

Regional Economic Development Plan

# OUR REGION | OUR PLAN

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





**Indiana APA 2020 Outstanding Economic  
Development Planning Award Winner**

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.



2021 Plan Update



**THE WHEATLEY GROUP**  
ECONOMIC DEVELOPMENT STRATEGY SPECIALISTS

2019 Plan



# TABLE OF CONTENTS

ACKNOWLEDGEMENTS.....	III
<b>CHAPTER ONE</b> .....	<b>1</b>
THE CASE FOR REGIONALISM.....	3
AN EVOLVING PURPOSE.....	5
USING THE PLAN.....	8
PLAN ADVISORS.....	11
PLANNING PROCESS.....	12
PLANNING PROCESS (2021).....	14
PLAN ORGANIZATION.....	16
OUTREACH AND ENGAGEMENT.....	17
<b>CHAPTER TWO</b> .....	<b>21</b>
THE ROAD TO REGIONALISM.....	23
<b>CHAPTER THREE</b> .....	<b>29</b>
GEOGRAPHIES TO KNOW.....	30
STATE OF THE REGION COMMUNITY CONDITIONS SUMMARY.....	33
CLARK COUNTY, INDIANA.....	34
FLOYD COUNTY, INDIANA.....	56
JEFFERSON COUNTY, INDIANA.....	76
SCOTT COUNTY, INDIANA.....	96
WASHINGTON COUNTY, INDIANA.....	116
<b>CHAPTER FOUR</b> .....	<b>137</b>
STATE OF THE REGION OUR ASSETS.....	139
STATE OF THE REGION OUR TRENDS.....	155
REGIONAL IMPLICATIONS.....	170
<b>CHAPTER FIVE</b> .....	<b>191</b>
OUR REGIONAL VISION.....	195
OUR PRIORITIES.....	196
ACHIEVING THE REGIONAL VISION.....	205
OUR PROJECTS.....	211
<b>CHAPTER SIX OUR PATH FOR SUCCESS</b> .....	<b>279</b>
LONG - TERM IMPLEMENTATION FRAMEWORK.....	282
IMPLEMENTATION TOOLS.....	284
<b>APPENDIX 'A' REGIONAL PROJECTS</b> .....	<b>291</b>
REGIONAL PROJECTS.....	293
<b>APPENDIX 'B' REGIONAL SCORE CARD</b> .....	<b>307</b>
IMPLEMENTATION TOOLS: SCORECARD.....	309
<b>APPENDIX 'C' ROI FRAMEWORK</b> .....	<b>315</b>
IMPLEMENTATION TOOLS: ROI FRAMEWORK.....	317





# ACKNOWLEDGEMENTS

The OUR Region | OUR Plan deliverables are the result of hard work and contributions from people across the five-county area. A special thanks to the community leaders, stakeholders and residents who contributed their great input, feedback, and ideas throughout the process.

## **OUR SOUTHERN INDIANA REGIONAL DEVELOPMENT AUTHORITY BOARD**

Dana Huber

*Vice President, Marketing and Public Relations  
for Huber's Orchard, Winery & Vineyards and the  
Starlight Distillery, Clark County*

John Jones

*Founder of John Jones Automotive Group,  
Washington County*

Kenny Rush

*Retired, Independent business development  
consultant, Illini Precast LLC, Floyd County*

Kevin Kellems

*Businessman and manager of his family's fifth-  
generation farm, Jefferson County*

Steve Meyer

*Retired, Scottsburg High School, Scott County*

## **OUR SOUTHERN INDIANA REGIONAL DEVELOPMENT AUTHORITY ADMINISTRATIVE STAFF**

*The Our SoIN RDA entered into a contract with  
One Southern Indiana, the chamber of commerce  
and state recognized local development  
organization for Clark and Floyd counties in  
Indiana to provide administrative services to the  
board.*

*Following the award of the IEDC grant in 2018,  
the board entered into a contract with River Hills  
Economic Development District and Applegate  
Fifer Pulliam LLC and Frost Brown Todd to  
provide fiduciary and legal services to the board.*

## **PROJECT LEADERSHIP AND STAKEHOLDER INPUT GROUPS**

Clark County Commissioners, Clark County Council

Municipal leaders and stakeholders from the communities of Borden, Bennettsville, Bethlehem, Carwood, Cementville, Charlestown, Clarksville, Dallas, Hamburg, Henryville, Jeffersonville, Marysville, Memphis, Nabb, New Washington, Oak Park, Otisco, Owen, Prather, Pulltight, Sellersburg, Slate Cut, Solon, Speed, St. Joseph, Utica;

Floyd County Commissioners, Floyd County Council

Municipal leaders and stakeholders from the communities of New Albany, Georgetown, Greenville, Floyds Knobs

Jefferson County Commissioners, Jefferson County Council

Municipal leaders and stakeholders from the communities of Madison, Hanover, Brooksbury, Kent, Deputy, Dupont, Canaan, Smyrna

Scott County Commissioners, Scott County Council

Municipal leaders and stakeholders from the communities of Scottsburg, Austin, Lexington

Washington County Commissioners, Washington County Council

Municipal leaders and stakeholders from the communities of Salem, New Pekin, Campbellsburg, Little York, Hardinsburg, Saltillo, and Livonia

## **CONSULTANTS**

The Our SoIN RDA engaged Taylor Siefker Williams Design Group to update the 2019 Our Region | Our Plan to reflect updated projects, efforts, and programs within the region to prepare for the RDA's READI submission in August 2021.



# 1

CHAPTER ONE

# Introduction

OUR





## The Case for Regionalism

Regional planning and collaboration makes sense, but it won't happen simply because it's a good idea. The concept of "regionalism" is often at odds with the mission and objectives of local economic development organizations. After all, most local economic development organizations are funded locally and it is only good business sense that your investment in economic development strategies should directly impact your city, county or territory. Economic development is also competitive; therefore, it is also human nature that a local economic development organization would want to focus only on the win for their stakeholders. Instead regionalism and regional transformation requires the work and inspiration of individuals that can think bigger picture and identify the needs of many and not just those who are locally based.

Southern Indiana is part of a major, growing regional economy. There are more than 800,000 jobs within the Louisville MSA and the Southern Indiana RDA region is a key component in the Louisville regional economy. Being situated next to a massive employment center affords the Southern Indiana region opportunities available to only a few other areas of the state. To harness the power of this successful, regional economy, regionally focused ideas and efforts are needed to unify the region, not just individual cities and towns.

The Our Southern Indiana Regional Development Authority's defining characteristic is that it is an entity designed to facilitate the collaboration by multiple jurisdictions on regionally significant projects. This intentional design stems from the understanding that in the marketplace, the Southern Indiana region as a whole competes for jobs, investment, and residents against other regional urban areas across the nation and the world. This mindset deemphasizes the significance of intra-regional competition and it understands the important issue is not whether a company locates in Salem versus Sellersburg, but whether the company locates in Southern Indiana versus Southern California.

