties within the RDA. The Revolving Loan Fund will help strengthen the RDA region by assisting potential and current business owners achieve their dreams. With the intent to build strong business communities, main streets and entrepreneurship, 1si will be a small business lender, and in some cases, the lender of last resort. While assisting new businesses with capital, the program will create jobs and enhance the quality of place in our communities. In partnership with the Indiana Small Business Development Center (ISBDC), Render Capital, Caesars Foundation of Floyd County and many other community partners, 1si will empower individuals and business owners through education, counseling, mentoring, match-making, financial literacy programs and lending.

The 1si lending program will be inclusive. There will be a focus in minority and rural communities to assist in eradicating barriers to lending. 1si will practice fair lending and will be held accountable to all fair lending laws. The ONE Fund will serve current underserved communities and practice racial and credit equity.

1si will create a small business literacy program in partnership with the Indiana Small Business Development Center. The program will include modules such as writing a business plan, how to read financials, human resources for small business, and small business marketing, just to list a few.

The program will offer business counseling, valuable feedback, and expert reporting services. Our partner, the ISBDC, has access to premier company information and many nationally recognized market research databases. The ONE Fund staff will leverage these tools to locate accurate and relevant industry information, such as market trends, best practices, current conditions, executive insight, industry opportunities, and future industry-specific technology.

The ONE Fund program can take a small business from idea to start-up. The team can assist a small business through growth, succession, crisis, or day to day business education. The staff of The ONE Fund can lead a small business through strategic conversations and will be skilled in strategic implementation. The program will assist business through their infancy and toddler stages in hopes of graduating them to community partners such as bank lending.

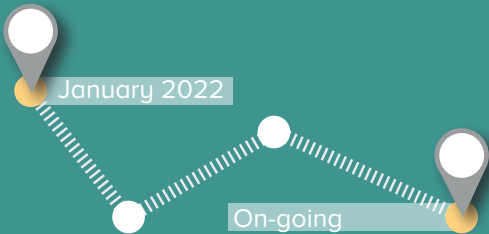
The ONE Fund team will use the resources of 1si to assist the small business with connectivity when needed to professional experts such as lending institutions, accountants, attorneys and other experts who can assist in their growth.





PROJECT PROFILE

PROJECTED TIMELINE

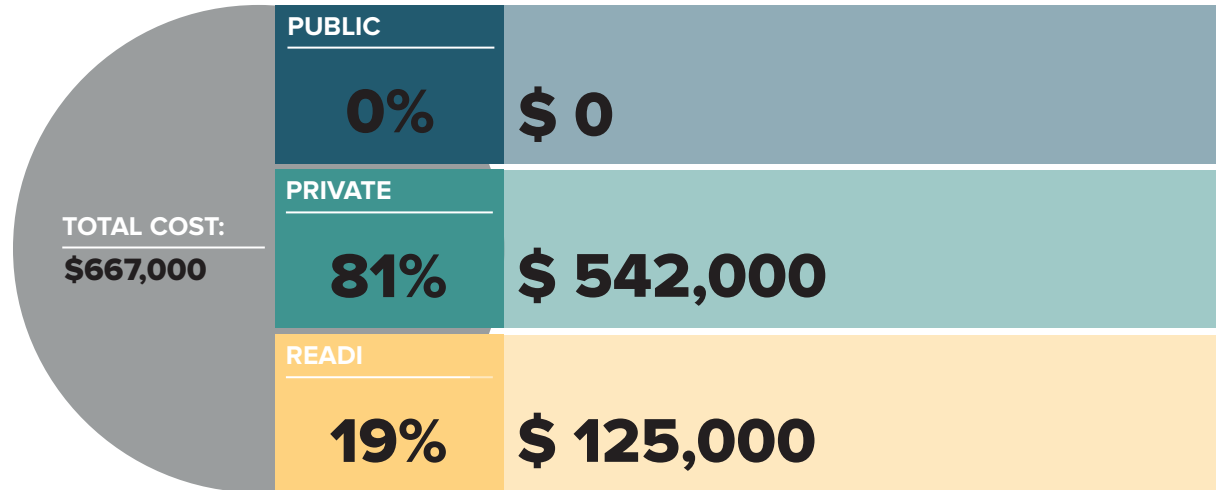


PROJECT MAINTENANCE

Entity Responsible for Maintenance:
One Southern Indiana

Future Funding Sources:
N/A

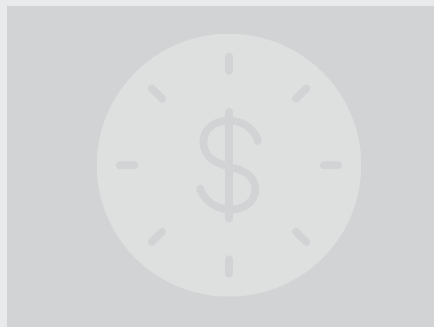
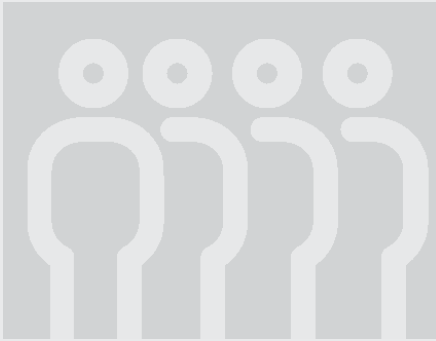
READI PROJECT F
The ONE Fund
Entrepreneurial Support



FINANCIAL BREAKDOWN

PHASE POTENTIALLY FUNDED BY READI	
Local Public Funding Source(s)	Indiana Small Business Development Center
Private & Other Funding Source(s)	Caesars Foundation of Floyd County Render Capital
FUTURE PHASE(S)	

DESIRED OUTCOMES



OTHER POTENTIAL OUTCOMES

- ✓ Teach small business literacy.
- ✓ Provide critical lending with a focus on minority and rural communities and businesses.
- ✓ Assist small business growth and start-up.
- ✓ Manage a portfolio of up to 16 small business loans.

PROJECT READINESS

- ✓ Program Established
- ✓ Program Administration Established



PROJECT PROFILE

PROJECT LEADER

- Ivy Tech Community College
Sellersburg, Family Scholar House

ROLE OF THE REGIONAL DEVELOPMENT AUTHORITY

- Partner

PROJECT PARTNERS

- Indiana State Police, Ogle Foundation,
Sellersburg

PREVIOUS PLANS AND STUDIES

- *Scholar House Conceptual design and cost estimate*
- *Ivy Tech Infrastructure and Campus Entrance Detailed Design*
- *Sellersburg Comprehensive Plan*

PROJECT GOAL CATEGORIES



READI PROJECT G

Family Scholar House & Ivy Tech Sellersburg Initiative

Create an innovative and affordable housing-workforce development partnership that will bring a Family Scholar House (FSH) residence to Southern Indiana along with expanded support services for resident and nonresident FSH students and their families.

Ivy Tech Sellersburg and Family Scholar House (FSH) have embarked on a bold initiative to bring a Family Scholar House residence to Southern Indiana. This affordable housing, workforce development initiative encompasses impactful life and career services and a higher education/apprentice focus to lift-up those in need, those who aspire to overcome life challenges and fashion a greater future for themselves and their children.

The proposed Sellersburg Family Scholar House will be a 42-unit facility serving 75-100 residents, providing housing and comprehensive services to assist low-income individuals, with a focus on those who are single parents and young adults formerly in foster care. The facility will be located adjacent to the Ivy Tech Sellersburg campus on land currently owned by the Indiana State Police Post (land for the Sellersburg Post was originally donated to ISP by Ivy Tech in the 1970s). A framework has been developed that would facilitate a land transfer and sale that would create the needed footprint to construct the FSH facility and build the required Ivy Tech second entry and access road that will serve Family Scholar House, the ISP Sellersburg Post, and Ivy Tech Sellersburg.

Together, with support and encouragement from Ogle Foundation and Indiana State Police, Ivy Tech and Family Scholar House are committed to fully realizing this investment in Southern Indiana human potential by bringing all the services, benefits, and proven results already manifested in the five Louisville area Family Scholar Houses.

A Louisville-based nonprofit, the Family Scholar House's mission is to end the cycle of poverty and transform communities by empowering families and youth to succeed in education and achieve life-long self-sufficiency. Family Scholar House received Lumina Foundation's national Rise Prize in 2020 for exceptional work on postsecondary attainment and economic mobility within single parents with a two-generation solution. In 2020 FSH was designated an EnVision Center by the U.S. Department of Housing and Urban Development (HUD) and recognized for the innovative combination of wrap-around two-generational programs and services and affordable housing.

Through wraparound services, participants have supports needed to pursue degrees, certifications, or apprenticeships in fields of their choice leading to self-sufficiency through livable-wage careers. The foundation of the FSH-Ivy Tech partnership is built on a decade long relationship dedicated to supporting nonresidential participants attending Ivy Tech. The campus also provides an office for Family Scholar House at no cost, allowing FSH teams a prime location to serve all their Southern Indiana participants

Importantly, Sellersburg Family Scholar House will serve housing residents as well as nonresidents in the community seeking connection to FSH resources. With a fully actualized Sellersburg Family Scholar House, staffing and services dedicated to Southern Indiana students and their families will be expanded and enhanced as participants enroll in area college, university, or apprentice programs to forge their unique pathways to life and career success.

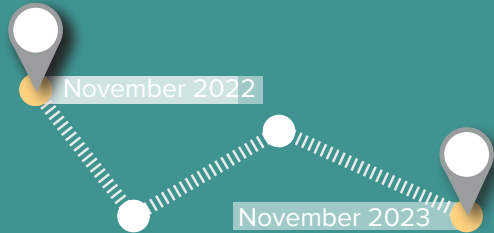
A vibrant community requires a vibrant workforce, a workforce infused with the remarkable talents and aspirations of people across the length and breadth of the socioeconomic spectrum. This bold and strategic partnership breaks down barriers to building Southern Indiana's workforce by breaking down barriers for those determined to build something better and more vibrant of their own.





PROJECT PROFILE

PROJECTED TIMELINE



PROJECT MAINTENANCE

Entity Responsible for Maintenance:

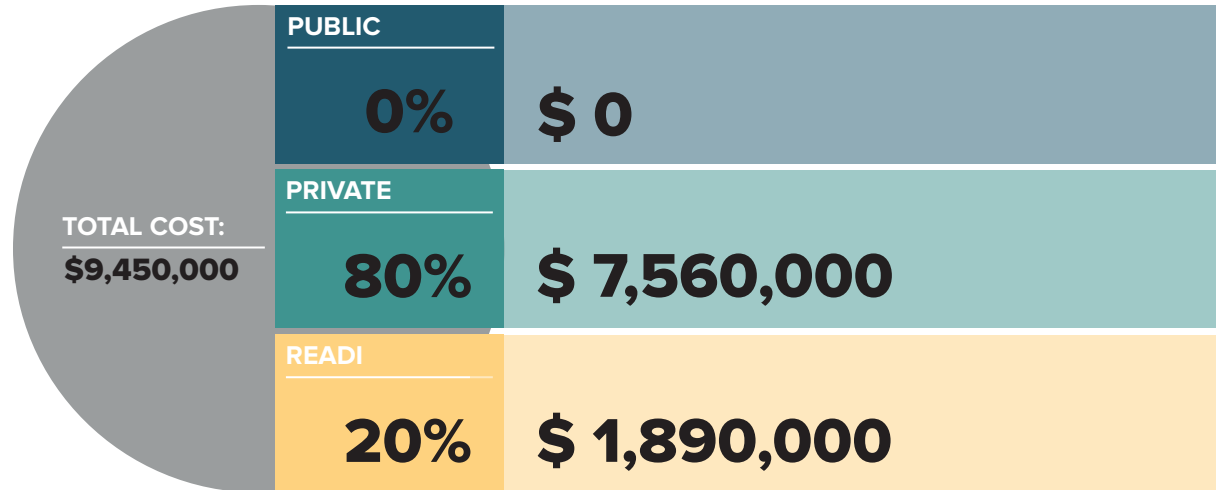
Family Scholar House
Ivy Tech Sellersburg

Future Funding Sources:

HUD Section 8 (tenant rental assistance)
Family Scholar House Philanthropy Funds
Ivy Tech Sellersburg Operating Budget (Road Entrance)

READI PROJECT G

Family Scholar House & Ivy Tech Sellersburg Initiative



FINANCIAL BREAKDOWN

PHASE POTENTIALLY FUNDED BY READI	
Local Public Funding Source(s)	Indiana State Police Sellersburg Post
Private & Other Funding Source(s)	Ivy Tech Sellersburg Family Scholar House Ogle Foundation
FUTURE PHASE(S)	

DESIRED OUTCOMES



OTHER POTENTIAL OUTCOMES

- ✓ Serve 1,557 pre-residential head-of-household participants with post-secondary education and apprenticeship support services in the 24-month program start-up period after construction.
- ✓ Serve 2,024 minor children with 2-generation educational and family support services.
- ✓ Provide safe, affordable housing and support for 42 families and individuals while they pursue post-secondary education.
- ✓ Enroll 250 in the pre-residential program toward residential services.

PROJECT READINESS

- ✓ Control of Property
- ✓ Properly Zoned
- ✓ Preliminary Design Complete



ECONOMIC DEVELOPMENT SITES

PROJECT PROFILE

PROJECT LEADER

- Floyd County Commissioners

ROLE OF THE REGIONAL DEVELOPMENT AUTHORITY

- Partner

PROJECT PARTNERS

- Town of Georgetown, Destination Georgetown, Indiana University Southeast, Novaparke

PREVIOUS PLANS AND STUDIES

- *Town of Georgetown Downtown Master Plan*
- *Vision Floyd County Comprehensive Plan*
- *Floyd County Economic Development Strategy*
- *Edwardsville Gateway Master Plan*
- *Floyd County Parks and Recreation Master Plan*
- *Floyd County Redevelopment Commission Highlander Point-Edwardsville TIF Master Plan*
- *Novaparke Certified Technology Park Study*

PROJECT GOAL CATEGORIES



READI PROJECT H

Novaparke Innovation Corridor

Entrepreneurial and Laboratory Space at Novaparke and Highway 64 Corridor Infrastructure Projects

Build an entrepreneurial and laboratory space at Novaparke and install gas and utilities along State Road 64 to attract a creative talent base, develop innovative-based, high-wage jobs, and provide critical infrastructure for future development.

As the Our Southern Indiana region's Western Gateway, the Novaparke Innovation Corridor, is poised to be a catalyst in the region's economic and community development endeavors. The development of the corridor ties the necessary elements of improved infrastructure, quality of place initiatives in downtown Georgetown and development of an innovation, technology and entrepreneurial hub, Novaparke.

Floyd County and the Town of Georgetown view the development of the corridor as essential to the growth of not only the area but the region as a whole. Working in collaboration, the County and Town understand their efforts as part of a larger partnership with the region's other communities.

Having intentionally developed Novaparke to serve as an innovation, technology and entrepreneurial development hub, the County envisions the campus to not only serve county residents but serve the region in nurturing its entrepreneurial ecosystem. Several infrastructure projects have been developed including improvements to water, sewer, road and natural gas.

Dovetailing these efforts with the Town's efforts to revitalize its downtown through their quality of place initiatives has created a once in a generation opportunity to strengthen the State Road 64 corridor. The Town has demonstrated several successes in the recent years from its façade program to its sidewalk improvement projects. These successes have helped to spark the development and implementation efforts of its latest project, the Town Ballpark project that is currently a future phase.

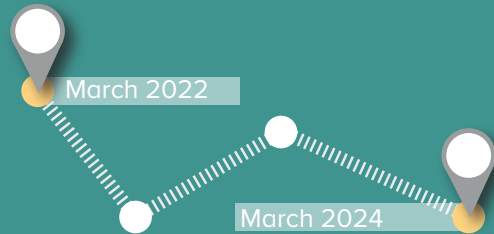




ECONOMIC DEVELOPMENT SITES

PROJECT PROFILE

PROJECTED TIMELINE



PROJECT MAINTENANCE

Entity Responsible for Maintenance:

- Floyd County
- Town of Georgetown
- Vectren
- Edwardsville Water Corporation

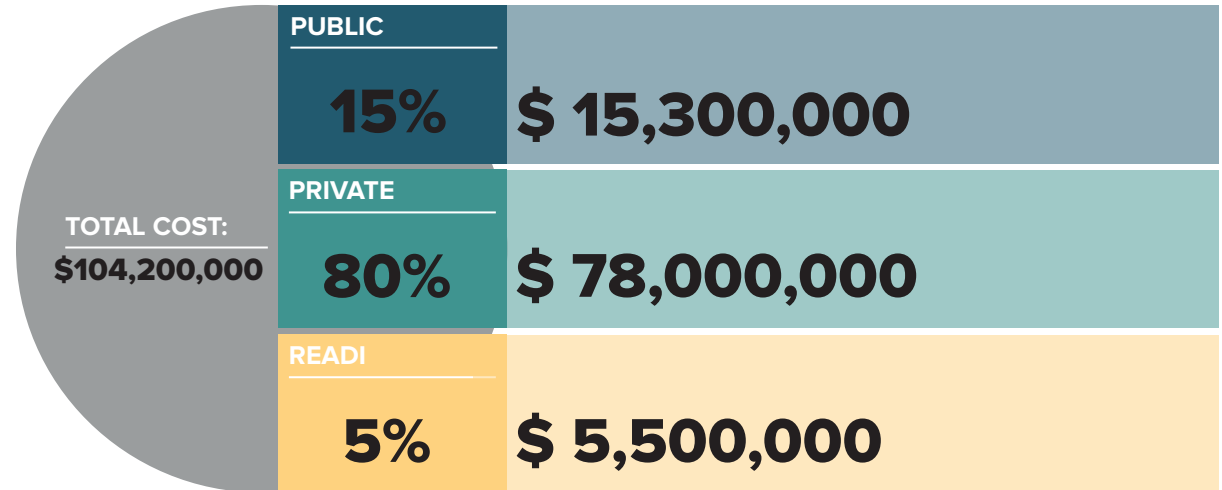
Future Funding Sources:

- Floyd County Income Tax
- Tax Increment Finance Funds
- Private Utilities

READI PROJECT H

Novaparke Innovation Corridor

Entrepreneurial and Laboratory Space at Novaparke and Highway 64 Corridor Infrastructure Projects



FINANCIAL BREAKDOWN

PHASE POTENTIALLY FUNDED BY READI	
Local Public Funding Source(s)	Floyd County
Private & Other Funding Source(s)	Vectren Edwardsville Water Private Developers
FUTURE PHASE(S)	
Georgetown Park Improvements	\$4,900,000

DESIRED OUTCOMES



OTHER POTENTIAL OUTCOMES

- ✓ Create 100 FTE in innovation sector with an average wage of \$43 per hour and \$8.9 million in recurring annual income from anchor tenant.
- ✓ Create 40,000 square feet commercial space.
- ✓ Spur entrepreneurial development through development of much needed space.