The RDA is unique in that is situated to facilitate collaboration between political subdivisions, and different types of public and private agencies within the region. Outside of the RDA, forms of collaboration are disorganized and difficult. Interlocal agreements, while possible, are very individualized, costly to negotiate and draft, and are generally not transferable. In contrast, the RDA serves as a known, defined platform through which multi-jurisdictional projects and initiatives can be pursued.

The Our Southern Indiana Regional Development Authority is primed to lead the charge in improving the quality of life for the residents of the region, this is their plan for the future.



**People are starting to notice  
Southern Indiana.  
But we've known it's a great place all along.**

## An Evolving Purpose

In 2015, the Southern Indiana region recognized that the state's biggest threats to economic development are population stagnation, educational attainment, and retaining a qualified workforce. The Southern Indiana region strives to be recognized as a center for talent attraction and retention by utilizing our existing resources and working together regionally to embrace new ideas and challenges. The Southern Indiana region is poised to lead the state and the Midwest in an economic renaissance, based upon existing natural resources, geographical location, developable assets, connectivity through infrastructure investments and position within the Louisville, Kentucky Metropolitan Statistical Area, and the vast amount of economic development potential that has recently become available.

In 2017, the County Councils of the five counties - Clark, Floyd, Jefferson, Scott, and Washington - each voted unanimously to join Scott County in forming the Our Southern Indiana Regional Development Authority. By the end of that year, the County Commissioners for the five counties unanimously appointed the RDA's Board of Directors. This group has met monthly since the beginning of 2018 to not only understand the needs of the region, but also to meet with elected officials and policy makers to determine a plan of action to compete as an economically viable region of the state.

Knowing that the region was facing multiple challenges and realizing that the region was bursting with strengths and opportunities, in 2018 the Southern Indiana Regional Development Authority (RDA) applied for and was awarded a planning grant from the Indiana Economic Development Corporation to undertake the planning process for a regional economic development plan.





At the time the plan's purpose was two-fold: To identify projects of regional significance and to prepare a framework that would allow the RDA to apply for grants that would aid in implementation. At the time the IEDC awarded the planning grant, the primary focus was on crafting the plan around the anticipated 2019 Regional Cities Program, a state-supported program established in 2015 and overseen by the IEDC. While the previous Regional Cities funding and project implementation shows that the program was successful, during the 2019 legislative session, lawmakers did not appropriate resources for a second round of Regional Cities funding. The carrot the region was chasing was gone. IEDC announced the READI program in 2021 and the plan was updated following this program announcement to reflect progress on projects as well as new programs and projects within the region.

Despite the funding goal and the potential for a significant source of regional development resources being removed, the momentum of the RDA and its supporters did not waver. With the dissipation of the Regional Cities program, the plan's purpose and intended use needed to evolve and grow. The plan could no longer serve only as an input to a larger process. Instead, the final plan needed not only to identify projects of regional significance, but also develop an organizational work plan that would allow the Our Southern Indiana RDA to be self-sufficient. Meaning, the RDA board would have the resources to manage, implement, and/or assist in the implementation of projects without relying on scarce outside grant funds. While creating a self-sufficient organization was critical, it was also understood that revenue and staff don't appear overnight. The plan needed to account for the organization's incremental growth and development while also accounting for the momentum and progress occurring within each municipality and county. The plan needed to be a living document that accommodated and embraced change.

While the initial purpose of the plan focused only on project identification and development, the final *Our Region | Our Plan* document achieves the following key criteria.

- **Visionary.** The plan addresses the needs of the individual communities by creating regional impact projects that will increase economic vitality and quality of life for residents of all five counties including Clark, Floyd, Jefferson, Scott, and Washington.
- **Asset-based.** While the plan identifies regional challenges, the plan strives to focus on enhancing and expanding upon existing assets within each community.
- **Incremental.** For each of the nearly 50 regional projects that were discovered and/or developed, a series of partners and supporters have been identified to aid in the future identification of funding and action projects. The plan is designed to be collaborative, which allows everyone to share in the implementation process.
- **Fluid.** The plan was designed to be a living, breathing document. The region isn't a static place; things are constantly changing, and the plan needs to be easily updated to accommodate growth and progress. The plan includes a framework and process to update the list of regionally significant projects and to review the anticipated regional return on investment.
- **Useable.** The plan is designed to be easy to use. The document includes the necessary pieces needed for advocacy, collaboration, and funding requests. Not only does the plan outline the projects, but it also includes the justification on how it seeks to solve a regional challenge by referencing goals and target objectives.

The final plan is intended to be a tool for the region. It represents the aspirations of over 284,000 residents and the drive of 22 cities and towns and five counties. The plan represents all of us and is OUR tool to build a better future together.

## Using the Plan

The *Our Region | Our Plan* process included over 200 different individuals, businesses, and community organizations. The plan needed to meet the needs of numerous individuals, with varying focus, differing capacities and diverse needs. Essentially the 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, the *Our Region | Our Plan* deliverable is a suite of documents that both build on and complement one another. In total, the planning effort culminated in a series of three final deliverables.

Each of the deliverables include (in some detail) the final set of initiatives designed to address the regional needs and the implementation steps each conveyed in their own unique way.



### **OUR REGION | OUR PLAN- REGIONAL ECONOMIC DEVELOPMENT PLAN**

Contains the compelling narrative related to regional vision, goals, objectives, and projects applicable to the Southern Indiana area and the five counties of Clark, Floyd, Jefferson, Scott, and Washington. The plan also includes a decision-making process for future planning updates to verify that updates are structured in such a way as to make it easy to maintain both the long-term guidance document and the shorter-term work plans.

The RDA should use the *Our Region | Our Plan- Regional Economic Development Plan* to serve as a basis for investment at a regional level. This plan identifies four projects that the RDA can dive into as staffing and funding become available. It also identifies additional projects that could benefit from the targeted resources of the RDA to move implementation forward. As projects are completed, the regional vision, goals, and scorecard should continue to guide the RDA in its future decision-making, which allows the plan to grow and change over time.



### **OUR REGION | OUR PLAN- COUNTY WIDE WORK PLANS**

The planning process not only identify regional initiatives, but it engaged and empowered County and local leaders. This document outlines how the Our Southern Indiana RDA can better assist counties and local municipalities with project implementation at a local level. The *Our Region | Our Plan County Work Plans* are meant to be a resource for the leadership of Clark, Floyd, Jefferson, Scott, and Washington counties.

The local bodies of government should use the *Our Region | Our Plan County Work Plans* to become aware of their role in achieving the regional vision. Several of the projects identified in the regional plan should be led by the local government entity, but the RDA could help convene people and organizations together and potentially help secure funding for the projects. Therefore, a key component of implementation is for the local entities to align their planning efforts with the regional plan. The *Our Region | Our Plan County Work Plans* do not seek to override local plans or initiatives, but instead seek to enhance the work being done local both now and in the future.



### **OUR REGION | OUR PLAN- ORGANIZATIONAL WORK PLAN**

While the regional initiatives proposed as a part of the *Our Region | Our Plan Regional Economic Development Plan* and the *Our Region | Our Plan County Work Plans* will have near-term measurable action items, long-range and aspirational vision statements transition over decades. To provide the dedicated resources necessary for Our Southern Indiana Regional Development Authority to be a sustainable guiding force for the region, the Organizational Work Plan provides guidance on building staff, financing options, and tools for project development and implementation.

The RDA should use the *Our Region | Our Plan Organizational Work Plan* to review long-term opportunities for funding, development tools, and organizational staffing. While the plan is not prescriptive, it provides information on various options available to the RDA board. The document should be used to start collaborative conversations with county and municipal stakeholders to determine the best path for organizational self-sufficiency.



### **OUR REGION | OUR PLAN- READI WORK PLAN**

The initial Regional Economic Development Plan was created in 2019 with the intention of identifying projects of regional significance and preparing the region for future grant and funding opportunities. The projects outlined in Regional Economic Development Plan work towards a long-term vision and implementation, and the READI Work Plan is intended to be a subset of these projects that are focused on implementation within the next four years. These projects are the catalyst that will gain momentum needed to refine and implement the remaining projects needed to achieve our region's long-term vision.

The RDA should use the *Our Region | Our Plan READI Work Plan* as a guide for the highest priority projects that are critical to impacting the region's long-term success but also those projects with funding gaps where the RDA could partner with IEDC through the Regional Economic Acceleration and Development Initiative (READI).





## Plan Advisors

The development of the *Our Region | Our Plan* deliverables included four primary groups of advisors that included regional and local leaders, business owners, community advocates, and regional stakeholders. To ensure that all products of the planning process reflect the region's interests, the various advisory groups attended meetings, reviewed and vetted draft materials, and assisted in the sharing of information throughout the region's communities. Based on the focus and reach of the plan's advisors, they were organized and utilized in the following ways:

### **Our Southern Indiana Regional Board of Directors**

The RDA Board of Directors consists of five members appointed by the Boards of Commissioners of Clark, Floyd, Jefferson, Scott, and Washington counties. The RDA Board, along with their administrative, legal, and financial counsel, served as the guiding body of the planning process for the initial 2019 plan. For the 2019 plan, the Board reviewed the project team's progress, key findings, and recommendations monthly as a component of their organizational board meetings. Each meeting featured both a presentation and a collaborative work session following the board's official agenda. All of the board's meetings and workshops were open to the public. In total there were nine public meetings and work sessions which were rotated between the five counties equally.

During the 2021 plan update, the RDA Board served in the same decision-making position. Board meetings continued to be held at least monthly with a platform for regional collaboration.

### **Project Leadership Group**

During the creation of the 2019 plan, the project leadership group consisted of nearly 60 regional, county, and local leaders who have a vested interest in the future growth and development of their community and the region as a whole. The project leadership committee guided both the planning process and the development of the final recommendations by meeting twice over the course of the process, once in March 2019 and again in June 2019. While the meetings were not open to the public, the information and feedback from the group was presented and shared with the broader public.

As the plan was updated in 2021, project leaders participated on weekly Zoom meetings to discuss the READI Work Plan, identify critical projects and programs that are needed for the region, and ultimately collaborate on how to bring those projects to reality.

### **Regional Stakeholders**

The regional stakeholder group consisted of over 200 people with roles ranging from elected officials, major employers, educators, business owners, utility companies, community foundations/organizations, and local residents. While the goal was to meet with 75 individuals, the project team exceeded this number by collaborating with over 110 people over three days in February 2019.

During the plan update in 2021, the project team met and discussed ideas for projects and programs with over 100 people with the focus on refining ideas, connecting projects, and aligning outcomes for the region.

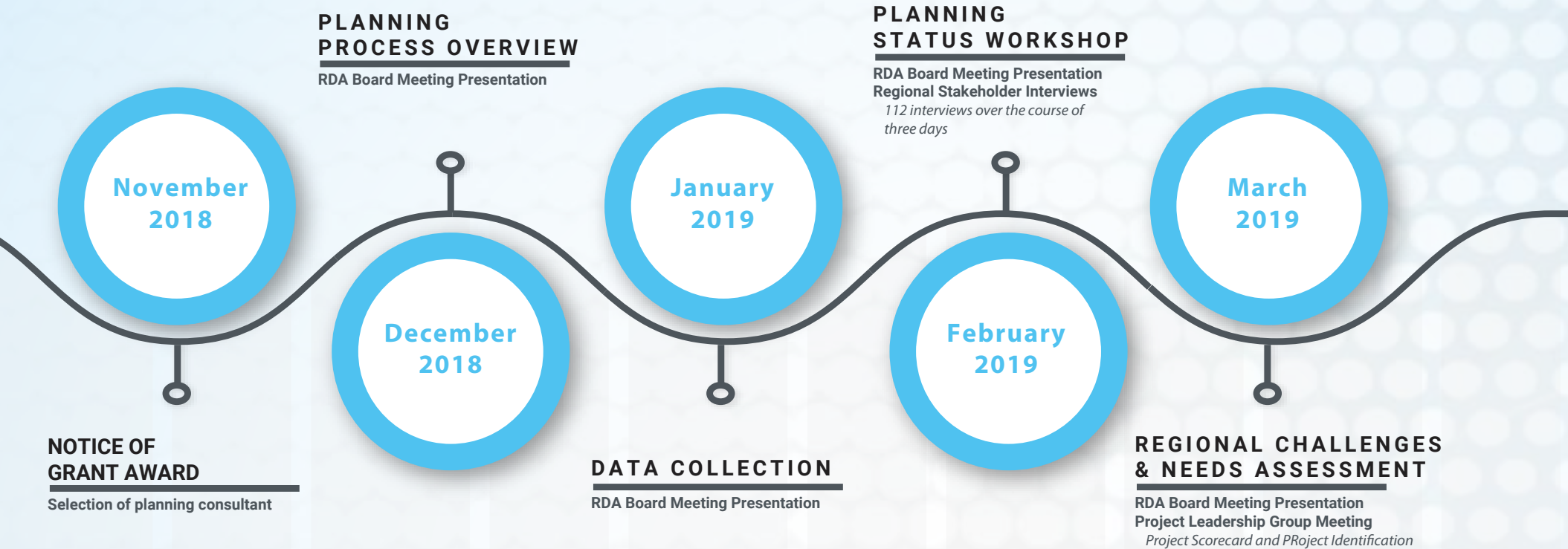
### **Executive Staff**

In addition to the leadership bodies the planning process was guided by the staff at One Southern Indiana, the chamber of commerce and state recognized local development organization for Clark, Floyd, and Washington counties in Indiana. One Southern Indiana has provided executive leadership to the RDA board through a contractual arrangement since its beginning. One Southern Indiana was instrumental in the development of the RDA and the *2015 Regional Development Plan*. The staff at One Southern Indiana provided historical background throughout the process and reviewed the plan on behalf of their organization and members.