PROJECT READINESS

- ✓ Control of Property
- ✓ Properly Zoned
- ✓ Private Developer Commitment
- ✓ Preliminary Design Complete



ECONOMIC DEVELOPMENT SITES

PROJECT PROFILE

PROJECT LEADER

- Town of Clarksville

ROLE OF THE REGIONAL DEVELOPMENT AUTHORITY

- Partner

PROJECT PARTNERS

- Clarksville Redevelopment Commission, Denton Floyd Real Estate Group, Cornerstone Real Estate Group

PREVIOUS PLANS AND STUDIES

- *South Clarksville Redevelopment Area Master Plan (2016)*
- *South Clarksville Mixed-Use Zoning Update (2018)*
- *South Clarksville Marathon Development Plan (2021)*

PROJECT GOAL CATEGORIES



READI PROJECT I

South Clarksville's Riverfront

Mixed Use Redevelopment

Construct a riverfront street grid within the former Marathon and Colgate areas to generate at least four mixed-use developments totalling \$174.5 million in private investment and attracting at least 1,500 new residents.

For the remainder of 2021, the Town is currently finishing construction on a new \$7 million Main Street and planning to close on two acres and 11 houses (to be demolished) for \$2 million to create a new pad site for development. The Town will expend an estimated \$2 million on modifying the Main St. floodwall to allow for better connectivity to the riverfront.

The Town is also planning on issuing \$12.5 million in bonds to support the first mixed-use project: "Current 812" is a \$45 million project with Class-A amenities by Denton Floyd Real Estate Developers. Current 812 calls for creating the first sections of a street grid which will set the table for at least three additional town-owned sites to be converted into mixed-use developments with an estimated construction cost of \$130 million total. The street grid construction, design, and associated costs are estimated at \$14,959,400. The Town will spend upwards of \$27,340,686 on street construction and developer backed bonds to incentivize development on these three sites. Depending on cooperation of local landowners, the momentum from these sites could spur an additional three mixed-use developments totaling another \$140 million of private investment.

Future Phase (2023-2025):

The Town will begin construction on the remaining \$14,242,440 of the street grid, effectively opening up an additional two blocks for \$80 million of development, the majority of which will consist of 168 upscale 3-story townhome condos/apartments and a 1-acre linear park, the development is estimated at \$40M. The Town and a selected developer will have agreement executed in 2023 to begin construction in 2024. The Town anticipates providing upwards of \$8 million in developer-backed bonds to support the project. The developer should leverage RDC funds to help secure maximum \$7 million in RTCs from IEDC. The Town also controls a minor portion of an adjacent block and will execute an MOU with the sole remaining property owner to purchase or help develop the property into a 145-room 5-story hotel with attached garage adjoining to a 5-story residential and 3-story office space. The development is estimated at \$40 million (conservative), the Town is hopeful to execute an agreement with a selected developer or current land owner in 2023 to begin construction in 2024. The Town is hopeful selected developer or current land owner will not require incentives as TIF bonds since funding capacity is limited.

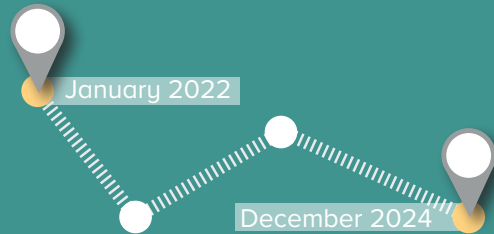




**ECONOMIC
DEVELOPMENT SITES**

PROJECT PROFILE

PROJECTED TIMELINE



PROJECT MAINTENANCE

Entity Responsible for Maintenance:

Town of Clarksville

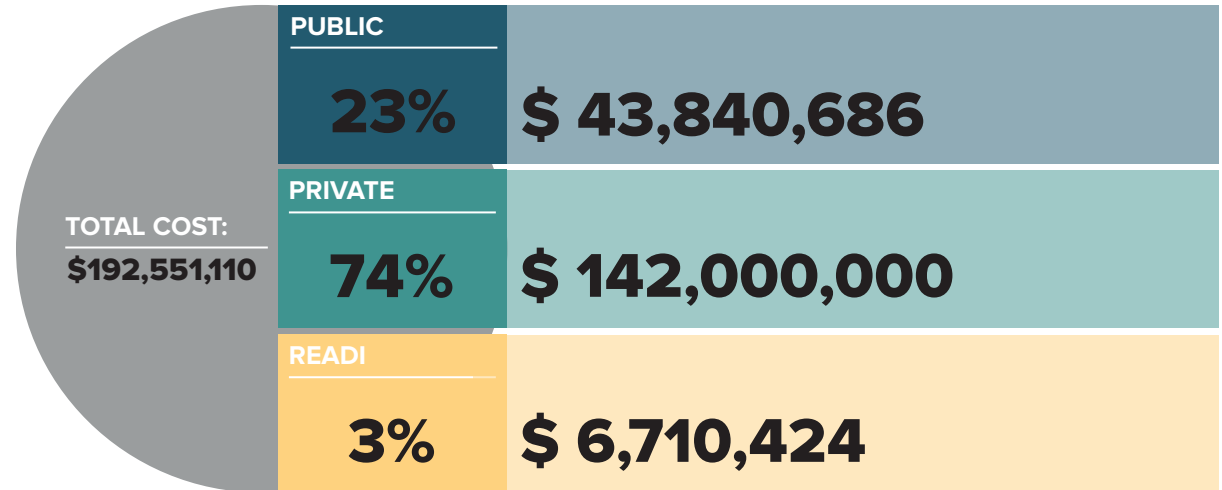
Future Funding Sources:

Town of Clarksville General Fund

READI PROJECT I

South Clarksville's Riverfront

Mixed Use Redevelopment




FINANCIAL BREAKDOWN


PHASE POTENTIALLY FUNDED BY READI	
Local Public Funding Source(s)	Town of Clarksville Clarksville Redevelopment Commission
Private & Other Funding Source(s)	Denton Floyd Real Estate Group Cornerstone Real Estate Group Private Developers
FUTURE PHASE(S)	
Phase 2	\$11,193,952

DESIRED OUTCOMES





OTHER POTENTIAL OUTCOMES


 Generate \$100 million in local property taxes and \$80 million in local income taxes (for Phase 1 and Phase 2 over 20 years).


 Attract 1,500 new residents to our region through quality of place and desirable housing.

PROJECT READINESS

 Control of Property

 Properly Zoned

 Private Developer Commitment

 Preliminary Design Complete



ECONOMIC DEVELOPMENT SITES

PROJECT PROFILE

PROJECT LEADER

- American Village Properties, LLC; Anderson Partners, LLC; AP Development LLC; The Marian Group; Denton Floyd Real Estate Group; Washington County Economic Growth Partnership

ROLE OF THE REGIONAL DEVELOPMENT AUTHORITY

- Partner

PROJECT PARTNERS

- City of Charlestown, City of Jeffersonville, City of Madison, City of Salem

PREVIOUS PLANS AND STUDIES

- *City of Charlestown Comprehensive Plan*
- *City of Jeffersonville Comprehensive Plan*
- *City of Madison Comprehensive Plan*
- *Washington County Community Foundation*

PROJECT GOAL CATEGORIES



READI PROJECT J1 | J2 | J3 | J4 | J5

Workforce Housing

Infrastructure & Property Acquisition

Provide investment in public infrastructure and land acquisition to support new workforce housing (both single and multi-family units) that is needed for population growth.

Workforce housing is an essential need to any region with a growing economy to support the influx of new jobs and allow for new residents to locate in the region. While the region also needs a diverse housing inventory with multiple types and price points, workforce housing that targets middle-income workers in the region is needed. This includes those who do not usually qualify for housing subsidies and typically earn between 80% and 120% of the median income for the region, such as police officers, teachers, retail clerks, and other essential professions.

Workforce housing is a challenge because is not supported by public housing programs because the average wages of residents are above the low-income thresholds, but the middle-income wages do not necessarily provide significant disposable income. As development costs increase significantly, providing housing at a price point that is affordable with the average wage in each county is increasingly difficult.

This project includes the public investment required to support the creation of additional housing units to support the region's current and future need for workforce housing.

The public investment consists of property acquisition and construction of the necessary public infrastructure, such as utility, drainage, broadband, and/or roadway improvements, to allow for the privately owned investments to come to fruition.

Our region has identified multiple housing projects to support our workforce, including both multi-family and single-family developments, throughout the region. As these developments move forward, the RDA can partner with the private developer and city/town to identify infrastructure needs that can make these developments financially feasible. Our priority workforce housing projects, that will provide the largest impact to our region, include:



PRIORITY PROJECTS

- 1. Depot Street Revitalization Housing:** The \$25 million Depot Street Revitalization project is an eight-acre multi-family and retail/commercial development providing a pedestrian and bike-friendly environment located at the southern gateway to downtown Charlestown. The apartment community will have stainless steel appliances, washers and dryers, and high-end finishes. Additionally, the development will offer shared neighborhood amenities connected by walking paths and sidewalks, as well as retail space. This development will be ideally located to serve our workforce at River Ridge Commerce Center.
- 2. The Landings at River Ridge:** The Landings at River Ridge, totaling \$38.6 million, is located at State Road 62 and River Ridge Parkway in Jeffersonville. With construction documents complete, it will provide 256 multi-family units for workforce housing on approximately 21 acres. The development will feature a clubhouse, pool, and active, generous green spaces - all at the northern entrance to River Ridge Commerce Center and just a short drive to downtown Jeffersonville, Charlestown, and Louisville. One-, two-, and three-bedroom units will be available. This development will be ideally located to serve our workforce at River Ridge Commerce Center.
- 3. Market Street Commons:** The \$37 million Market Street Commons development is located at the corner of Highway 3 and Pike Street in Charlestown and is ready to begin construction. This 192-unit, multi-family workforce housing development will include one-, two-, and three-bedroom units and will offer shared neighborhood amenities connected by walking paths and sidewalks. This development will be ideally located to serve our workforce at River Ridge Commerce Center.
- 4. WCEGP Housing on N. Shelby Street:** The \$9.7 million development located on a 29-acre parcel along N. Shelby Street in Salem, consists of a minimum of 15 single family housing units. The infrastructure support needed to make this project feasible includes streets, curbs, and gutters for public roads. The project location allows access to amenities such as the Salem Community Schools, the Washington County YMCA, and established walking paths to provide connectivity to downtown Salem. This development will provide affordable housing in a rural portion of our region where middle-class housing is in short-supply.
- 5. The Scott Block Loft:** The \$8.5 million mixed-use historic preservation project will create 27 apartments in the historic Scott Block Building on West Main Street in Madison. The majority of the ground floor will remain commercial/retail space with the addition of a new co-working space. The upper floors will be transformed into residential apartments to provide housing options for Jefferson County's workforce.



ECONOMIC DEVELOPMENT SITES

PROJECT PROFILE

PROJECTED TIMELINE



PROJECT MAINTENANCE

Entity Responsible for Maintenance:

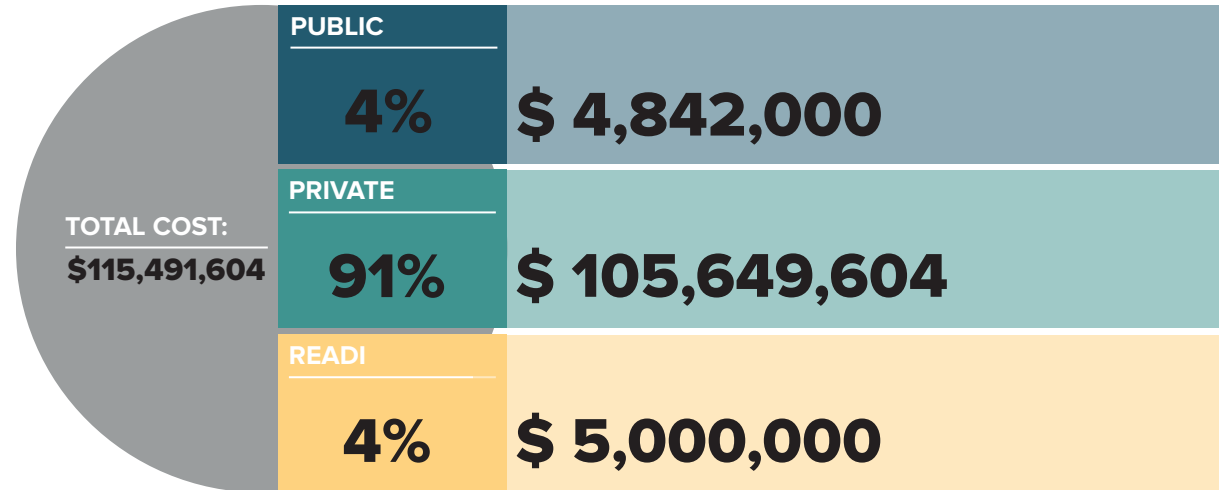
Private Developers

Future Funding Sources:

READI PROJECT J1 | J2 | J3 | J4 | J5

Workforce Housing

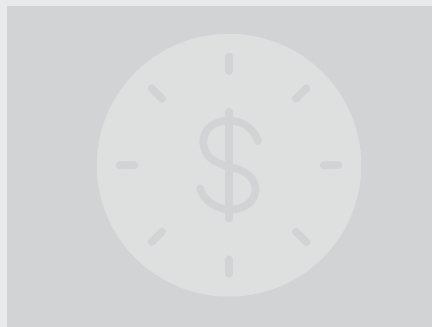
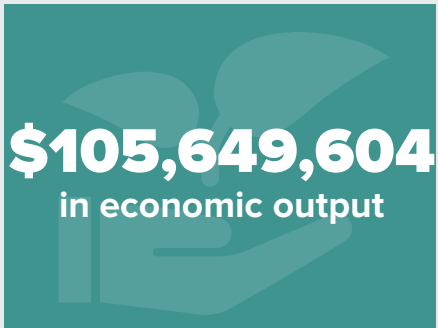
Infrastructure & Property Acquisition



FINANCIAL BREAKDOWN

PHASE POTENTIALLY FUNDED BY READI	
Local Public Funding Source(s)	Charlestown Redevelopment Commission Madison Redevelopment Commission City of Salem
Private & Other Funding Source(s)	Private Developers
FUTURE PHASE(S)	

DESIRED OUTCOMES



OTHER POTENTIAL OUTCOMES

- ✓ Develop critical workforce housing for region that keeps pace with the job growth.
- ✓ Increase population by providing housing for new residents.
- ✓ Allow critical employment sectors, such as teachers, police officers, retail clerks, to live and work in our region.

PROJECT READINESS

- ✓ Properly Zoned
- ✓ Private Developer Commitment
- ✓ Preliminary Design Complete



PROJECT PROFILE

PROJECT LEADER

- River Heritage Conservancy, Inc.

ROLE OF THE REGIONAL DEVELOPMENT AUTHORITY

- Partner

PROJECT PARTNERS

- Ogle Foundation, Blue Sky Foundation, Floyd County, Town of Clarksville, Indiana DNR, US Army Corps of Engineers, IDEM, Community Foundation of Southern Indiana, Sam Shine Foundation, Clark-Floyd Counties Tourism Bureau

PREVIOUS PLANS AND STUDIES

- *Origin Park Master Plan and Phase I Design and Development Plans*
- *Engineering, Value Engineering and Cultural/Environmental Permit Charter*
- *Origin Park Community and Economic Impact Report*
- *Outdoor Adventure Center Performance and Operational Plan*
- *Regional Outdoor Recreation Needs Assessment*

PROJECT GOAL CATEGORIES



READI PROJECT K

Origin Park, Phase 1

Activate an initial 110-acres of an OLIN Studio master designed park that will activate blighted riverlands creating an unparalleled quality of life for all.

Southern Indiana has 150 years watching Louisville city residents benefit from a collection of the nation’s best parks. Now Hoosiers have the opportunity to flip the script permanently, with the creation of Origin Parks. Phase I establishes a conservancy-driven, iconically American landscape that will elevate Southern Indiana’s position as a premier urban center for families and businesses alike. The first 110 acres of this park will open in late 2024.

This park is scaled to reshape and heal an urban and blighted waterfront, converting it to a intentionally curated and stewarded public asset that will host millions of guests per year, steward Indiana’s 12,000 years of cultural diversity and human settlement, improve the region’s sadly struggling health indicators, support walkable, dense river front neighborhoods attractive for families and businesses, and through groundbreaking design, protect the region from increasing intense Ohio River flooding.

The park will leverage private and local funds to open the first 110 acres of the 600-acre master planned park. The first phase includes the region’s first special events center on the Ohio River, three miles of new roadways with private sector multi-use and infill development opportunities, six miles of trails, five architectural features sure to top Architectural Digest, and other supporting amenities like restrooms, trailheads, parking, and artist-in-resident resources. This OLIN Studio designed park will bring Connor Prairie quality to Southern Indiana’s underserved cities. And it does all of this with a sustainable funding model underwritten by local venture fund operators and backed by economic/community impact analysis was completed by the top urban economist working today, HR&A. Subsequent phases include an unparalleled outdoor adventure center, 120 acres of meadows, and with the planting of 75,000 trees, the nation’s largest new urban forest.

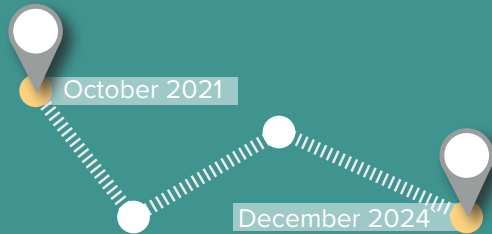
Origin Park will make Southern Indiana more competitive by offering quality of place amenities equal to those found in peer cities that have proven vital in the attraction, and retention, of residents and businesses. Locally, this will allow Southern Indiana to compete with Eastern Jefferson and Oldham Counties in the Louisville/Southern Indiana MSA for workforce and business attraction. Origin Park's first phase is designed to elevate Southern Indiana's presence on the national opportunity map for being a desirable and competitive place to live, work, and play.





PROJECT PROFILE

PROJECTED TIMELINE



PROJECT MAINTENANCE

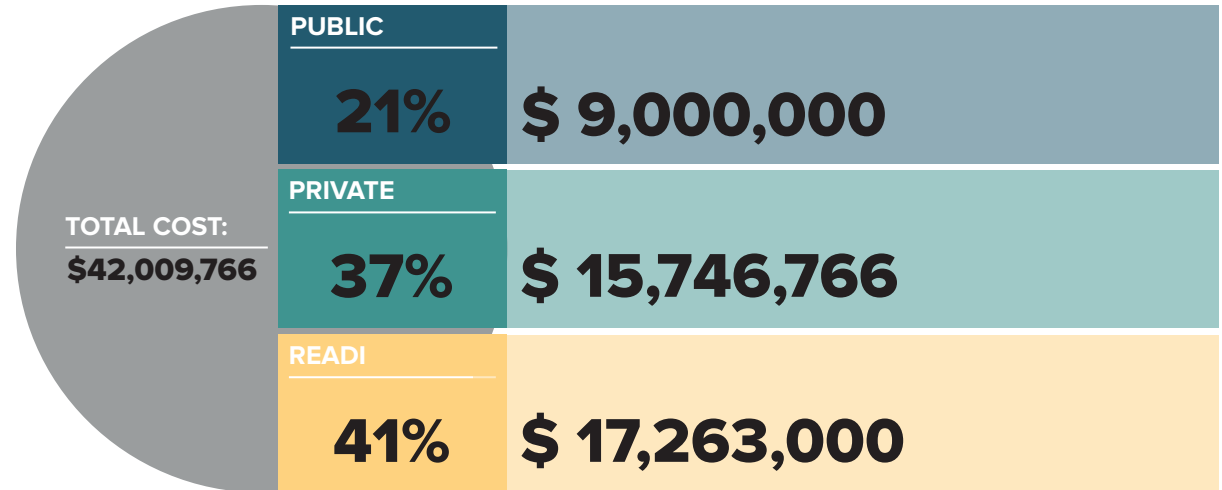
Entity Responsible for Maintenance:

River Heritage Conservancy, Inc.

Future Funding Sources:

River Heritage Conservancy Annual Campaign
Park Operational Revenue Lines underwritten and backed by two regional foundations.

Origin Park, Phase 1



FINANCIAL BREAKDOWN

PHASE POTENTIALLY FUNDED BY READI	
Local Public Funding Source(s)	Town of Clarksville
Private & Other Funding Source(s)	River Heritage Conservancy
FUTURE PHASE(S)	
Remaining Park Phases	\$158,000,000

DESIRED OUTCOMES



OTHER POTENTIAL OUTCOMES

- ✓ Attract and retain talent, increasing home value, spurring economic growth and creating quality jobs, improving community health measures and workforce productivity, and increasing tourism spending.
- ✓ Fill the missing gap in the bi-state region's park and greenway system by adding a park unique in our nation's urban park inventory - a wild, riverfront urban landscape accessible to 1.2 million people within a 30-minute drive giving them Southern Indiana's White River State Park, Indiana's Millennium Park, our nation's next Central Park.
- ✓ Elevate equitable access for all residents and guests by connecting mobility and health in a place that is 100% free for all to enjoy.

PROJECT READINESS

- ✓ Control of Property
- ✓ Properly Zoned
- ✓ Preliminary Design Complete

Regional Trail Initiative

Identify a regional trail system that connects assets of the entire region, leverages existing trail systems (such as the Ohio River Greenway and Louisville Loop), and advocates for future trails (such as the South Monon Trail and Hanover-Madison Connector Trail).

A regional greenway system is a natural structure of connection and consensus building for all five counties of the Southern Indiana region. The greenway system provides a place to find consensus on regional goals and priorities, including preservation and celebration of the unique character and history of the region's rural and urban areas. Through creating the cooperative agreements to manage, maintain, and grow this type of regional system, each participant, public and private, creates an even stronger regional network more capable of accomplishing a wide variety of cooperative projects all of which have regional benefits.

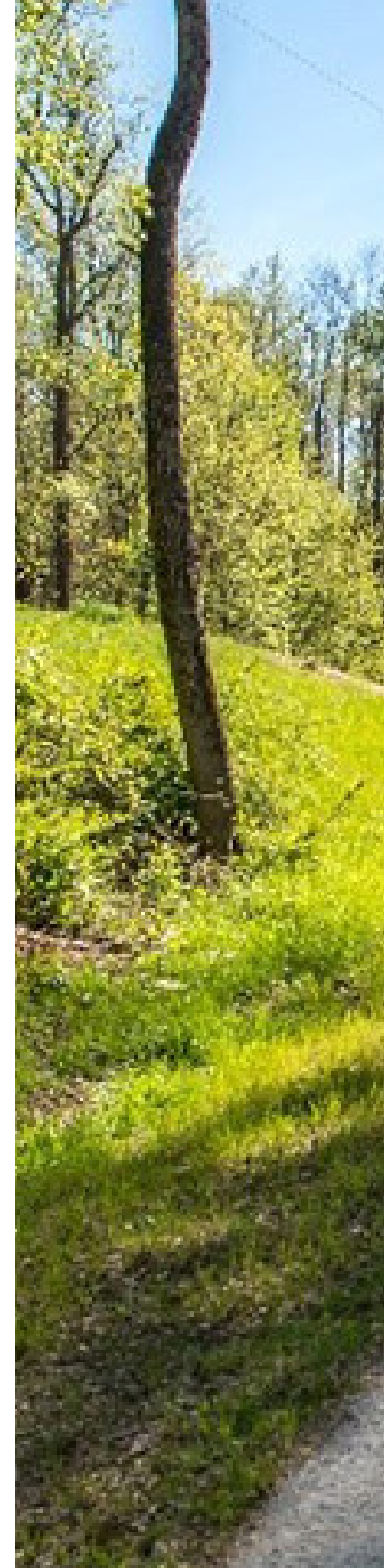
A comprehensive system of hard and soft pavements, natural and rugged trails, greenways, blueways, parks, and outdoor recreation venues also provides new ways for Southern Indiana residents and visitors to explore natural and historic landmarks, stay active, and access a connected set of regional destinations.

Creating a regional greenway system for Southern Indiana promotes the region's history and celebrates the area's cultural and natural resources that differentiate it from other communities in the state and across the nation. A future Southern Indiana Regional Greenway system would connect over 20 communities and 30+ destinations, including state and local parks as well as cultural and historic points of interest and should leverage the existing trail assets found in the region including the Ohio River Greenway, the Madison Connector Trail and the future CSX Rails to Trails corridor leading from New Albany to Bedford. In addition to connecting physical communities, the proposed system should connect to additional amenities such as restaurants, nightlife, and overnight accommodations. Not only will the proposed Southern Indiana Regional Greenway promote economic

development and pedestrian connectivity, but it will also promote the development of an increasingly accessible public transportation system, complete streets, active living, proactive health practices, and lifelong learning and recreational opportunities.

Added recreation and tourism, economic development, as well as environmental preservation and protection are all benefits of an established Regional Greenway system in Southern Indiana. As growth and development pressures continue to infringe on the area's natural assets, protecting and preserving the natural landscape becomes challenging. A partnership with existing land trusts in the community enhances the ability to acquire and maintain land in this regional greenway system. Sycamore Land Trust is one land trust that has already worked with the Ohio River Greenway Commission to preserve and protect land while also encouraging recreational amenity development for visitors and residents.

Some of the destination activities in this regional recreation network include: ziplining through The Knobs, kayaking Silver Creek or the Ohio River, hiking the Knobstone Trail, examining prehistoric fossil beds at the Falls of the Ohio River State Park, exploring the ruins of Rose Island Amusement Park at Charlestown State Park, picking fruits and vegetables or enjoying a glass of wine at Huber's Family Farm and Winery, relaxing on the beach at Deam Lake, biking along an old rail line from Charlestown to Salem, visiting George Rogers Clark Cabin or the Howard Steamboat Museum, experiencing the beautiful vistas of Louisville, shopping local stores in the historic downtown destinations, gambling at the Horseshoe Casino, or spelunking in Wyandotte Cave. These recreational opportunities will continue to grow in response to use and popularity.





PROJECT PROFILE

PROJECT LEADER

- Our Southern Indiana Regional Development Authority

PROJECT PARTNERS

- Align Southern Indiana, Radius Indiana, Indiana Uplands READI region, Hanover College, Origin Park
- Ohio River Greenway Commission, Friends of the Ohio River Greenway
- Clark County Commissioners, Floyd County Commissioners, Jefferson County Commissioners, Scott County Commissioners, Washington County Commissioners
- Municipal leaders from all incorporated cities and towns within Clark, Floyd, Jefferson, Scott, and Washington counties

PROJECT SUPPORTERS

- Anchor institutions and businesses

ANTICIPATED FUNDING SOURCES

- READI
- Align Southern Indiana
- Radius
- IDNR
- Future Our Southern Indiana RDA General Operating Fund* as established by the RDA Board.*

** Refer to the Our Southern Indiana Regional Development Authority Organizational Work Plan for information on proposed revenue options.*



Regional Trail Initiative

Implementation Steps

The Our SoIn Regional Development Authority has the unique ability to approach trails from a regional perspective, ensuring that our system is not only connected with our five-county region but also to adjacent regions and networks such as Radius and the 100-mile Louisville Loop. The RDA should provide this regional direction and review while local partners carry out the implementation. The following action steps are recommended to provide this regional perspective and ensure our trail network is connected beyond our region.

1. Prepare a Regional Trail Feasibility Plan | 3-12 Months

Work with partners to prepare a detailed Regional Trails Master Plan that takes into account the region's existing trails, planned expansions, existing destinations, and growth areas. It should also incorporate connectivity beyond our region with a focus on Radius and Louisville. The plan should seek to find innovative ways to encourage and facilitate physical infrastructure improvements, especially to those destinations and communities in the rural counties.

READI Project l1 should be completed to fulfill this action step.

2. Coordinate with regional partners (such as Radius and Louisville) as well as city, town, and county officials to oversee the implementation of land acquisition, design, and construction of major trail segments. | On-going

The RDA should act as a regional coordinator to bring together the various city, town, county, and regional partners to identify the next steps and resources needed for land acquisition, design, and construction of major trail segments. The RDA will not lead the implementation, but would be a partner during this stage of the initiative. The RDA should provide regional oversight to ensure connectivity and coordination with adjacent regions.

READI Projects l2, l3, and l4 should be the first priority segments for implementation due to their regional impact, important connections, and feasibility. Based on the recommendations from the Regional Trail Master Plan (Project l1), additional segments should be prioritized based on their regional impact.



REGIONAL TRAILS CASE STUDY

The Marquette Plan- Phase I & II

Communities within Lake and Porter County,
Indiana

The Marquette Plan, completed in two phases (2005-2007), was a collaborative effort to develop a comprehensive land use vision and supporting infrastructure improvement projects to guide reinvestment efforts to reclaim a portion of Indiana's natural shoreline.

The study area includes two cities, 11 towns, and two counties that are home to such prominent destinations such as the Indiana Dunes National Lakeshore and Indiana Dunes State Park. The planning process also included and considered the various local and regional planning documents guiding development in the study area. The Marquette Plan process emphasized the need for collaboration across the region. Included in the two initial phases and the subsequent 2015 plan update were a series of multi-jurisdictional, community-endorsed, short-term projects that could be used to unify and connect the various communities, resources, and attractions.



PROJECT PROFILE

PROJECT LEADER

- Align Southern Indiana

ROLE OF THE REGIONAL DEVELOPMENT AUTHORITY

- Partner

PROJECT PARTNERS

- Five counties, 22 cities and towns

PREVIOUS PLANS AND STUDIES

- *Hoosiers on the Move Greenways and Bikeways Plan (2006)*
- *Indiana DNR Statewide Comprehensive Outdoor Recreation Plans (2011-2025)*
- *Indiana Bicycle Trails Task Force Final Report (2019)*
- *Radius Indiana Quality of Place Trail Enhancement (2020)*
- *CFSI Priorities for Progress (2021)*

PROJECT GOAL CATEGORIES



READI PROJECT L1

Regional Trails Align Master Plan

Regional Trail Initiative Implementation

Create a master plan that outlines a regional trail system that connects our five counties and 22 communities to popular destinations, cultural and historical sites, local and state parks, and neighboring regions (Radius and Louisville).

Quality of place has become an important element of economic development in locations across the country as regions compete to develop strategies to attract, develop and retain a talented workforce. Parks, trails and the connections between them have been proven to be desirable natural assets that enhance the quality of place.

While our region has many beautiful parks, few are connected by regional trails that provide the experience of travel moving at a healthier pace via biking or hiking. Connecting the parks located in towns across our region, trails will promote safe, alternative transportation, as well as healthy, affordable outdoor recreation.

By preserving the natural beauty of the region, reimagining how the parks can be connected by trails, the region will gain a quality of place that will attract a talented workforce, as well as creating a tourism destination to enjoy the outdoors. By focusing on key hubs or parks within the region, trails can be imagined that will allow the outdoor experience to become the regional experience.

The Align Southern Indiana Regional Trails team is proposing the creation of a “Comprehensive Regional Integrated Trails Master Plan” which will identify and prioritize for future development an integrated trails and connected parks system serving the greater community. With this Comprehensive Regional Integrated Trails Master Plan in hand, the southern Indiana region will be able to implement the vision of a strategically connected trails and parks system.

While trail development will occur mainly at the local levels of government, the Our Southern Indiana Regional Development Authority could participate at a regional level in a variety of ways including the possibility of creating a regional trail authority to implement the Comprehensive Regional Integrated Trails Master Plan.

Not all trails will be connected in short order, however, the criteria outlined below should be used to prioritize the involvement and support of the Our Southern Indiana RDA board:

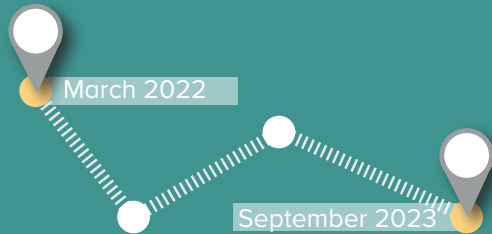
- Locate central hubs or parks with the purpose of establishing connecting trails to other parks.
- Use existing sites and prioritize strategic links between parks using as many existing trails as possible.
- Reuse and repurpose of abandoned railways and other vacated corridors to capitalize on removing potential eyesores from the region's landscape as the trails are imagined and developed.
- Incorporated within the Comprehensive Regional Integrated Trails Master Plan, consideration should be given to site and environmental improvements that can be attained in concert with building trails to connect existing trails and parks in the region.
- As part of the Comprehensive Regional Integrated Trails Master Plan development process, hearings will be held in each community to gain input from local citizens, local government officials, and the private business sector.
- While a preliminary fiscal/operating plan will be developed when requesting participation with the Our Southern Indiana Regional Development Authority, the Comprehensive Regional Trails Master Plan will address the scope of the trail system, when it will occur, and estimated costs plus long-term functional and operational maintenance plans for the integrated regional trail system.





PROJECT PROFILE

PROJECTED TIMELINE



PROJECT MAINTENANCE

Entity Responsible for Maintenance:

N/A

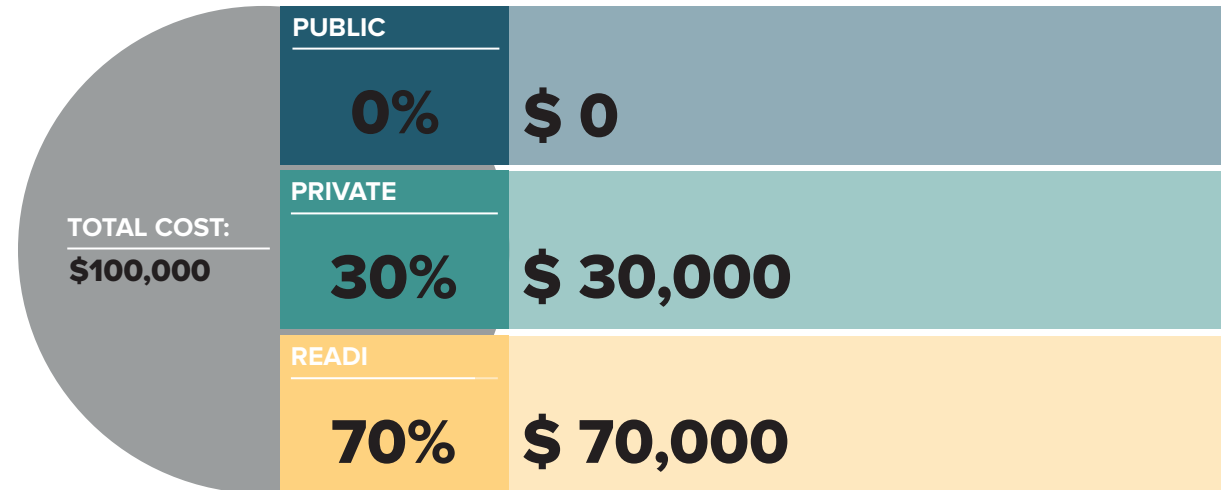
Future Funding Sources:

N/A

READI PROJECT L1

Regional Trails Align Master Plan

Regional Trail Initiative Implementation



FINANCIAL BREAKDOWN

PHASE POTENTIALLY FUNDED BY READI	
Local Public Funding Source(s)	N/A
Private & Other Funding Source(s)	Align Southern Indiana
FUTURE PHASE(S)	

DESIRED OUTCOMES



Link people to the nature, history, and communities of Southern Indiana with world-class trails, bikeways, greenways, and walkways.