## Planning Process (2018-2019)

The Our Region! Our Plan planning process in 2018-2019 incorporated six key tasks completed over the course of nine months. 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. The planning process was built on a foundation of regional collaboration and input and focused on the needs of local, county, and regional leaders.

### REGIONAL ECONOMIC DEVELOPMENT PLAN SCHEDULE





April  
2019

**INITIATIVE  
DEVELOPMENT**

RDA Board Meeting Presentation



May  
2019



June  
2019

**DRAFT  
REGIONAL PLAN**

RDA Board Meeting Presentation



July  
2019



August  
2019

**PRELIMINARY  
REGIONAL PROJECTS**

RDA Board Meeting Presentation  
Public Open House

**RETURN ON  
INVESTMENT**

RDA Board Meeting Presentation  
Project Leadership Group Meeting  
*Project Goals, Objectives, Projects  
and Implementation Strategies*

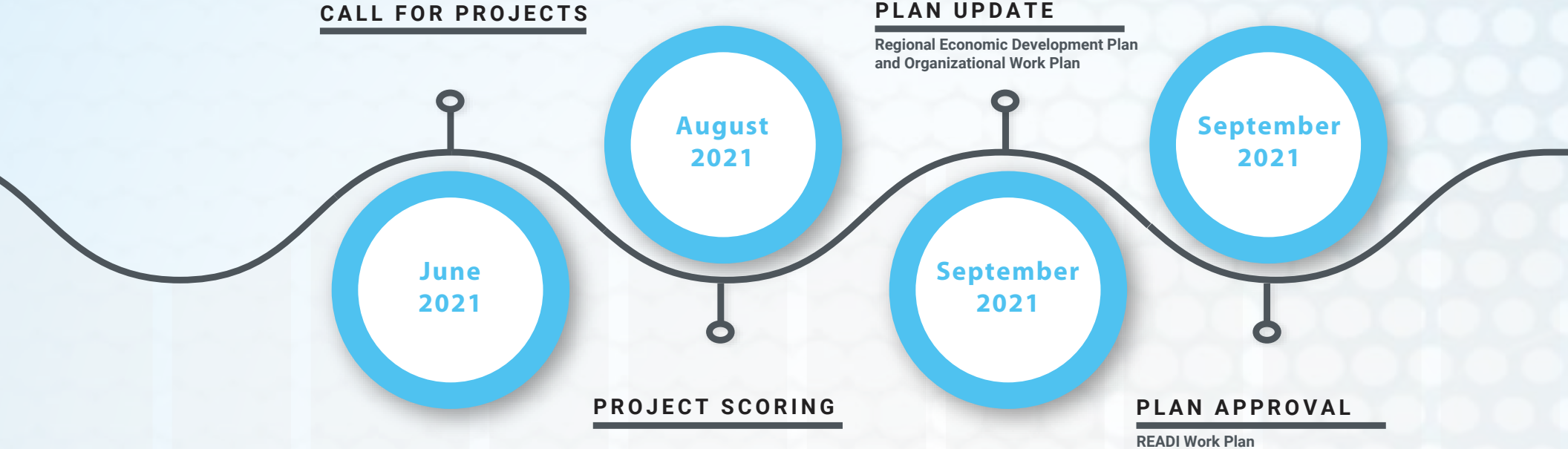
**PLAN APPROVAL**

Adoption of Draft Organizational Work Plan  
Adoption of Draft County Wide Work Plans  
RDA Board Meeting Presentation

# Planning Process (2021)

The plan was updated with minor changes in 2021 as the region prepared for their READI application. The update in 2021 followed a similar and streamlined process that can be found in the READI Work Plan.

## READI WORK PLAN SCHEDULE







## Plan Organization

Aside from the executive summary and introduction chapters, the *Our Region | Our Plan- Regional Economic Development Plan* is organized around three overarching themes; the past, present, and future of the region. The following sections outline the content found within each chapter.

### **OUR PAST EFFORTS**

Chapter Two: **OUR Past Efforts** provides some history on the Our Southern Indiana Regional Development Authority and its previous regional planning efforts. Additionally, this chapter recognizes the work of previous planning initiatives at the regional, county, and local level-elements that were used as a foundation to building this planning document.

### **OUR PRESENT CONDITION**

Chapter Three: **OUR Present Condition** describes the geographic boundary of the region, the basis for our region, and the communities that are included as a part of this planning effort. This chapter seeks to outline the current condition regarding each county and focuses on demographics, socioeconomics, employment, infrastructure, and quality-of-place elements.

### **OUR ASSETS AND TRENDS**

Chapter Four: **OUR Assets and Trends** identifies the assets of the region, including the challenges (weaknesses/threats) and opportunities (strengths/opportunities). Our region's trends are also discussed and how these trends will be leveraged with our assets to achieve our vision.

### **OUR FUTURE VISION AND PROJECTS**

Chapter Five: **OUR Future Vision and Projects** is home to the regional vision, target goals, anticipated outcomes, benchmarks, and specific projects for implementation. This chapter explains how the RDA should participate in the identified regional projects, and in some instances, provides a specific action plan for the RDA to use moving forward.

### **OUR PATH**

Chapter Six: **OUR Path to Success** outlined the framework for updating the regional development plan following the completion of the planning process. The *Our Region | Our Plan* document is intended to be a living document which will require periodic updating. This chapter includes a process by which to review future projects and determine their potential regional return on investment.

### **SUPPORTING WORK PLANS**

As a complement to the *Our Region | Our Plan Regional Economic Development Plan* document, the *County Work Plans*, *Organizational Work Plan*, and *READI Work Plan* identify both short- and long-range opportunities that the board should consider to assist in developing and implementing projects, development tools, and potential revenue sources that can allow the Our Southern Indiana RDA board to extend its capacity and ability to implement these critical projects.



## Outreach and Engagement

Engagement is an essential component for planning at every scale, not only to ensure projects respond to the needs and aspirations of the community, but also to build a foundation for successful implementation. Engagement is particularly important for regional planning. Successful regional planning depends on capacity building, integrated networks of people and resources, and alignment of stakeholders around shared and mutually beneficial action.

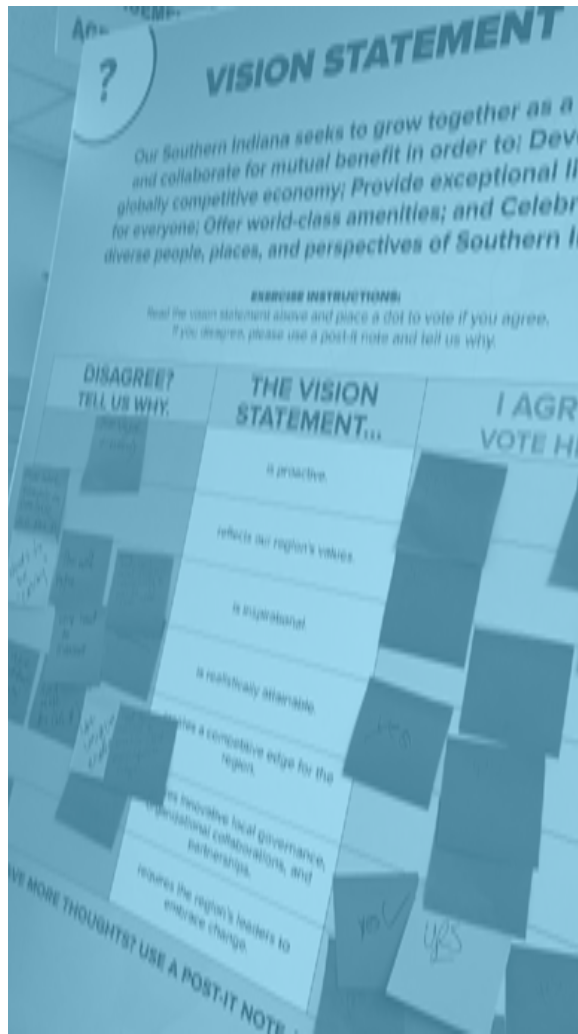
When needs are great and resources limited, distilling common purpose and shared commitment from a host of local needs and challenges can be difficult. Undertaking regional dialogue about the future and positioning regional partners and systems to work together is critical, but complicated. These challenges make what Southern Indiana has accomplished in such a short time so remarkable. Beginning with the *2015 Regional Development Plan* process, a high degree of participation, partnership, and focused leadership has continued to work, to listen, to and address the needs of the region’s stakeholders. This effort is evidence that the Southern Indiana region is ready to collaborate, strategize, and act for the betterment of the region.

Over the course of nine months, the Our Southern Indiana Regional Development Authority engaged hundreds of residents and stakeholders from all corners of the region in 2018-2019. Targeted efforts were made to ensure that each county and municipality had an equal opportunity to provide input in the process.

Engagement and collaboration didn’t stop with the plan’s adoption in 2019. The RDA Board continued to meet monthly to elevate the ability of the region to respond to projects and programs that continue to push the region forward. As READI was announced by the State of Indiana, the RDA was ready and eager to leverage this initiative for the region. Even through changing COVID restrictions, the region created new platforms for sharing ideas which are outlined in the *READI Work Plan*.



# You spoke...



## What were the biggest takeaways?

### What are the issues or barriers for our region?

The points below were all key takeaways from the stakeholder engagement process. They are not listed in any order or priority.

- **Communication.** Our region needs to foster better communication and collaboration among leaders and “think regional” while also streamlining projects.
- **Workforce.** Our region needs to better retain and attract a qualified workforce as well as attract high-wage jobs. We also need to increase the private-sector involvement and buy-in to community growth and future development.
- **Utilities.** Our region needs better coordinated and expanded water and sewer service that does not end at a city/county boundary.
- **Broadband.** Our region needs high-speed internet service that serves the entire five-county region, both urban and rural.
- **Housing.** Our region has housing shortages on all levels that include affordable housing, higher density, and senior housing.
- **Education.** Our region needs to support early childhood education as well as on-going adult education and skilled trades development.
- **Drugs.** Our region needs to comprehensively address the substance abuse problem and rehabilitation.
- **Change.** Our region often has adversity to change and a lack of public acceptance of new ideas.
- **Destinations.** Our region is lacking quality-of-place destinations that draw visitors and residents and define our identity.
- **Transportation.** Our region needs better regional connections for all forms of transportation.

# We listened...

## What are the projects, big ideas, priorities, or current needs for our region?

The points below were all key takeaways from the stakeholder engagement process. They are not listed in any order or priority.

- **Marketing.** Creating an identity/brand and marketing the region as a great place to live, work, and play.
- **Utilities.** Expanding water and sewer infrastructure to underserved areas as well as collaboration and coordination at a regional level. Improve flooding and stormwater management through a regional level.
- **Workforce.** Attracting, training, and retaining a qualified workforce as well as attracting higher- wage jobs to help our region grow in population.
- **Destinations.** Developing amenities that are destinations for residents and visitors such as parks/trails, cultural/historic districts, and youth entertainment (sports complex) that create a sense of place. Increase tourism to the region through these destinations that reinforce our region's identity (such as convention or conference center).
- **Housing.** Developing new housing developments throughout the region to support future growth that includes a variety of types, densities, and affordability.
- **Access.** Improving roadway access from major destinations throughout the region and making safety improvements that impact those larger regional connections. Also expand facilities for air travel for our region.
- **Rehabilitation.** Addressing the substance abuse problems that exist throughout the entire region as well as aiding an individual's transition from incarceration to the workforce.
- **Broadband.** Expanding quality internet access to rural areas throughout the region.
- **Education.** Increasing educational opportunities for early childhood, K-12, and higher education through supporting regional initiatives such as Align Southern Indiana. Also support partnerships among K-12, trades, and higher education organizations for internships and fellowships such as Clark County Community in Schools program.
- **Plans.** Implementing the many plans that have been created or adopted such as strategic plans, master plans, and downtown plans.
- **Environment.** Improving the environment through projects like River Heritage Conservancy, replanting of urban trees, and Chapel Lake.
- **Riverfront.** Developing residential, mixed use, and entertainment attractions along the river.
- **Attractive.** Providing aesthetic improvements that create an attractive place to live including beautification efforts, façade improvements, and streetscape projects.
- **Trails.** Expanding the individual trail systems to create a regional network of trails and greenways that connect points of interest and destinations, including the state parks. This includes trails that could provide connections outside of the five-county region such as the rail line to Bedford and connecting to Louisville.





# 2

CHAPTER TWO

## OUR Past Efforts

OUR

A large, cylindrical water tower is the central focus of the image. The tower's surface is covered in a detailed mural. The upper portion of the mural depicts a woman's face with large, expressive eyes and intricate, ornate patterns around them, reminiscent of traditional Indian art. Below the face, the mural transitions into a landscape scene with rolling hills, a body of water, and a small structure. The entire scene is set against a dark, starry sky. A blue semi-transparent banner is overlaid across the lower half of the tower, containing white text. The background behind the tower is a clear, light sky with a few wispy clouds. A chain-link fence is visible in the foreground, partially obscuring the base of the tower.