Promote active, healthy outdoor lifestyles, while vibrant, connected communities will benefit from sustainable, alternative transportation and recreation opportunities.



Encourage economic development, attract and retain a talented workforce, stimulate growth by increasing tourism and visitation, and increase property values, strengthening Southern Indiana as a safe, welcoming place to live, work and play.



PROJECT READINESS



Preliminary Trail Studies Complete



Current Trails Network Inventory



PROJECT PROFILE

PROJECT LEADER

- City of New Albany

ROLE OF THE REGIONAL DEVELOPMENT AUTHORITY

- Partner

PROJECT PARTNERS

- Indiana Uplands READI Region; Radius Indiana; Floyd County Commissioners; Cook Group, Inc.; Indiana University Southeast; Ohio River Greenway Commission; Indiana University’s Center for Rural Engagement; City of Salem; Town of New Pekin; Town of Campbellsburg; Town of Orleans; City of Mitchell, Southern Indiana Trailways, Inc., Indiana DNR, Indiana Destination Development Corporation

PREVIOUS PLANS AND STUDIES

- *Indiana Bicentennial*

PROJECT GOAL CATEGORIES



READI PROJECT L2

South Monon Freedom Trail

Regional Trail Initiative Implementation

Catalyze potentially the longest regional trail system in the State of Indiana to drive economic development and population attraction and improve quality of life to support population growth.

When completed, the South Monon Freedom Trail will be an extension of the Ohio River Greenway Trail which borders the Ohio River along the New Albany, Jeffersonville, and Clarksville shorelines, and it will provide a direct connection to the 100+-mile Louisville Loop. The extension will bring the benefits of a considerable amount of pedestrian and bicycle traffic exploring Greenway Trail and adjacent communities to interior communities throughout the Southern Indiana region.

Acquisition of The South Monon Corridor will open up an additional 68 miles of trailway, extending from the present Ohio River Greenway from New Albany to the City of Bedford. The sheer magnitude of this potential provides Southern Indiana – which currently has little or no access to regional trails – with a world-class regional trail attraction, connecting our “uber” region’s urban cities with rural communities throughout the Southern third of the state.

The proposed South Monon Freedom Trail would connect five Indiana counties (Lawrence, Orange, Washington, Clark, Floyd), eight towns and cities (Bedford, Mitchell, Saltillo, Campbellsburg, Salem, New Pekin, Borden,

Orleans and New Albany), and connect to three additional cities and towns (Louisville, KY, Clarksville, and Jeffersonville) by way of the 7.5 miles of the Ohio River Greenway Trail. The conversion of this former rail to a trail along the 68-mile corridor would represent the longest such trail in Indiana, containing approximately 545 acres.

The South Monon Freedom Trail completes a section of the State Visionary Trail and the American Discovery Trail systems in Clark and Floyd Counties. The Visionary Trails include the Milwaukee Road Transportation Trailway that runs through Bedford as well as the Visionary Trails and American Discovery segments that run through Clark and Floyd Counties to the Ohio River. The Trail connects two State Parks; the Clark State Forest and Deam Lake Recreation Area including the adjacent Knobstone Trail and runs within two miles of the Spring Mill State Park outside of Mitchell. The south end of the trail will connect to the Ohio River Greenway and to the 100+-mile Louisville Loop trail system.

Development along the regional trail system which would occur in Floyd County by seeking to expand to expand trail access to residents currently lacking trail amenities to access the regional benefits of the Ohio River Greenway Trail. The City of New Albany is currently in the design phase for two new extensions of the Greenway and future amenities to the New Albany Shoreline that will ultimately connect with the proposed South Monon Freedom Trail. Funding for these extensions has already been acquired and will add 32 acres of future park and connect over 8,200 New Albany residents to the Greenway.

By collaborating with Indiana Uplands, Radius and other regional partners, we are excited to take this step towards the realization of a priority of the Indiana Bicentennial Visioning Project which, in 2016, set forth a goal of linking urban and rural areas through new recreational amenity and tourism partnerships.

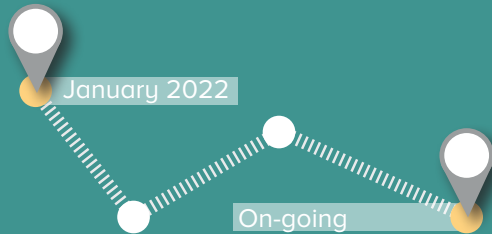
This phase of the project will include working directly with the Indiana Uplands READI region and Radius Indiana to acquire the 68-mile rail corridor from New Albany to Bedford that is currently owned by CSX. This phase will also include design and construction of a critical segment of trail that will link the future rails-to-trails with the Ohio River Greenway and 100+-mile Louisville Loop.





PROJECT PROFILE

PROJECTED TIMELINE



PROJECT MAINTENANCE

Entity Responsible for Maintenance:

Southern Indiana Trailways, Inc.

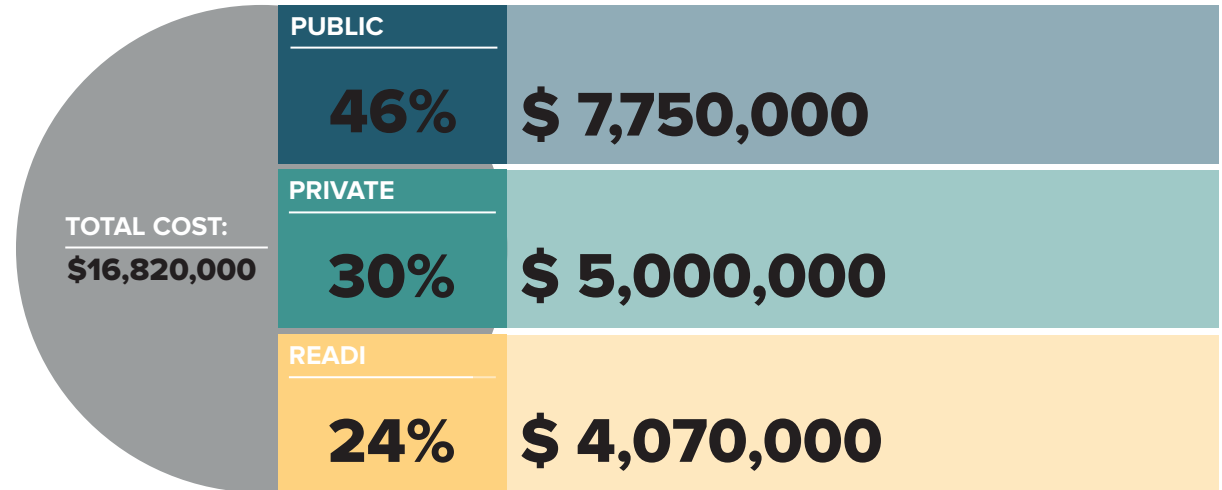
Future Funding Sources:

Local Cities, Towns, and Counties
Private entities and Foundations

READI PROJECT L2

South Monon Freedom Trail

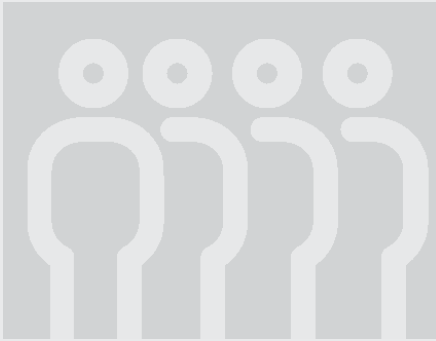
Regional Trail Initiative Implementation



FINANCIAL BREAKDOWN

PHASE POTENTIALLY FUNDED BY READI	
Local Public Funding Source(s)	Indiana Uplands READI Region City of New Albany Radius Indiana
Private & Other Funding Source(s)	Caesar's Foundation of Floyd County
FUTURE PHASE(S)	
Floyd County Phase 2: Design and Construction	\$12,000,000
Clark & Washington Counties: Design and Construction	\$33,000,000

DESIRED OUTCOMES



\$1,154,474
in new tax revenue



\$8,509,252
in economic output



96
new direct and
indirect jobs



\$2,580,688
total new wages



OTHER POTENTIAL OUTCOMES

- ✓ Bring powerful outcomes and far-reaching benefits to every community located along the 68-mile corridor.
- ✓ Enhance desirability for relocation and population growth throughout the southern Indiana region
- ✓ Connect residents and tourists alike to cultural opportunities providing economic benefits throughout south central Indiana.
- ✓ Provide opportunities for all people to be physically active and outdoors, addressing issues related to public health and chronic disease.

PROJECT READINESS

- ✓ Route Feasibility Complete
- ✓ Conceptual Design Complete
- ✓ South Monon Visioning Study Complete



PROJECT PROFILE

PROJECT LEADER

- City of Salem

ROLE OF THE REGIONAL DEVELOPMENT AUTHORITY

- Partner

PROJECT PARTNERS

- Washington County Community Foundation, City of Salem Council, Washington County Economic Growth Partnership

PREVIOUS PLANS AND STUDIES

- *Lake Salinda Preliminary Alternatives (2019)*
- *Lake Salinda Campground, Site Plan (2016)*
- *Lake Salinda Bathhouse, Design (2021)*
- *Lake Salinda Remodeled Pumphouse, Design (2021)*

PROJECT GOAL CATEGORIES



READI PROJECT L3

Lake Salinda Trail & Bath House

Regional Trail Initiative Implementation

Complete a walking trail connecting Lake Salinda with Salem and the future South Monon Freedom Trail, remodel the pump house to serve as retail and office space, and construct a new restroom building.

The Lake Salinda trail project is to further develop an under-utilized asset. This 88-acre body of water is a very scenic, calming destination. To build on this 150-acre site, the city intends to add many new features. Currently, an approved art installation will be added, as well as, an electric access for camping. Just finished is a mountain bike trail of over five miles which follows the perimeter of the property. Also, soon to be installed, a new kayak launch for all ages. Coupled with shelter house picnics, the lake has even more to offer travelers. The proposed project seeks to complete a walking trail that has been engineered to gain access back to the city of Salem. A trail of approximately ten miles, start to finish, that directly addresses a Quality of Place initiative that was set out in our 2019 study. Making connectivity to this recreational area is exactly what the community input requested. This trail is equipped with resting nodes and proper signage.

Another added feature is a remodeled pump house. This facility will now have new life for retail and office space and house a café or lunch counter. This landmark building is a welcoming entrance to the property and is visible from State Route 135. With renovations made, this will drive more visitors who will have access to supplies and materials to use while visiting the lake, or on their way to other outdoor activities. A restroom will be constructed in place of an outdated current two-stall restroom building.

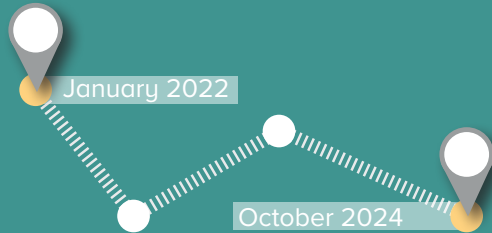
Future phases are not planned at this time, but this location has features that will welcome future improvements.





PROJECT PROFILE

PROJECTED TIMELINE



PROJECT MAINTENANCE

Entity Responsible for Maintenance:

City of Salem Parks and Recreation
Department

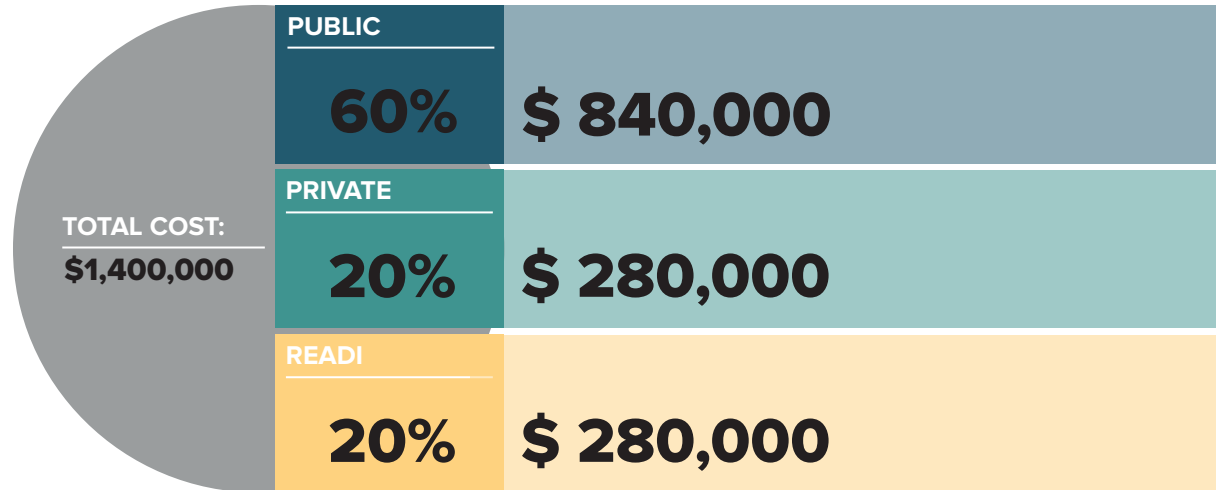
Future Funding Sources:

City of Salem

READI PROJECT L3

Lake Salinda Trail & Bath House

Regional Trail Initiative Implementation



FINANCIAL BREAKDOWN

PHASE POTENTIALLY FUNDED BY READI	
Local Public Funding Source(s)	City of Salem Salem Parks
Private & Other Funding Source(s)	Washington County Community Foundation
FUTURE PHASE(S)	

DESIRED OUTCOMES



\$430,750
in new tax revenue



\$1,825,037
in economic output



38
new direct and
indirect jobs



\$178,428
total new wages



OTHER POTENTIAL OUTCOMES

- ✓ Draw visitors from neighboring counties and be another option for outdoor enthusiasts to escape to a rural area.
- ✓ Attract visitors to the City of Salem and impact the local economy.
- ✓ Provide a renovated pumphouse that sits on State Road 135 with easy accessibility and view. This will become a draw to enter the park or stop for a snack or shopping.
- ✓ Encourage healthy living and good mental health with outdoor activities.

PROJECT READINESS

- ✓ Control of Property
- ✓ Properly Zoned
- ✓ Design Complete / Ready to Bid



PROJECT PROFILE

PROJECT LEADER

- Hanover College

ROLE OF THE REGIONAL DEVELOPMENT AUTHORITY

- Partner

PROJECT PARTNERS

- IKEC Clifty Creek Power Station, Clifty Falls State Park, City of Madison, Town of Hanover, Jefferson County

PREVIOUS PLANS AND STUDIES

- *Preliminary Cost Estimate*
- 2015 Jefferson County Strategic Action Plan
- Jefferson County Comprehensive Plan

PROJECT GOAL CATEGORIES



READI PROJECT L4

Hanover-Madison Connector Trail

Regional Trail Initiative Implementation

Build a five-mile stretch of multi-use trail linking the town of Hanover and Hanover College to Clifty Falls State Park and historic Madison, creating a major link in the world-class greenway system envisioned by the region.

The Hanover-Madison Connector Trail (HMCT) will complete a key segment of the “world-class greenway system” with a five-mile multi-use trail. It will link the town of Hanover, Hanover College, Clifty Falls State Park, and the historic Madison, creating a unique visitor experience and a high-quality destination trail while also improving quality of life and place and driving economic development for Jefferson County and its residents. The southern end of the HMCT will link with a lightly traveled local road with spectacular Ohio River views, extending the route another 7.6 miles south and moving the region closer to achieving a scenic greenway linking Jefferson County to Charlestown State Park, Origin Park, New Albany, and the trail networks of the Louisville metropolitan area. The HMCT also overlaps and extends two national trails -- the American Discovery Trail and the Adventure Cycling Route -- benefiting cyclists and hikers throughout the United States.

The HMCT will begin in Madison at the Heritage Trail and travel south along SR 56/Clifty Hollow Road past the entrance to Clifty Falls State Park. Crossing SR 56/Clifty Hollow Road near the IKEC Power Plant entrance, the HMCT will follow an abandoned county road along IKE property,

cross into Hanover College, then climb to the hilltop along an established College trail route. This path also will connect to existing “closed loop” trails in the municipalities, the College, and the state park. This route will provide a safe, pedestrian- and bike-friendly trail between Hanover, Clifty Falls State Park, and Madison, where there currently is none.