**This is Southern Indiana's Moment.**  
The potential awaiting our region is greater than  
any other in the state.

## THE ROAD TO REGIONALISM

The Indiana Regional Cities Initiative (RCI), a state-supported program headed by the Indiana Economic Development Corporation, issued a call to action for the state and its local communities in 2015. The initiative encouraged communities to work together to transform their regions into nationally recognized destinations to both live, work, and play. The RCI outlined that by improving the places in which we live, work, and play, a bigger shift in local development, workforce attraction, and educational attainment would occur. The thought was that the quality of a place would attract and also retain future generations of Hoosiers.

In 2015, the RCI not only encouraged communities to think and act regionally, but it created a reward framework that could collaboratively create compelling strategic redevelopment plans that addressed future needs, challenges, and aspirations. To apply for a portion of the RCI's dedicated funds, local communities banded together to complete a regional development plan. The plan needed to address the state of the region, the regional vision, regional trends, regionally significant projects, and a way in which to measure progress and impact. Additionally, the plan needed to be developed and informed by a robust public outreach process to ensure that the voices of the region were heard.







In addition to the regional development plan, communities needed to come together to form a regional development authority. Within Indiana, redevelopment authorities are designed to assist in the development, funding, and implementation of projects that are regionally significant. At the time of the RCI's call to action, seven RDAs were forming or morphing across the state.

Hearing the call to action, the Southern Indiana counties of Clark, Floyd, Harrison, Scott and Washington began to work together to articulate the vision of the people of Southern Indiana, create an action plan for regional projects, and show that the region was ready to leverage the local and state investment process to produce exponential gains for the region. In 2015, One Southern Indiana, with the support of the Ogle Foundation and the Duke Energy Foundation, contracted a regional planning consultant team consisting of national and local experts to collect input from regional stakeholders including government officials, business owners, residents, and institutions on the assets and challenges of the region. This effort became the *2015 Regional Development Plan* referenced throughout this *Our Region | Our Plan* document.

The *2015 Regional Development Plan* fulfilled the need of the RCI's submittal guidelines and included a public outreach process that extended throughout the six-month process to create the plan. The plan worked to identify the state of each county; the regional strengths, weaknesses, opportunities, and constraints; and trends occurring now and anticipated for the future. The plan identified five priority projects that would impact the region's waterfront, trail system, workforce pool, employment centers, and water infrastructure. Seven additional projects were also identified that would round out the regional projects to grow the region, strengthen the economy, and enhance the quality of life. In total, nearly half a billion dollars in projects were proposed with 67% of the work being funded by private businesses, institutions, and partners. The region's plan and the long-term strategy were set.

The challenge, and the multi-million-dollar incentive offered by the RCI, resulted in seven Indiana regions coming together to collaborate and submit for a portion of the \$126 million pot. Ultimately, three regions were chosen and each received \$42 million to implement their regional plan. The Southern Indiana region unfortunately was not included in the seven

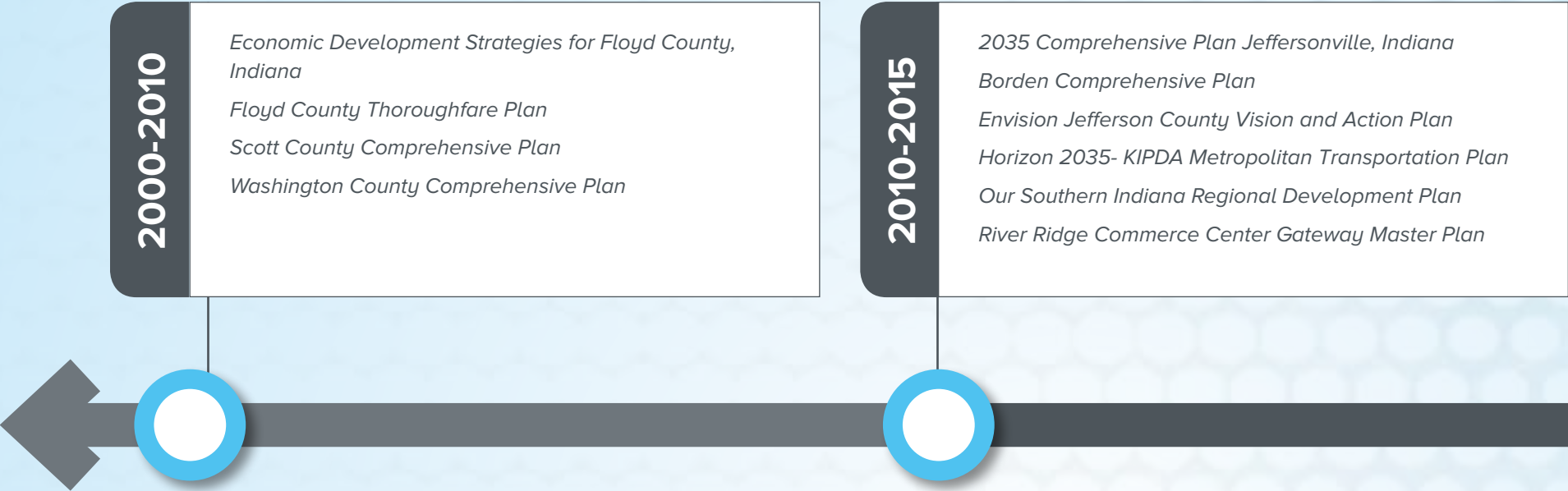
submittals and was not eligible for funding. While the *2015 Regional Development Plan* was completed, the region was unsuccessful in forming the Regional Development Authority, the entity the RCI required to be the grant applicant.

In anticipation of future Regional Cities funding opportunities, regional advocates continued to work together to educate local leaders and advocate for the formation of a regional development authority. Of prime concern in the 2015 process was the language around eminent domain. As the region worked to solidify the organization of the RDA, organization advocates were successful in their legislative support of HB 1286 which limited the authority of eminent domain from the RDA's- a game changer for those advocating for the creation of the regional development authority. This authority of condemnation can only be exercised by the RDA if the municipality or county in which the particular property is approved by the legislative body of that municipality or county. This legislation was championed by the legislative delegation from Southern Indiana. By 2017, four of the original County Councils – Clark, Floyd, Scott, and Washington – each voted unanimously to form the Our Southern Indiana Regional Development Authority. In addition to the four original counties, Jefferson County voted to join the RDA as well. Harrison County, previously included in the *2015 Regional Development Plan*, opted to delay the decision to join the RDA for two years so that the Council could review upcoming legislative changes and the progress made by the RDA over the course of time. By the end of 2017, the County Commissioners for the five counties unanimously had appointed a five-member Board of Directors for the RDA. This group has since met monthly to not only understand the needs of the region, but also to meet with elected officials and policy makers to determine a plan of action to compete as an economically viable region of the state.