Land for the HMTC route is controlled by two contiguous property holders: Hanover College and the IKEC Clifty Creek Generating Station. Clifty Falls State Park and the City of Madison control the right of way along State Road 55/Clifty Hollow Road. All four entities, the Town of Hanover, and Jefferson County enthusiastically support the HMCT. Both IKEC and Hanover College are willing to enter into easement agreements, clearing the way for land acquisition and eliminating the most significant, time-consuming hurdle for trail projects. The limited number of owners and their high degree of cooperation have created a rare opportunity to move forward quickly to develop a high-quality destination trail. With funding, the project could start construction in Spring 2023.

The HMCT will improve health, quality of place, and quality of life for area residents, linking the county's two largest municipalities with a safe route for pedestrians and bicyclists and facilitating the active movement of residents, state park visitors, and Hanover students. A trail linking the historic Madison downtown with Clifty Falls and one of the nation's most scenic college campuses will be a major tourist destination. The MHCT will create a unique visitor experience bringing economic benefit to area businesses and attracting additional residents to the region. The Connector will enhance both downtowns, attract additional Hanover students, and promote the region's natural features. The HMCT also will serve as a fitting trail head for the world-class greenway system envisioned in the *Our Region | Our Plan* document. With CR 310-W/River Bottom Road part of the route at little or no additional cost, the trail could be extended another 7.6 miles to the foot of Saluda Hill. For five miles of trail investment, our region will gain almost 13 miles of scenic greenway.

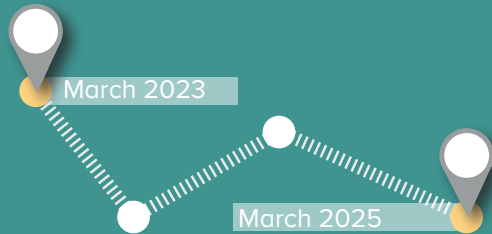
This phase of the project will include design and right-of-way. Future phases will include construction based on funding.





PROJECT PROFILE

PROJECTED TIMELINE



PROJECT MAINTENANCE

Entity Responsible for Maintenance:

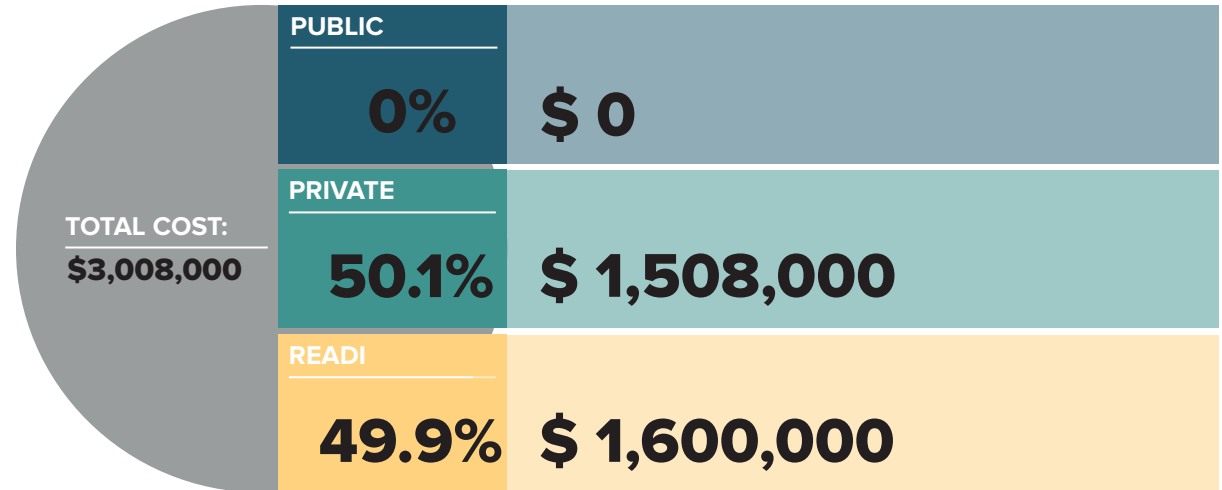
City of Madison, the Town of Hanover and Jefferson County

Future Funding Sources:

Determine funding sources as needed and appropriate

Hanover-Madison Connector Trail

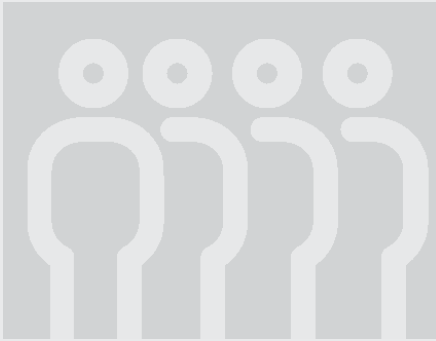
Regional Trail Initiative Implementation



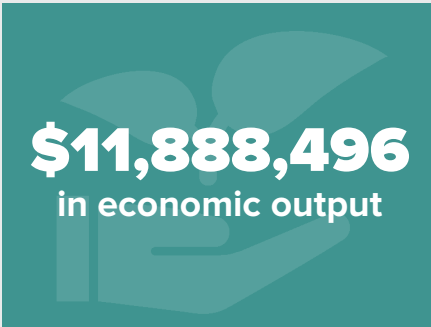
FINANCIAL BREAKDOWN

PHASE POTENTIALLY FUNDED BY READI	
Local Public Funding Source(s)	N/A
Private & Other Funding Source(s)	IKE Clifty Creek Power Plant Hanover College
FUTURE PHASE(S)	
Construction of Trail	\$11,290,000

DESIRED OUTCOMES



\$1,761,736
in new tax revenue



\$11,888,496
in economic output



145
new direct and
indirect jobs



\$3,626,076
total new wages



OTHER POTENTIAL OUTCOMES

- ✓ Improve quality of life and quality of place by facilitating active movement between the Town of Hanover, Hanover College, Clifty Falls State Park, and Madison.
- ✓ Develop an active living program which includes infrastructure improvements.
- ✓ Create a safe, pedestrian-friendly route where there currently is none, improving access to downtown Madison of county residents (including Hanover's 1,100 students).
- ✓ Develop a major destination that leverages existing assets to attract new visitors and new residents, as well as leverage existing visitors to the park, college, and historic Madison.
- ✓ Establish a major trail head and trail segment of the "world class greenway system" envisioned by our region.

PROJECT READINESS

- ✓ Control of Property
- ✓ Properly Zoned
- ✓ Route Feasibility Complete



PROJECT PROFILE

PROJECT LEADER

- Clark County

ROLE OF THE REGIONAL DEVELOPMENT AUTHORITY

- Partner

PROJECT PARTNERS

- River Ridge, Jeffersonville, Sellersburg, Clark County Regional Airport, INDOT, Local Industries

PREVIOUS PLANS AND STUDIES

- Commerce Connector Engineer's Report
- Clark County Transportation Capital Improvement Plan
- Clark County Transportation Plan
- Clark County 2040 Comprehensive Plan
- Connecting Kentuckiana 2040 (KIPDA Metropolitan Transportation Plan)

PROJECT GOAL CATEGORIES



READI PROJECT M

Commerce Connector

Connecting River Ridge to US 31

Provide a critical link between River Ridge and I-65 to alleviate congestion on IN-62, support development at the north end of River Ridge, and provide access to 2,500 acres for future development.

This 3.6-mile, limited access roadway will provide a critical connection from the northern section of River Ridge (IN-62) to I-65 and the Clark County Regional Airport. This new route would provide access to approximately 2,500 acres that is prime for industrial and residential development.

Since the completion of two new bridge crossings between Louisville and Clark County (Lewis and Clark Bridge and Lincoln Bridge), development in this area of the region has grown rapidly and placed additional pressures on the existing transportation network. River Ridge alone now has a workforce over 10,000 people and residential development is expanding as well. Development at the northern portion of River Ridge is reliant upon a more efficient route to the interstate.

Limited connections are available between the northern section of River Ridge and I-65 as well as the Clark County Airport. While the new heavy haul road can accommodate many heavy vehicles, IN-62 is still the primary route to not only River Ridge but also Charlestown, Madison, and Jefferson County. Highway 403 is the only other alternative route to serve these areas.

Commerce Connector would be a 3.6-mile, limited access roadway with four travel lanes, It crosses multiple local jurisdictions, including unincorporated Clark County, Jeffersonville, and Sellersburg and also includes River Ridge as a critical partner. It is key that this new roadway preserves the level of service to allow for minimal delays. Key access points will allow land that is prime for residential development to be built. These hundreds of acres are just waiting for this access to take off. This new residential development can support future development at River Ridge.

Commerce Connector will provide a safer and faster connection for commuters that come from the entire region while providing access for new residential development to support the new jobs being created.

The first phase of this project will include final design and property acquisition for the entire corridor in addition to construction from IN-62 to Salem Noble Road. Construction of the Commerce Connector from Salem Noble Road to US 31 will occur in phase 2.





PROJECT PROFILE

PROJECTED TIMELINE



PROJECT MAINTENANCE

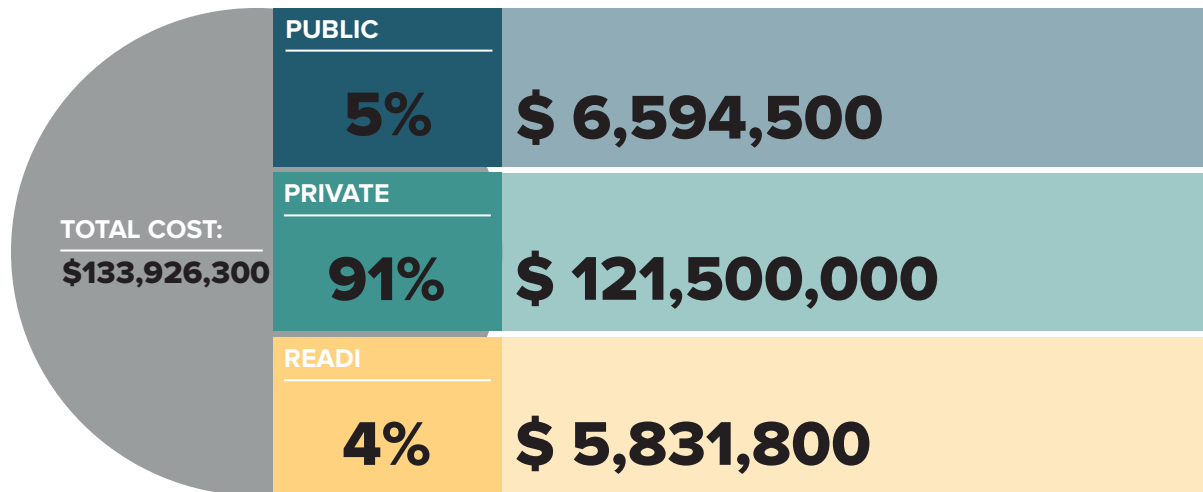
Entity Responsible for Maintenance:
Clark County Highway Department

Future Funding Sources:
Clark County Roadway Maintenance Funds, MVH and LRS through INDOT

READI PROJECT M

Commerce Connector

Connecting River Ridge to US 31



FINANCIAL BREAKDOWN

PHASE POTENTIALLY FUNDED BY READI	
Local Public Funding Source(s)	Clark County
Private & Other Funding Source(s)	Private Developers
FUTURE PHASE(S)	
Construction of Road from Salem Noble Road to US 31	\$17,253,700

DESIRED OUTCOMES



OTHER POTENTIAL OUTCOMES

- ✓ Provide access for approximately 2,500 acres of industrial and residential development.
- ✓ Relieve congestion along IN-62 by providing a limited access roadway between the north section of River Ridge and Exit 7 of I-65.
- ✓ Promote and support development on the north section of River Ridge; many potential companies desire a more direct connection to an interstate.
- ✓ Provide access to hundreds of acres of undeveloped land for residential development along the corridor.

PROJECT READINESS

- ✓ Control of Property
- ✓ Properly Zoned
- ✓ Route Feasibility Study Complete
- ✓ Preliminary Design Complete



PROJECT PROFILE

PROJECT LEADER

- Town of Sellersburg

ROLE OF THE REGIONAL DEVELOPMENT AUTHORITY

- Partner

PROJECT PARTNERS

- INDOT, Sellersburg Wastewater, Sellersburg Water, Form G, Sprigler Development, Clark County, Floyd County, Town of Clarksville, Sellersburg Redevelopment, Ivy Tech Sellersburg

PREVIOUS PLANS AND STUDIES

- *Sellersburg 2040 Comprehensive Plan*
- *Sellersburg 2021 Unified Development Ordinance*
- *North/Northwest Sellersburg Wastewater Impact*
- *Sellersburg Redevelopment Camp Run Road Extension*
- *INDOT/Sellersburg Poindexter Road, Camp Run, SR-60 Traffic Study*

PROJECT GOAL CATEGORIES



READI PROJECT N

Sellersburg Town Center District

Develop a new 275-acre Town Center District that connects multiple municipalities, provides a destination retail experience, builds high-density housing, and creates a distinct image for the town and gateway.

The area north of CR 311 at Camp Run Parkway is targeted for a new town center that would allow multiple uses, improve connectivity, define the community’s character, and create a destination within Sellersburg. The town is planning an extension of Camp Run Parkway that would connect CR 311 to IN 60 at Poindexter Lane.

The Town is starting construction of the \$4 million Camp Run Road corridor road project to connect SR 60 and CR 311 with expected completion in Summer of 2022. These traffic improvements will also positively impact residents from Clarksville, Clark County, Floyd County, and Washington County that use SR 60 and CR 311.

As part of the development of the Town Center District, sewer capacity will be expanded with the development of the Northwest Regional Wastewater Pumping Station (NRWPS). This station will provide additional wastewater service to the Town Center District as well as provide wastewater service to currently unserved areas of unincorporated Clark County and Floyd County. The additional benefit of the NRWPS will be within our collections system to the north and east of town. Because of the

redirected flows as part of the NRWPS, the existing force main along US-31 from Perry Crossing south will have the current flows cut by 75%. As a result of the relief provided, the Town will be able to do long needed maintenance and improvements that would again result in expansion of wastewater service to currently unserved areas of unincorporated Clark County.

Upon completion of the NRWPS, the Town will look to expand roadway and stormwater infrastructure within the Town Center District.

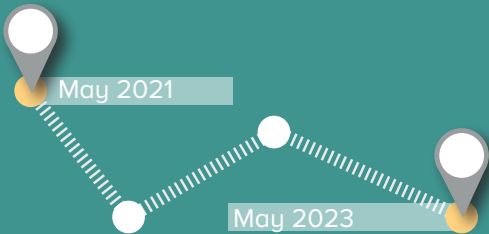
This phase of the project includes design and construction of Camp Run Parkway that will serve as the primary roadway through the district. It will also include acquisition of the land required for the full project so the town can ensure the vision is implemented. Future phases will include the remaining infrastructure that will be constructed as private development occurs.





PROJECT PROFILE

PROJECTED TIMELINE



PROJECT MAINTENANCE

Entity Responsible for Maintenance:

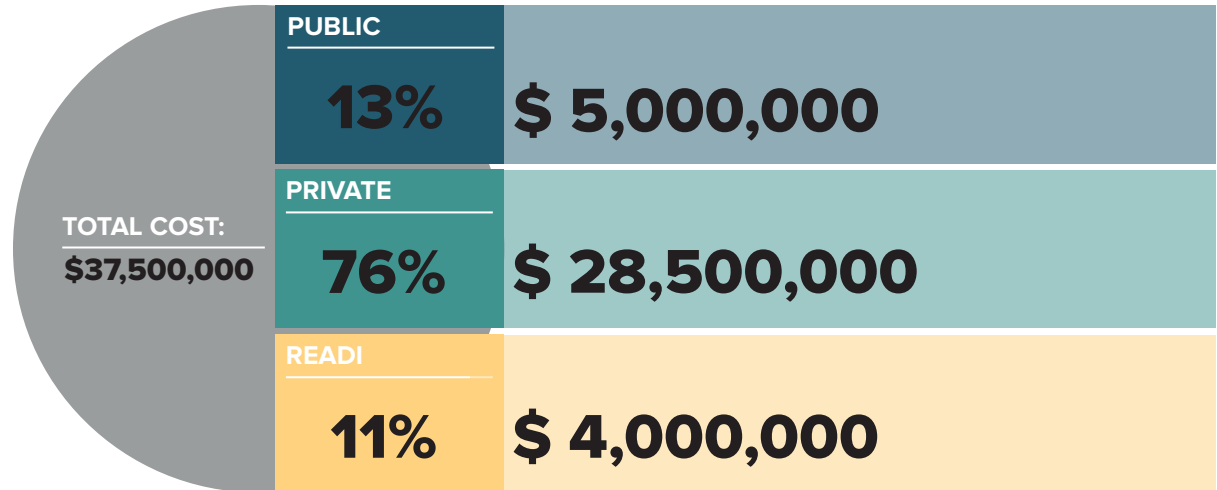
Town of Sellersburg
Sellersburg Wastewater

Future Funding Sources:

Town of Sellersburg Roadway
Maintenance Funds
Utility User Rates

READI PROJECT N

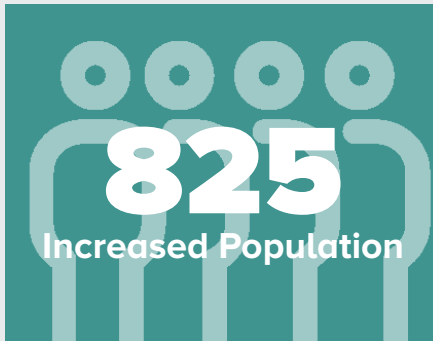
Sellersburg Town Center District



FINANCIAL BREAKDOWN

PHASE POTENTIALLY FUNDED BY READI	
Local Public Funding Source(s)	Sellersburg Redevelopment Commission
Private & Other Funding Source(s)	Private Developers
FUTURE PHASE(S)	
Regional Wastewater Project/Regional Stormwater Basin/Water Loop	\$8,000,000

DESIRED OUTCOMES



OTHER POTENTIAL OUTCOMES

- ✓ Business attraction/establishment of new economic focus area in central Clark County (275 acres off I-65 at exit 9)
- ✓ Improved traffic congestion along SR-60
- ✓ Improved access to/from I-65 at exit 9
- ✓ Expansion of wastewater service in unserved/underserved areas of Clark/Floyd County
- ✓ Improvement of wastewater service within the current wastewater service area of Sellersburg

PROJECT READINESS

- ✓ Properly Zoned
- ✓ Private Developer Commitment
- ✓ Conceptual Design of Entire District Complete
- ✓ Design (Camp Run Parkway) Complete/ Ready to Bid



INFRASTRUCTURE

PROJECT PROFILE

PROJECT LEADER

- Our Southern Indiana Regional Development Authority

ROLE OF THE REGIONAL DEVELOPMENT AUTHORITY

- Partner

PROJECT PARTNERS

- Clark County; Floyd County; Jefferson County; Scott County; Senator Chris Garten, Broadband Service Providers

PREVIOUS PLANS AND STUDIES

- Clark County Comprehensive Plan
- Floyd County Comprehensive Plan
- Jefferson County Comprehensive Plan
- Washington County Quality of Life Plan
- Scott County Vision Plan

PROJECT GOAL CATEGORIES



READI PROJECT O

Regional Broadband Readiness Plan

Regional Broadband Initiative

Improve regional high speed broadband infrastructure and services in urban, suburban, and rural areas through partnerships with regional providers to ensure that Southern Indiana retains its competitive edge and provides for residential amenities.

Reliable and fast internet service is increasingly relied upon as an essential part of our everyday lives. From enrolling in e-learning classes, to researching school assignments, working from home, participating in a telehealth consultation, ordering groceries, applying for a job and filing a critical work deadline, the pandemic has increased our reliance on affordable, reliable internet service.

However, while the world seems to revolve around the internet and its supporting infrastructure, 24% of rural adults across the country report that access to the internet is a major problem in their local community. The PEW Research Center also reported that nationwide, nearly six in ten rural Americans believe access to high-speed internet is a problem in their area.

Our region needs to complete a Regional Broadband Readiness Plan. Southern Indiana is not immune to the nationwide concerns centered on broadband infrastructure. Indiana has focused on broadband infrastructure, especially in rural areas, by initiating both planning and implementation grant programs for broadband study and expansion. The programs seek to not only identify the system's gaps, but partner communities with broadband service providers to facilitate implementation and system improvements.

Broadband or high-speed internet capability allows users to access the internet at significantly higher speeds than those available through traditional dial-up services. Access to broadband and other communication services in rural, suburban, and urban areas is and will continue to remain critical for a functioning 21st-century economy. In rural areas, broadband infrastructure is expected to be an important factor that contributes to business investment and job creation as well as general economic growth, especially within the disciplines of telemedicine, education, and farming.

Beyond its importance as economic infrastructure, access to the internet is also a key component of quality of place. There are a number of factors in the rural segments of Southern Indiana that many people find desirable – in particular, the scenic hills and other natural amenities that are a unique asset. But in order to remain attractive, especially to families and young professionals, there is an increasing need for these areas to become connected to the reliable and fast internet.

As future generations identify locations in which to settle down and raise families, the economic and educational opportunities that broadband infrastructure provides are critical. Internet access and quality of service were both frequently named topics in RDA board meetings and in stakeholder and project leadership group conversations.

There has never been a time in our state's history where more funding has been allocated for broadband. The Indiana Next Level Connections Broadband Program will invest \$270 Million toward improving broadband access throughout the State. The Our Southern Indiana RDA is willing to lead in ensuring our underserved communities fully maximize this opportunity to enhance our regional broadband service to businesses, residents and institutions. Improvements to the regional infrastructure within Southern Indiana will ensure that the region stays economically competitive and establishes a high quality of life for current and future residents.

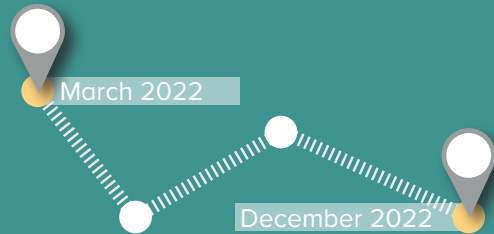




INFRASTRUCTURE

PROJECT PROFILE

PROJECTED TIMELINE



PROJECT MAINTENANCE

Entity Responsible for Maintenance:

Our Southern Indiana RDA
County Commissioners

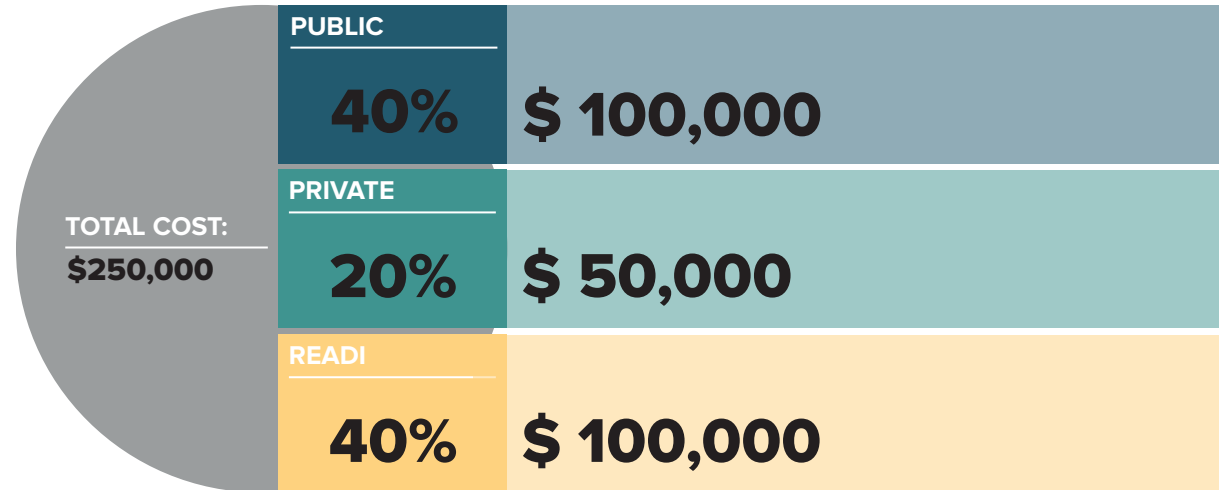
Future Funding Sources:

N/A

READI PROJECT O

Regional Broadband Readiness Plan

Regional Broadband Initiative



FINANCIAL BREAKDOWN

PHASE POTENTIALLY FUNDED BY READI	
Local Public Funding Source(s)	Clark County Floyd County Jefferson County Scott County
Private & Other Funding Source(s)	Community Foundations Broadband Service Providers
FUTURE PHASE(S)	

DESIRED OUTCOMES



Create a Regional Broadband Readiness Plan so that local leaders will have an action plan to address broadband needs.



Coordinate improvements with the region's various service providers, and, as necessary, assist in funding applications, progress communication, and community outreach.



Develop and implement affordable and reliable broadband enhancement plans to better connect Southern Indiana to the world.



PROJECT READINESS



Coordination with Residents and Businesses



Coordination with Providers



INFRASTRUCTURE

PROJECT PROFILE

PROJECT LEADER

- Salem Board of Aviation

ROLE OF THE REGIONAL DEVELOPMENT AUTHORITY

- Partner

PROJECT PARTNERS

- City of Salem, Washington County Economic Growth Partnership, Washington County Commissioners, Washington County Council, Washington County Redevelopment Commission

PREVIOUS PLANS AND STUDIES

- *City of Salem 9 Phase Development*

PROJECT GOAL CATEGORIES



READI PROJECT P

Salem Municipal Airport

Hanger & Fueling Improvements

Complete critical landside improvements in conjunction with a runway extension project funded through FAA to drive economic development for the region through improvements to hanger spaces, a fixed Jet-A fuel point, and extension of utilities.

The Salem Municipal Airport Capital Improvement Plan approved by the FAA will extend the current runway to 5,000 feet from the existing 3,000 feet (opened in 2019). This expansion and growth, funded 90% by FAA, 5% by the state, and 5% by local sources when completed, will result in new and expanded economic development opportunities. However, there are other capital infrastructure projects not eligible for FAA grant funding that are needed to maximize the airport's ability to better serve and accommodate the local, regional, national, and international air operations for local and transient pilots, passengers, and aircraft making use of the extended runway. This airport serves many neighboring communities in the region, and is a near base access point for business, industry, employers, and travelers alike.

The Salem Municipal Airport will make improvements to the existing T-Hangar, a new 10 Unit T-Hangar, 80' x 80' maintenance hangar, grading & paving of lease space for private hangars, drainage Improvements, a fixed Jet-A Fuel point and the extension of water supply, sanitary sewer and drainage improvements. All of these items are outside of FAA grant funding but are critical to economic development within the region. While the runway extension will open opportunities for the airport, improvements to the landside amenities are vital to being competitive.

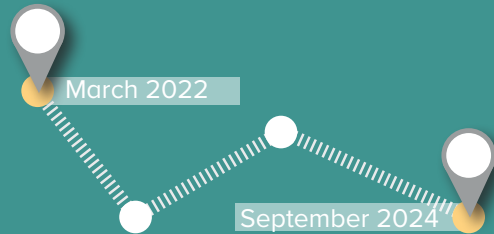




INFRASTRUCTURE

PROJECT PROFILE

PROJECTED TIMELINE



PROJECT MAINTENANCE

Entity Responsible for Maintenance:

Board of Aviation Commissioners

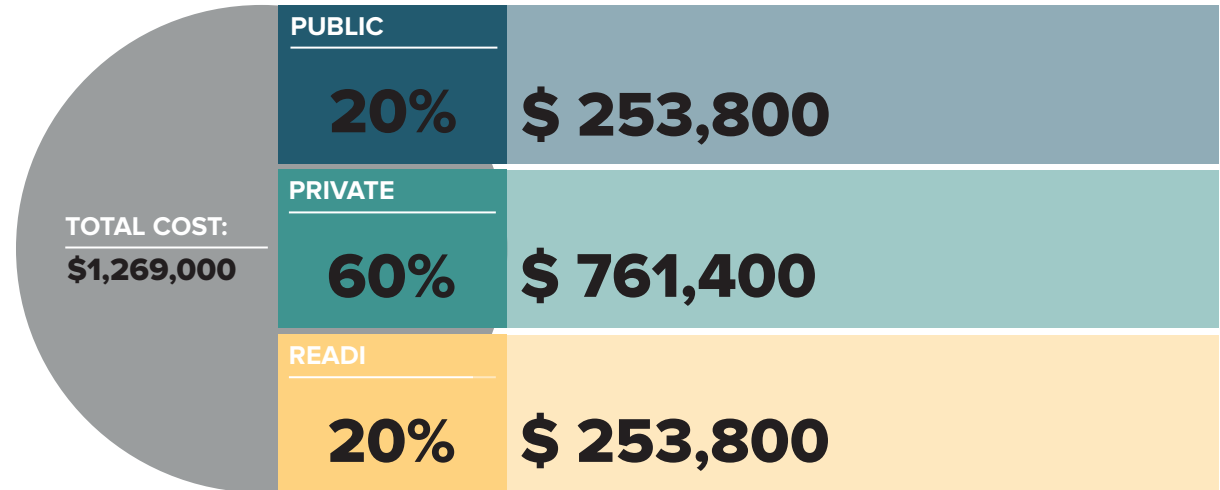
Future Funding Sources:

Board of Aviation Commissioners
Maintenance Budget

READI PROJECT P

Salem Municipal Airport

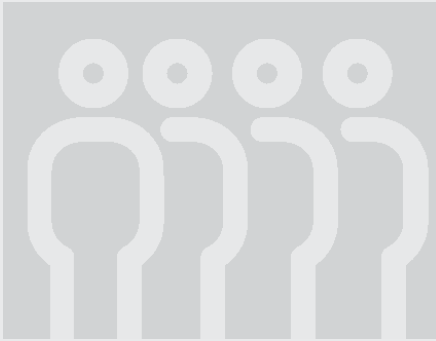
Hanger & Fueling Improvements



FINANCIAL BREAKDOWN

PHASE POTENTIALLY FUNDED BY READI	
Local Public Funding Source(s)	Board of Aviation Washington County
Private & Other Funding Source(s)	Airport Users
FUTURE PHASE(S)	
N/A	N/A

DESIRED OUTCOMES



\$154,086
in new tax revenue



\$1,797,170
in economic output



12
new direct and
indirect jobs



\$645,445
total new wages



OTHER POTENTIAL OUTCOMES

- ✓ Attract corporate and industrial relocation to the Salem area with airport enhancements.
- ✓ Take advantage of the overcrowding at the Metropolitan Louisville area airports by providing an alternative for private and corporate air traffic.
- ✓ Compete favorably with Metro Louisville airports for hangar rentals and fuel sales due to lower overhead costs of operation.
- ✓ Welcome tourists and business people to Washington County, while also being the gateway to tourist attractions and business in Clark, Floyd, Jefferson, Orange, Harrison, Jackson, Lawrence and Scott Counties.

PROJECT READINESS

- ✓ Control of Property
- ✓ Properly Zoned
- ✓ FAA Approval



INFRASTRUCTURE

PROJECT PROFILE

PROJECT LEADER

- River Ridge Development Authority, City of Jeffersonville, City of Charlestown

ROLE OF THE REGIONAL DEVELOPMENT AUTHORITY

- Partner

PROJECT PARTNERS

- Town of Utica; Clark County

PREVIOUS PLANS AND STUDIES

- *River Ridge Economic Impact Report, 2020*

PROJECT GOAL CATEGORIES



READI PROJECT Q1 | Q2

Wastewater Capacity at River Ridge

Charlestown & Jeffersonville Wastewater Capacity Expansion

Provide critical wastewater capacity to future tenants at River Ridge Commerce Center who produced an estimated \$2.5 billion in economic output in 2020.

River Ridge Development Authority (RRDA) was established in 1998 to allow a mechanism for local units of government to redevelop the former Army Ammunition Plant. Even with the excitement for transformation back then, few could imagine the regional economic engine that the River Ridge Commerce Center would become 25 years later.

According to an Economic Impact Analysis conducted by Policy Analytics in early 2021, the River Ridge Commerce Center produced an estimated total of \$2.5 billion in economic output in 2020. The business activity at River Ridge helped create or support over 17,500 jobs across a variety of sectors, equating to \$700 million in labor income for the Southern Indiana/Louisville region.

Despite the national pandemic-induced recession, private development continued at a strong pace in 2020, with approximately \$143 million in capital development. Structures developed by VanTrust Real Estate, PharmaCord and HempRise were all substantially completed last year, and significant projects by America Place and Gray Construction are underway. Hollenback-Oakley also broke ground on the first Class A office building at River Ridge's new Gateway Office and Research Campus.

While the RRDA has invested over \$250 million in infrastructure improvements such as roads, utilities, and rail infrastructure as well as environmental expenses, it is estimated that an additional \$300 million in future infrastructure improvements are necessary to develop the entirety of this property. And this remarkable evolution of River Ridge – from an abandoned Army facility to an economic powerhouse – could come to a dead stop if wastewater capacity is not increased to accommodate the exponential growth.

The 6,000 acre park is served by two wastewater jurisdictions controlled by the City of Jeffersonville and the City of Charlestown. Currently, Charlestown provides wastewater treatment for those companies located within the Charlestown portion of the RRDA, and Jeffersonville provides treatment for those companies located within Jeffersonville. Both treatment plants, however, are nearing capacity and expansion plans are presently being developed.

- The City of Charlestown is planning to increase the capacity of its wastewater treatment plant from 2.2 MGD to 3.5 to 4.5 MGD at a total cost (hard and soft costs) of \$32.45 million. The size of the proposed wastewater treatment plant has been based upon projections related to the anticipated economic growth at the RRDA and the anticipated growth within and around the City of Charlestown.

- In 2011, the City of Jeffersonville built a 3.0 MGD North Wastewater Treatment Plant in River Ridge at a cost of \$25 million. This plant has a current usage between 1.9-2.3 MGD based upon the average daily flow. Jeffersonville is planning an expansion to double the current capacity to 6.0 MGD to serve new industrial growth at River Ridge (including the 1,000 acre Mega-site) and approximately 2,500 residents in Charlestown, the Town of Utica and areas of Clark County.

But time is of the essence. On nearly a daily basis, the RRDA receives requests for information from companies looking to locate to or expand within River Ridge. Providing adequate wastewater treatment for these companies is a primary concern to continue development. Expansion of each community's wastewater services is imperative.

Regionalism is alive and well in Southern Indiana. We may compete against each other in athletic competitions, but for our economic future, we work together. This project will look comprehensively at the expansion of both sewer districts in conjunction with future growth at River Ridge.