# Past planning efforts

The Southern Indiana region has a long and rich tradition of purposeful community planning. The *Our Region | Our Plan* effort and final deliverables build upon nearly two decades of planning initiatives and local coordination efforts at varying scales. This timeline serves as a graphic representation of the efforts put forth by the community to guide, and prepare for, future development, redevelopment, and quality-of-life initiatives. While each plan was thoroughly reviewed for the wealth of knowledge it offers, this timeline serves to highlight the overarching purpose of each document.

When possible, the proposed projects outlined in Chapter Four have been referenced back to those plans that further identify the local and regional need and anticipated local and regional benefits.



**2015-2019**

*Borden Parks and Recreation Master Plan 2018-2023*  
*City of New Albany and Unincorporated Two-Mile Fringe Area Comprehensive Plan, Year 2036*  
*Clark County Comprehensive Plan*  
*Clark County Indiana Transportation Plan*  
*Charlestown Comprehensive Plan*  
*Charlestown State Park Master Plan*  
*Madison Comprehensive Plan*  
*Madison Strategic Investment Plan 2018-2021*  
*One Southern Indiana Strategic Plan, 2020 and Beyond*  
*Our Region | Our Plan County Work Plans*  
*Our Region | Our Plan Regional Economic Development Plan*  
*Our Region | Our Plan Organizational Work Plan*  
*Research & Policy Insights: Estimation of the Net benefits of Indiana Statewide Adoption of Rural Broadband*  
*River Ridge Commerce Center Strategic Plan*  
*Scottsburg Downtown Revitalization Plan*  
*Sellersburg Parks and Recreation Master Plan*  
*SoIN Tourism 2019-2021 Strategic Plan*  
*Southeastern Indiana Regional Water Supply Feasibility and Cost Analysis*  
*Town of Sellersburg Comprehensive Plan*  
*Vision Floyd County Comprehensive Plan Update*  
*Washington County Quality of Life Plan*

**2019-2021**

*Clark County Transportation Plan*  
*Clark County Unified Development Ordinance*  
*Clarksville West Riverfront District Plan & Ordinance*  
*Charlestown Five Year Parks & Rec Plan*  
*Our Region | Our Plan READI Work Plan*  
*Our Region | Our Plan Regional Economic Development Plan and Organizational Work Plan update*  
*River Hills CEDS Plan*



# 3

CHAPTER THREE

## OUR Present Condition

OUR





## GEOGRAPHIES TO KNOW

### **Southern Indiana Region**

Otherwise known as the Our Southern Indiana RDA, RDA Region, or the region - this five-county area includes Clark, Floyd, Jefferson, Scott, and Washington counties in addition to the 22 incorporated cities and towns that are currently participating directly in this plan or due to small population size are indirectly participating through their county representative. Those include: Borden, Charlestown, Clarksville, Jeffersonville, Sellersburg, and Utica (Clark County); Georgetown, Greenville, and New Albany (Floyd County); Brooksbury, Dupont, Hanover, and Madison (Jefferson County); Austin and Scottsburg (Scott County); and Campbellsburg, Hardinsburg, Little York, Lavonia, New Pekin, Salem, and Sattillo (Washington County).

### **Louisville Metropolitan Statistical Area (MSA)**

The United States Office of Management and Budget (OMB) delineates metropolitan statistical areas according to published standards that are applied to Census Bureau data. The general concept of a metropolitan statistical area is that a geographical region with a relatively high population density at its core will often have close economic ties throughout the area. The Southern Indiana region, excluding Jefferson County, is also part of the Louisville Metropolitan Statistical Area (MSA) which also contains Harrison County, IN; Bullitt County, KY; Henry County, KY; Jefferson County, KY; Oldham County, KY; Shelby County, KY; Spencer County, KY; and Trimble County, KY.

# This is **OUR Southern Indiana**

**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. The 22 incorporated cities and towns and the unincorporated areas within Clark, Floyd, Jefferson, Scott, and Washington counties define OUR Southern Indiana.**



Southern Indiana means different things to different people. Geographic maps, organizational maps, 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 that 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 areas.

The 22 incorporated cities and towns and the unincorporated areas within 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. The potential awaiting OUR region is greater than any other in the state. Multiple long-range infrastructure investment projects have made access 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. Now is the time to leverage these improvements, and this is OUR cooperative plan to harness the opportunity of this moment.



This is OUR region  
**This is OUR plan**



## STATE OF THE REGION COMMUNITY CONDITIONS SUMMARY

In December of 2018, the Our Southern Indiana Regional Development Authority kicked off a nine-month process to update and expand the Regional Economic Development Plan that was published in 2015 as a component of an anticipated Regional Cities Grant application. The updated regional plan establishes a shared regional vision for the five counties, the 22 incorporated cities and towns, and the unincorporated areas within the region. To chart an aspirational yet obtainable path for the future, the OUR Region, OUR Plan planning process includes a community conditions summary at the county level. The community conditions summary outlined in this chapter provides a critical understanding of the conditions within the region. It provides a snapshot of each county's current demographic and employment characteristics, the state of their infrastructure, and a summary of the community amenities and destinations. The summary is intended to be the foundation for regional recommendations by identifying both local and regional challenges that need to be addressed and assets that should be protected and enhanced. This summary of information is also intended to serve as a baseline so that future change and improvement can be measured.

All data within this chapter was found using the following sources:

*ESRI Business Analyst, August 2021*

*2019 5-Year American Community Survey*

*Bureau of Labor Statistics 2019*

*Rural Stats Indiana, Purdue University 2019 Data Sets*



# Clark County, Indiana



Clark County, Indiana, is located in Southern Indiana along the Ohio River, situated between Floyd and Jefferson County. Clark County was established in 1801 and was named after William Clark, an American explorer who would eventually lead the Lewis and Clark Expedition of 1803. The history behind the county seat is unique for Clark County as it has changed three times over the years. In 1801 when the county was established, Springville was named the county seat. A year later, Jeffersonville was platted and the county seat title transitioned to Jeffersonville. From 1810 to 1873, Charlestown had been identified as the county seat before changing again one last time and returning back to Jeffersonville.

From the very beginning, much of Clark County's history and success is linked to its prime location along the river. Starting with steamboats, moving to rail, and then to interstate access, Clark County has always been a major transportation hub. In 2021, Clark County consists of nearly 380 square miles of land with a total population of 119,273 people and includes the incorporated areas of Jeffersonville, Clarksville, Charlestown, Sellersburg, Borden, and Utica.