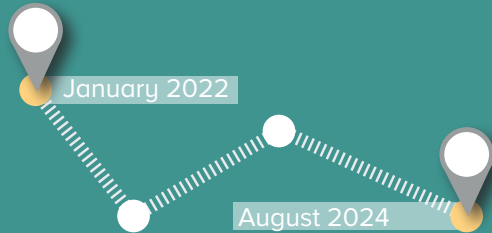




INFRASTRUCTURE

PROJECT PROFILE

PROJECTED TIMELINE



PROJECT MAINTENANCE

Entity Responsible for Maintenance:

- City of Charlestown
- City of Jeffersonville

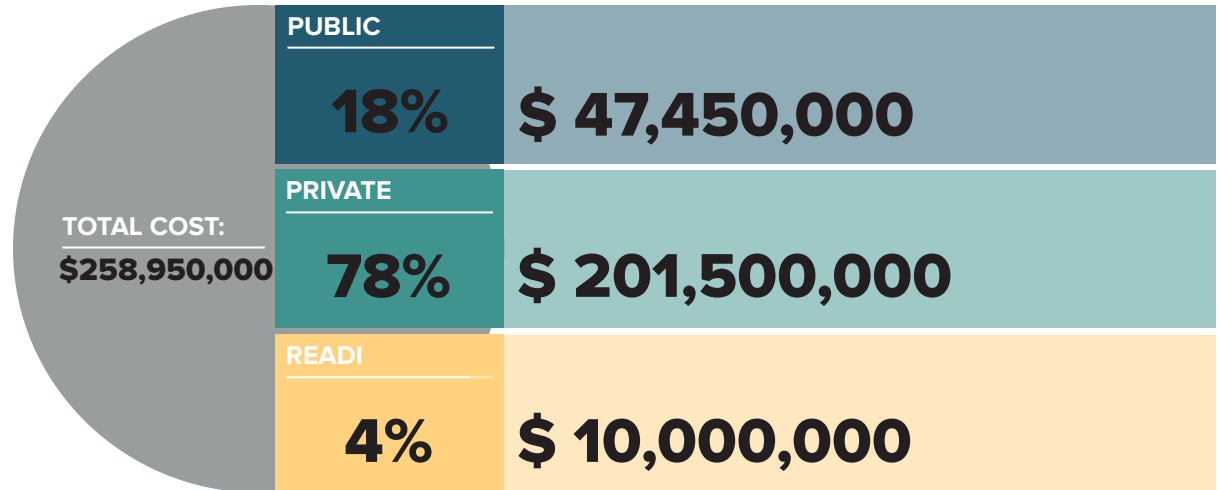
Future Funding Sources:

- User fees

READI PROJECT Q1 | Q2

Wastewater Capacity at River Ridge

Charlestown & Jeffersonville Wastewater Capacity Expansion



FINANCIAL BREAKDOWN

PHASE POTENTIALLY FUNDED BY READI	
Local Public Funding Source(s)	City of Charlestown City of Jeffersonville River Ridge Development Authority
Private & Other Funding Source(s)	User Rates Private Developers
FUTURE PHASE(S)	

DESIRED OUTCOMES



OTHER POTENTIAL OUTCOMES

- ✓ Expand sewer capacity that is critical for continued growth at River Ridge.
- ✓ Provide capacity for population growth – with a special emphasis on workforce housing – in all communities immediately surrounding River Ridge.
- ✓ Provide secondary job and business growth as population growth and density increase.

PROJECT READINESS

- ✓ Control of Property
- ✓ Properly Zoned
- ✓ Private Developer Commitment
- ✓ Preliminary Design Complete (Charlestown)
- ✓ Design Complete/Ready to Bid (Jeffersonville)



INFRASTRUCTURE

PROJECT PROFILE

PROJECT LEADER

- Town of Borden

ROLE OF THE REGIONAL DEVELOPMENT AUTHORITY

- Partner

PROJECT PARTNERS

- Wood Township of Clark County, and Clark County Government, Starlight Foundation and SOIN Tourism, : Koetter Woodworking, Inc., Smith Creek Wood Products, Huber’s Orchard, Winery & Vineyards; and Joe Huber’s Family Farm and Restaurant, Borden Tri-County Water Company

PREVIOUS PLANS AND STUDIES

- *Feasibility Study*

PROJECT GOAL CATEGORIES



READI PROJECT R

Star Valley Destinations

Wastewater Capacity for Residents & Tourism

Complete wastewater plant capacity upgrades and repairs in addition to installing a sewer line from the existing plant in Borden to Starlight to support existing and planned tourism and residential.

Starlight is home to Borden’s existing tourism sites: Huber’s Orchard, Winery & Vineyards; and Joe Huber’s Family Farm and Restaurant. Starlight will also be home to the planned Quadrant Hotel and several planned residential development sites.

Starlight businesses and attractions are reaching the limits of their individual septic systems and a capacity expansion is required to support future growth. As soon as this capacity upgrade and new line is complete, investors are ready to break ground for both a new housing subdivision and the new hotel. Other developments are planned within the next few years. This new infrastructure will also support planned commercial development sites (retail shops, entertainment venues, a restaurant, and chalets) planned for Star Valley.

Phase 1 will include capacity upgrades and repairs of existing lines to reduce infiltration and inflow throughout the existing system. Phase 2 will include a new sewer line from Borden to Starlight to serve a new hotel, tourism destinations, and residential subdivisions.

Our team is working with Clark County to put Tax Increment Financing (TIF) in place within the expanded service area and intend to use these funds as a part of an overall funding package for the sewer system repairs and upgrades.

It is important to note that Borden is not eligible for OCRA funding because our town survey LMI is a few thousand dollars over the limit. But that said, most Borden’s 808 civic residents have low to modest income, and the town does not have sufficient tax revenue to fund this type of tourism expansion.

But that said, we are highly motivated to grow Star Valley and Starlight into a regional, and eventually national, tourism destination. We believe that the clarity of our vision and the passion of our core of volunteers and workers is turning our small town into a big opportunity for the state of Indiana. More information about our vision and plans can be found at (<http://www.starvalleydestinations.com>).

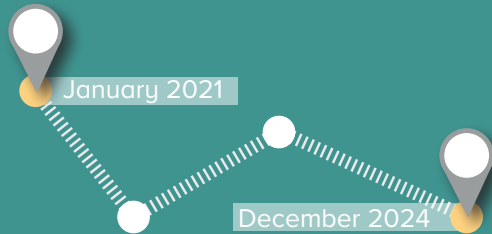




INFRASTRUCTURE

PROJECT PROFILE

PROJECTED TIMELINE



PROJECT MAINTENANCE

Entity Responsible for Maintenance:

Borden Wastewater Utility

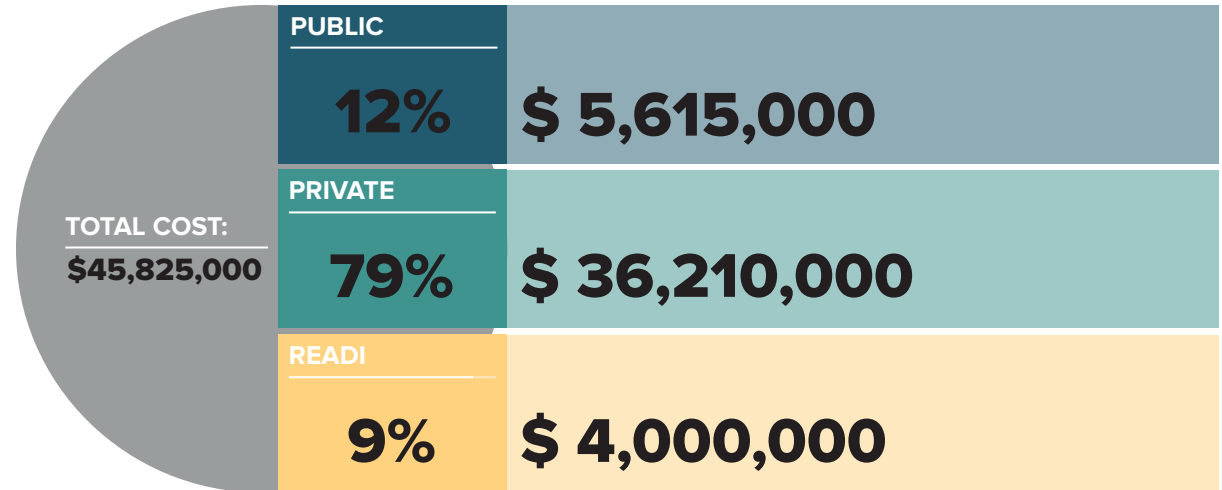
Future Funding Sources:

- Borden Wastewater Utility Maintenance Funds
- User Revenues

READI PROJECT R

Star Valley Destinations

Wastewater Capacity for Residents & Tourism



FINANCIAL BREAKDOWN

PHASE POTENTIALLY FUNDED BY READI	
Local Public Funding Source(s)	Town of Borden Wood Township Clark County
Private & Other Funding Source(s)	Starlight Foundation Soln Tourism Private Developers
FUTURE PHASE(S)	

DESIRED OUTCOMES



OTHER POTENTIAL OUTCOMES

- ✓ Increase length of stay for existing visitors to Starlight attractions.
- ✓ Increase viability of local properties for commercial and residential development.
- ✓ Spur small town/rural economic development and jobs creation.
- ✓ Strengthen brand recognition as a regional, and then national, tourism hub.

PROJECT READINESS

- ✓ Control of Property
- ✓ Properly Zoned
- ✓ Private Developer Commitment
- ✓ Feasibility Study Complete

RDA-Supported Efforts

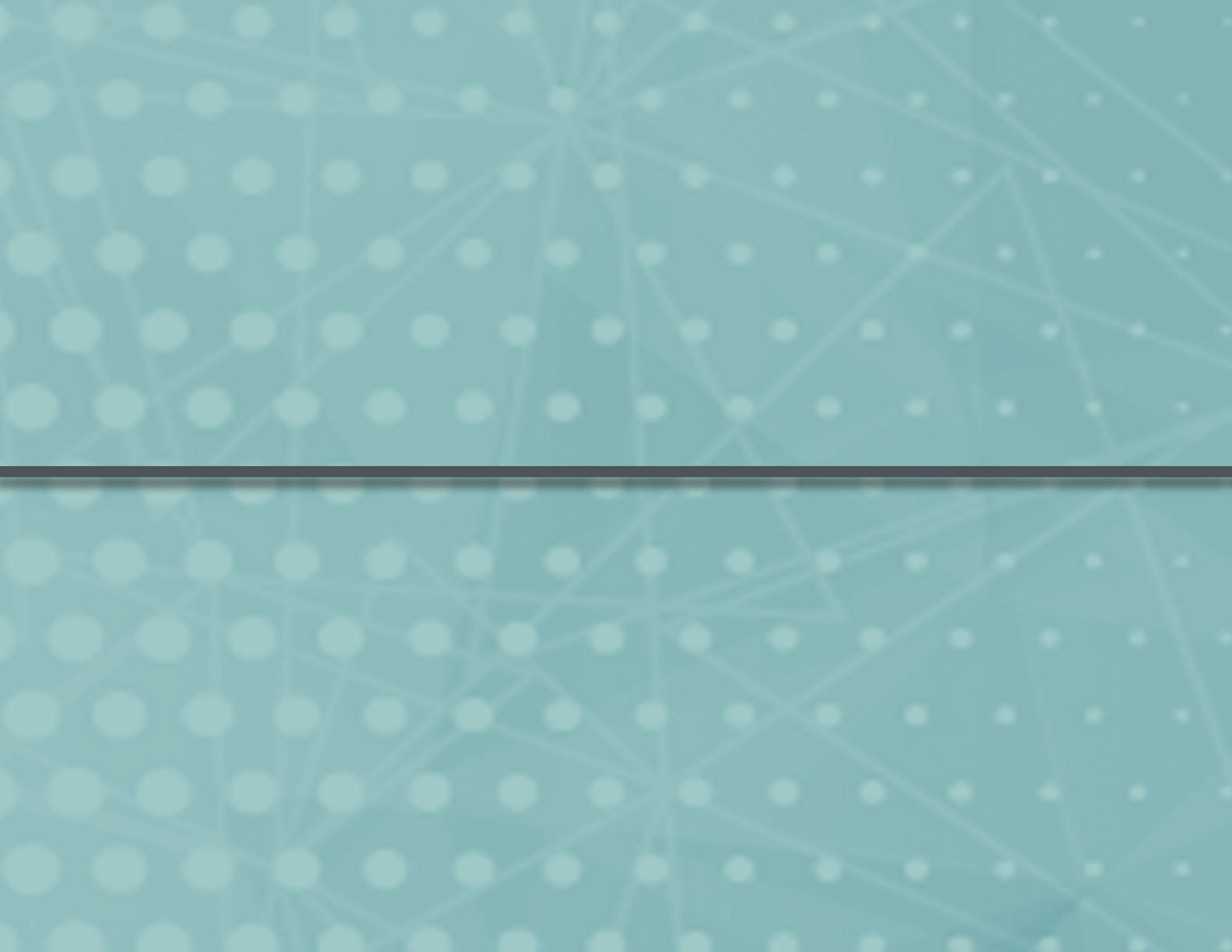
As outlined previously, the *Our Region | Our Plan* process worked to define the benefits or value added of the RDA organization while also identifying ways that the RDA could participate in both local and regional initiatives. The following matrix identifies quality of life and economic development projects at the county and local level. The identified projects were determined to be projects that the Our Southern Indiana RDA board could support because the goals of the project align with the RDA's organizational purpose and powers. For these identified projects, the RDA board would offer input and thought as necessary and can work to provide necessary political support. For more information on the identified projects and how the RDA's resources can be applied to each, refer to the *County Work Plans*.

SUPPORTER PROJECTS

Workforce; Madison, IN
Jefferson Proving Ground Airport & Infrastructure Development, Jefferson County
Indoor Recreation Center at the Washington County YMCA, Salem
Madison Ohio Theatre
Mid America Science Park High School & Adult Training
SolIN Conference & Event Center
Infrastructure Development for Southwest Jefferson, Northeast Clark & Southeast Scott County
New Pekin Apartments
Building 40 Lofts - 1201 North Clark Blvd., Clarksville
Memphis Blue-Lick Corridor
Coding for the future: Jeffersonville & Clarksville
Star Valley Destinations - Project 2 - History
Wisdom Workshop / 4H Purdue Extension Building
CR-403 Improvements from Sellersburg to Charlestown
Building 8 Loft - 1201 North Clark Blvd., Clarksville
Eleven Fifty Academy Coding Bootcamp
Town of New Pekin (Park Updating)
Innovate WithIN Pitch Competition
Small starts. Big finishes.

Empower Southern Indiana
Southern Indiana Regional Public Safety Training Center
Mardi Gras in Southern Indiana
Fields for All - 404 Durgee Road, New Albany
180 Skills online skills training to employers, educators, and workforce
Southern Indiana Maker Network
Talent Pipeline Development Targeting the Local Justice System
LifeSpan Resources
Clark County Regional Airport Improvements
Downtown Redevelopment
Industrial Redevelopment
Jeff Boat Redevelopment
Regional Water Supply
Retail Redevelopment
SR 60 Improvements (Salem to Grant Line Road)
Scottsburg Bypass
Charlestown State Park Improvements
Intermodal Facilities (Port of Indiana, River Ridge, and Industrial Sites)
Outer Loop By-Pass for Austin and Scottsburg
Regional Commuter System (Salem, Madison, Scottsburg)
SR 56 Improvements
Substance Abuse Programs

Supporter Projects



9

CHAPTER NINE

OUR Investment Strategy

Results in More Than Just Dollars

OUR

↑ HIGHWAY 160
⇨ WILCOX LAKE
⇨ BOWEN LAKE
⇨ GUN RANGE

⇨ WILCOX LAKE
⇨ BOWEN LAKE



As a region, Our Southern Indiana understands that we have a big vision, and our big vision includes a lot of big projects and big programs. However, we also understand that not everything can be completed at once or within a few short years. Progress can occur quickly but transformation is usually achieved through multi-phased projects and programs. Because of this our region agreed upon and adopted a project scorecard in 2019 as part of *Our Region | Our Plan*. Without knowing there was a future funding source, our region realized the need to be able to objectively measure a project's impact, regional importance, and catalytic ability to create momentum that cannot be stopped.

OUR Scorecard

Our Region | Our Plan was drafted in 2019 and included a scorecard that was intended to be used to evaluate and prioritize projects as funding became available. In 2021, the scorecard was modified to reflect the issues addressing the world around us. More importantly, our scorecard was intended to set the groundwork for any future scorecards or prioritization processes by gaining consensus from the region's leaders on criteria that should and would be used by the RDA in the future. This consensus made the process of ranking projects for READI much easier and streamlined.

The scorecard, adopted in 2019 and modified in 2021, includes criteria that targets the plan's goals, project readiness, regional impact, and diversity/equity concerns. This scorecard formed the basis of prioritization as the region prepared for READI. Minor changes were made to the scorecard to reflect the need to balance projects among the plan's seven priorities in order to achieve a comprehensive approach to economic development.

Regional Score Card

For use by the Our Southern Indiana Regional Development Authority

	SCORING RANGE					
REGIONAL IMPACT	Low		Mid		High	
Regional Impact and Community Inclusion						
Does the project submission adequately describe the regional impact and benefit to multiple communities?						
GENERAL CRITERIA						
General Information and Project Readiness						
Is the identified project within the RDA's purpose and powers?						
Can the project be improved or furthered by the RDA's involvement?						
Does the project have public buy-in (meaning is it supported by local municipalities/county, included public input, and/or a completed feasibility/planning document)?						
Does the project have a financial plan for implementation?						
Does the project leverage other investments such as city, town, county, or private resources?						
Project Maintenance and Sustainability						
Does the project have an assigned responsible party for long-term maintenance?						
Does the project have a funding stream for long-term maintenance?						
Does the project have a maintenance plan to ensure it is sustainable?						
Diversity & Equity						
Does the project allow show value to all residents and visitors, including those disadvantaged, so that everyone can feel included?						
Does the project positively support or allow for wealth creation of low-income residents?						
Does the project displace or negatively impact minority or at-risk populations?						

REGIONAL DEVELOPMENT PLAN CRITERIA	SCORING RANGE					
	Low		Mid		High	
Destinations – Does the project create and nurture great destinations for present and future residents and visitors?						
Does the project support our distinctive downtowns, promote investment in these areas, or increase our quality of place?						
Does the project provide a unique visitor experience, support, and attract visitors, and/or increase tourism in the region?						
Does the project provide entertainment, amenities, or services for visitors as well as current and/or future residents?						
Does the project benefit a wider geography, including opportunities for rural areas to benefit?						
Workforce - Does the project align education and workforce development opportunities to strengthen job growth and ensure that the region's workforce adequately fulfills the employment opportunities available in the region?						
Does the project increase the quality of place to attract and retain residents within the region?						
Does the project attract or retain high-skill jobs with wages that increase our region's livable wage standard (raise the average pay wage)?						
Does the project support or further our higher-education institutions, advance degree programs, or research capabilities in the region?						
Does the project increase the competitiveness of our schools through programs, resources, or increased student population?						
Does the project support entrepreneurs in the region?						
Does the project support or aid in the development of complete workplaces by integrating public transit, employee access to natural amenities, childcare, health or fitness facilities/programs, workforce housing, restaurants, or other uses that support a signature employment campus setting?						
Does the project support the viability of agricultural businesses in the region?						
Economic Development – Does the project pursue catalytic development that spurs investment in the region's quality jobs, housing, public spaces, and infrastructure?						
Does the project rehabilitate an underutilized or abandoned site and/or structure?						
Does the project support or contribute to a regional retail center with mixed-use, walkable destinations?						
Does the project reinvest in a downtown through streetscape, historic preservation, or other elements that make a downtown a destination?						
Does the project develop or promote diverse, affordable, and amenity-rich neighborhoods for the region's workforce?						

REGIONAL DEVELOPMENT PLAN CRITERIA (Continued)	SCORING RANGE					
	Low		Mid		High	
Natural Assets – Does the project promote the preservation and celebration of the region’s unique natural features and environmentally sensitive areas?						
Does the project provide alternative ways for residents and visitors to access and connect to communities, increasing access for recreation activities?						
Does the project build upon our region’s unique and natural assets, such as the Ohio River or natural features?						
Does the project reinforce our agricultural heritage through agritourism, healthy food initiatives, or similar programs to positively impact the rural areas of our region?						
Connections – Does the project enhance connections throughout the local communities, counties, and broader region by improving safety, function, and efficiencies for all modes of transportation including vehicular, bicycle, pedestrian, rail, intermodal, freight, and aviation networks?						
Does the project provide transportation infrastructure to key industries that drive economic development to areas outside of our region?						
Does the project strengthen access to transit with expanded mobility options for those who need it most and as an option that connects people to jobs?						
Does the project create a street or corridor that is connected, safe, and welcoming for all modes of transportation?						
Does the project create a gateway to our region that welcomes visitors and reinforces our identity?						
Government & Collaboration – Does the project encourage collaboration among organizations, agencies, and local government?						
Does the project coordinate public services and investments for an increased public benefit?						
Does the project create new or reinforce existing cross-jurisdictional partnerships or public-private partnerships?						
Infrastructure – Does the project ensure that the region’s utility infrastructure systems respect and protect the area’s natural resources while providing high-quality, efficient, and effective services to current and future residents and businesses?						
Does the project update critical infrastructure that is needed for business, industrial, and/or residential growth?						
Does the project expand universal access to high-speed internet, especially to rural areas, minority residents, or low-income residents?						
Does the project work regionally to address water or other utility supply and distribution challenges?						
Other Categories/Regional Considerations						

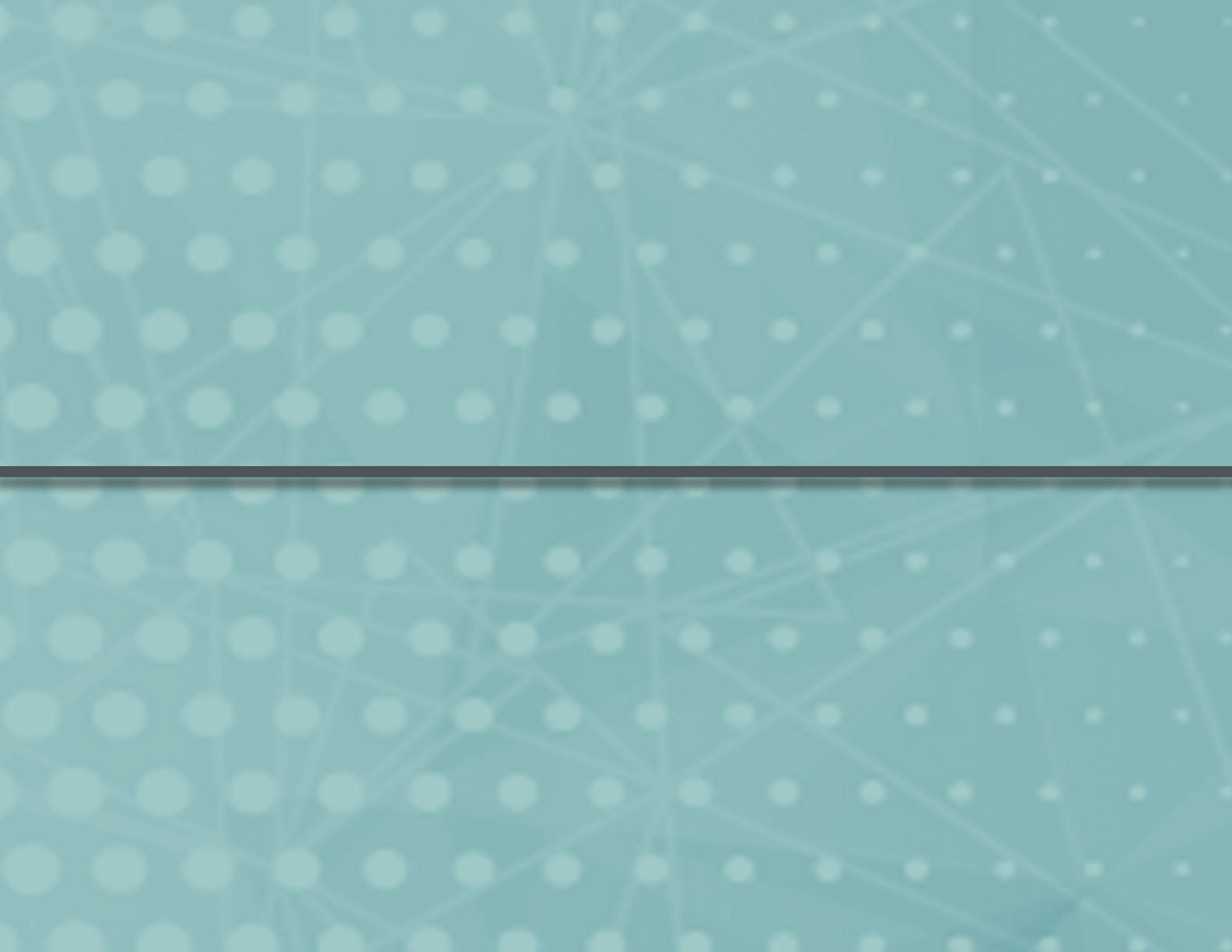
OUR Evaluation and Prioritization Process

Our Southern Indiana issued a detailed call for projects in June of 2021 as the region updated the Regional Economic Development Plan. Project partners were eager to respond and it was evident that many of the projects in the 2019 plan had progressed. Our region received a total of 53 new projects in this call as well as projects from the 2019 plan that were still in need of support. The RDA board used the scorecard to evaluate the recent project submissions that resulted in a prioritization of regional projects. ***Because our region had already established a process for evaluating and scoring projects prior to READI, there was no surprise or political debate as the region's list of projects was prioritized.***

We know that it's easy to compile of projects, or a wish list, for a region. We equally understand that the difficult part is paring the list down to ensure finite resources support the most impactful projects that will create the most opportunity for future investment. Our region has not just compiled a list of projects and programs that are needed to achieve our vision and vetted those projects for readiness and their ability to execute, but we have taken the difficult step of identifying our top priority projects. This wasn't a simple process. After all of the projects were scored, the RDA, contracted staff, and partners began open and honest conversations with each project partner about the need to work as a region. This didn't just mean supporting other partner's projects – it meant evaluating each of their requests in order to stretch the potential funding as far as it could go. ***It was evident how far our region has come in just a few years, demonstrated by project sponsors realizing the importance of a comprehensive approach to economic development and population growth – even if that meant phasing or reducing their project's scope.***

The critical need for each project was identified; this included phasing projects that would be difficult to fund elsewhere or identifying imperative tasks that need to occur to gain momentum so the project would not become idle and stall out. ***In the end, this process solidified our region to working together, as a team, to create a well-rounded list of projects and programs that will result in the largest, long-term impacts to benefit our region and the state rather than just a few communities.***

We know that it's easy to compile of projects, or a wish list, for a region. We equally understand that the difficult part is paring the list down to ensure finite resources support the most impactful projects that will create the most opportunity for future investment.



10

CHAPTER TEN

OUR Success Metrics

OUR



OUR Success Measured

Success is sometimes difficult to gauge. Some view success as merely checking a task off their list while others view success as making a dream become reality. Our Southern Indiana has a proven track record showing we can get projects done. We can bring continued investment to the region. We can achieve our vision.

As we progress through implementation of projects and programs in the READI Work Plan, we will evaluate our success based upon our benchmark regions and our ability to complete the projects in this Work Plan.

Success Measurement #1:

Our region will measure our success by the ability to “move the needle” on our trends and outcomes, specifically population growth. But our success is not just based on our ability to improve, it will be based on how we can “close the gap” and eventually surpass our benchmark regions. Our comparison measures will include:

- ✓ Increasing our population growth
 - Baseline Measurement: 2010-2020 percent of population change
 - Success Measurement: 2020-current year percent of population change
- ✓ Decreasing our median age
 - Baseline Measurement: 2020 median age
 - Success Measurement: annual year median age
- ✓ Increasing the number of direct and indirect jobs
 - Baseline Measurement: Average number of jobs created between 2010 and 2020
 - Success Measurement: Number of jobs created annually
- ✓ Increasing the number of businesses supported
 - Baseline Measurement: Average number of businesses directly supported by similar programs 2010-2020
 - Success Measurement: Number of businesses that received direct support annually
- ✓ Increasing our average wages
 - Baseline Measurement: Average wages by industry in 2020
 - Success Measurement: Average wages by industry annually
- ✓ Increasing our educational attainment
 - Baseline Measurement: Average number of residents with high school degree, certificate, associate degree, bachelor degree or higher
 - Success Measurement: 2020-current year of percent increase by educational attainment
- ✓ Increasing our housing growth
 - Baseline Measurement: Average number of units constructed 2010-2020
 - Success Measurement: Number of units constructed annually

Success Measurement #2:

Our region will also measure our success by our ability to complete the 18 catalyst projects included in the READI Work Plan. Our measures of success will specifically include:

- Number of projects and programs completed annually as compared to our initial timeline
- Public investment leveraged compared to investments identified in this READI Work Plan
- Private investment leveraged compared to investments identified in this READI Work Plan
- Number of new projects that are not included in the READI Work Plan that are initiated because of READI

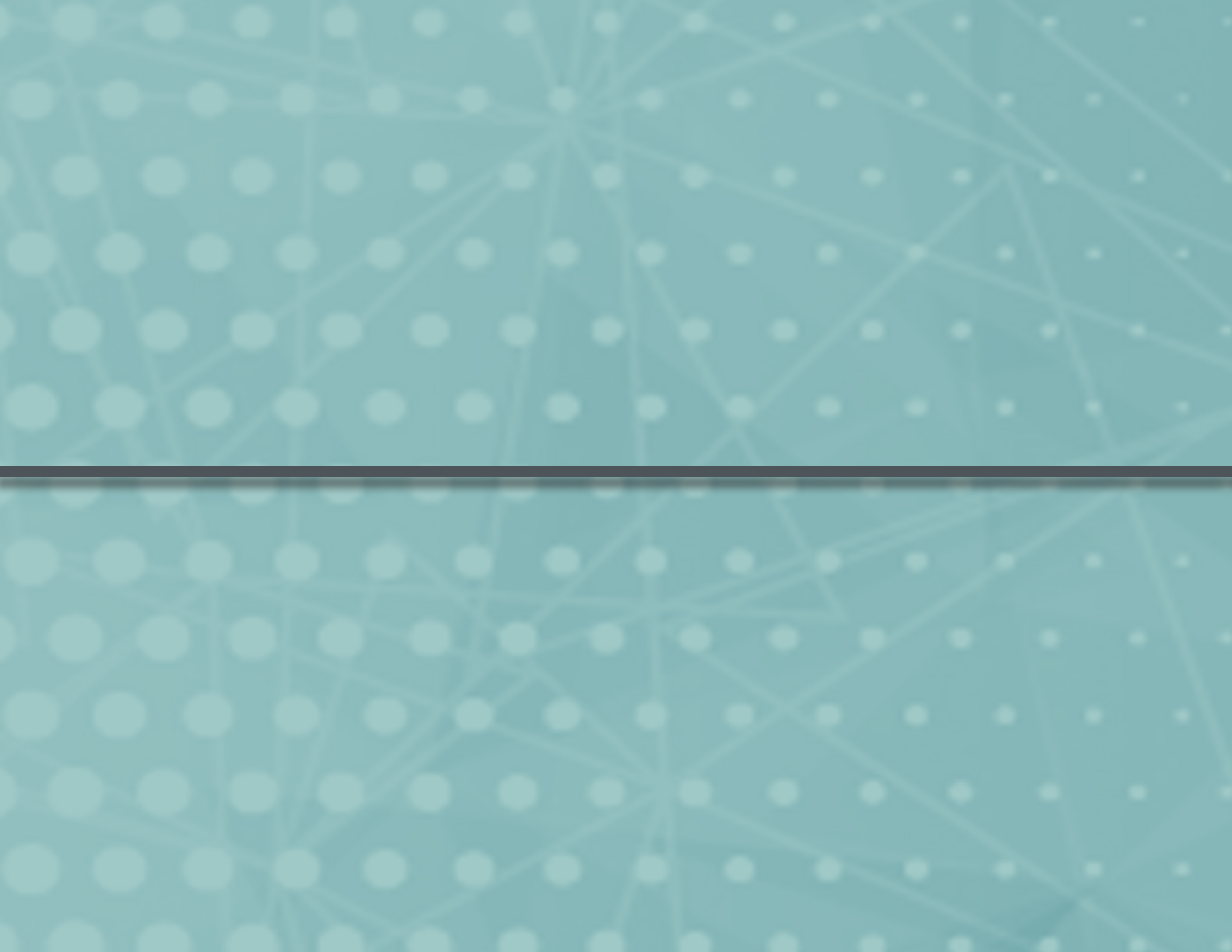
Current state of OUR benchmark regions

A baseline of each trend for Our Southern Indiana is included in *Our Region | Our Plan* (pages 33-134). Baselines for the trends will also be documented for the benchmark regions in order to assess the current conditions. This data is sourced through ESRI Business Analysis, the American Community Survey (ACS), and the Federal Communications Commission (FCC) with additional analysis available from state data sources such as STATS Indiana. Data will be documented by the RDA's staff and partners for Our Southern Indiana and the benchmark regions annually. We will also track individual progress with each project and program included in this work plan at least quarterly, if not monthly, to ensure milestone deadlines are met and to proactively clear obstacles or issues. The Our Southern Indiana RDA will reevaluate our plan for success annually to make sure our efforts are resulting in the outcomes our region has defined.

“We believe that each of these objectives will contribute to regional economic growth for many years to come and positively impact the approximately 1.27 million residents who call this region home.”

State Representative Edward D. Clere
State Representative Karen Engleman
State Representative Rita Fleming
State Representative Randy Frye
State Senator Chris Garten
State Senator Ronald T. Grooms
State Senator Erin Houchin
State Representative Zachary Payne





11

CHAPTER ELEVEN

Structural Changes

OUR



Our Southern Indiana has been preparing for this exact moment since 2015.

Failing to form a region for the Regional Cities Initiative was the wake-up call many in our region needed in order to see what we were missing and what we could have achieved by working together.

Thankfully, our region did not sit by idly and just watch other regions move forward. Our leaders banded together to make the changes needed through Indiana Code in order to reach a compromise on the powers of an RDA. The 2017 change in state statute which removed the power of eminent domain from an RDA was a critical turning point. Our region had not only communicated with each other to identify the problem, but our leaders were then able to work with the state legislature to find common ground – and the Our Southern Indiana RDA was born!

As a government entity, the RDA was enacted by the five County Councils in 2017, and the commissioners from the five counties came together to appoint the current board members. This was a noteworthy feat since ***the region couldn't form an RDA just two years prior, and the Our Southern Indiana RDA now has the ability to act on behalf of the five county governments as well as the 22 cities and towns as it relates to funding, developing, and implementing regionally significant development projects.***

The Our Southern Indiana RDA also prepared itself for success by acknowledging that this board could not be impactful without staff. One Southern Indiana, a regional chamber of commerce and the Local Economic Development Organization (LEDO) for Clark, Floyd, and Scott counties, was engaged in 2018 to serve as professional staff to the RDA and to provide the needed daily support services. The shared mission of both the RDA and One Southern Indiana – to help businesses thrive, encourage economic development, and increase the region's population – make this partnership possible. One southern Indiana will help guide the RDA in hiring additional staff and contract team expertise to supplement and guarantee the RDA has the staffing levels and experience that will be needed to execute the READI Work Plan successfully. The Organizational Work Plan also outlines the RDA's role in regional projects, organizational development, and potential funding mechanisms.

Our Southern Indiana has set the foundation to ensure the proper structure, partners, and regional consensus are in place for an opportunity just like this. The RDA, acting within the parameters of a public entity, is taking the lead in this effort. Because we are prepared, our region does not need any public or private sector organizational changes to complete the projects and programs identified in our READI Work Plan. ***Our Southern Indiana is READI to undertake a transformative initiative because we have the legal structure, staffing, and partners in place today to efficiently and effectively make our plan a reality within the next four years.***

A

APPENDIX 'A'

Letters of Support

OUR