**Clark County includes the incorporated communities of Jeffersonville, Clarksville, Charlestown, Sellersburg, Borden, and Utica.**



# Clark County, Indiana

## Demographics and Housing



Image credit: SoIN Tourism

### Residential population

**Clark County is growing.** The County's total 2021 population of 119,273 residents makes up 41.9% of the Our Southern Indiana region's population of 284,477. By 2026, Clark County is projected to experience an increase of 4.2% in total population, meaning there will be over 124,300 residents in the county in the next five years. This growth rate is almost 2% more than the projected growth rate for the state of Indiana. Clark County is expected to experience a greater amount of growth than the surrounding counties in the Our Southern Indiana region between 2021 and 2026. As projected, the majority of this growth is expected to occur in and around the incorporated cities and towns where adequate utilities are available.

### Age and Gender

**Clark County residents are aging.** Between 2010 and 2021, the median age for residents in Clark County has increased from 37.8 to 40.0. The median age for Clark County residents is 2.8 years older compared to Indiana. Compared to the other four counties in Our Southern Indiana, Clark County has the youngest median age.

Clark County is nearly split in terms of sex. The population is made up of 49.0% male and 51.0% female. This is almost identical to the state with 49.3% male and 50.7% female.

The population pyramid for Clark County illustrated the largest age cohort for males is 35-39 years of age. The largest age cohort for females is 55-59 years old. This is the age group when workers begin thinking about retirement and downsizing their home. The second-largest age cohort for females is 35-39 years old.

Data provided by ESRI Business Analyst, August 2021

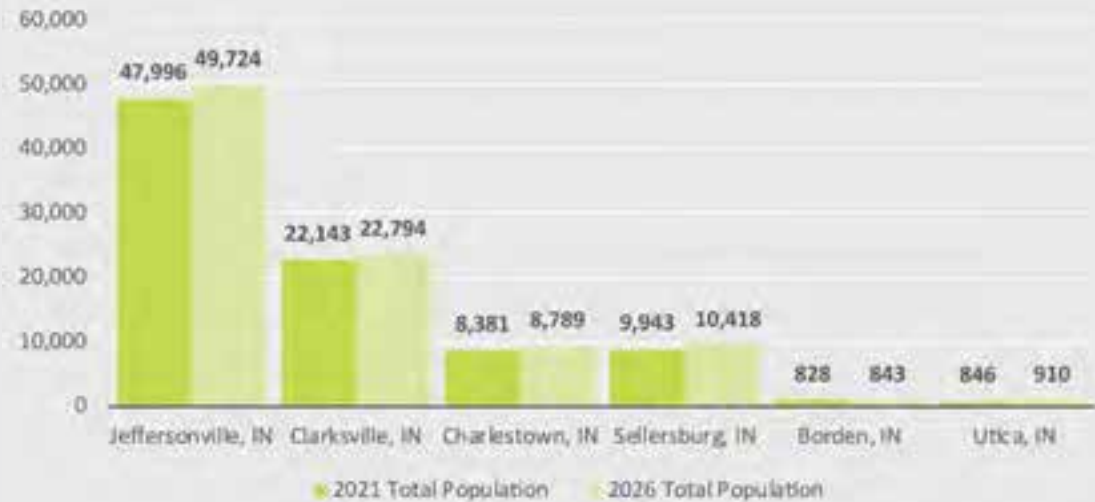
### Race and Ethnicity

**Clark County is slightly less diverse than Indiana.** The majority (83.6%) of the county's population identifies as Caucasian. This is only 2% higher than the state of Indiana. The remaining 16.4% of the population identifies as Black/African American (8.5%), Asian (1.3%), other (3.6%), and two or more races (3%).

About 6% of Clark County's population identifies as Hispanic. Compared to Floyd, Jefferson, Scott, and Washington counties, Clark County has the largest percentage of Hispanic residents.



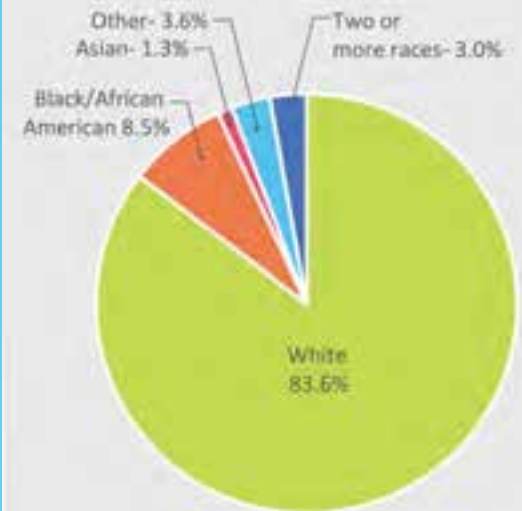
## Projected Population Change



## Age and Gender



## Race and Ethnicity





# Clark County **Demographics and Housing**



*Image credit: Huber's Orchard, Winery and Vineyard*

## **Income and Poverty**

As of 2021, the median household income for Clark County (\$56,251) was nearly \$2,000 less than Indiana (\$57,268).

The 2019 5-Year American Community Survey revealed that 10.1% of individuals in Clark County were below poverty level. Sellersburg and Utica were both slightly under the county average (8.3% and 8.5% respectively) while Clarksville, Charlestown, and Borden all were over the county average (12.3%, 16.7%, and 19.3% respectively).

While 10.1% of individuals in Clark County are below the poverty level, this is still 3.3% lower than Indiana.

## **Households**

**Total housing growth within Clark County is projected to increase.** Between 2010 and 2021, Clark County experienced more than a 9% increase in the number of households, which is about one and a half times Indiana's increase of 6.1%. Clark County is expected to have over 50,380 households by 2026, resulting in a 4.4% increase between 2021 and 2026.

## **Housing Units by Occupancy**

**The majority of the county's housing units are owner occupied.** Clark County had over 52,728 housing units in 2021, of which 91.5% are occupied units. Compared to Indiana (89.3%), the county has a higher occupancy rate. Of the 52,728 housing units in Clark County, 66.4% are owner occupied, 25.1% are renter occupied, and 8.5% are vacant.

Compared to 2010, the county's occupancy has remained fairly consistent. The percentage of renter-occupied units has increased by only 2.5%. This increase is in line with the state.

*Data provided by ESRI Business Analyst, August 2021  
2019 American Community Survey*

### Age of Housing

**The housing stock is aging.** The 2019 American Community Survey revealed that 37.7% of the existing housing stock was built before 1970. This is slightly lower than Indiana at 43.7%. This year is important because modern housing code did not go into effect until the 1970s.

Just under 3,000 housing units or 5.4% of the total housing stock were built 2010 and later. Compared to the state at 4.5%, the number of relatively newer housing units is proportionate to Indiana's housing stock. However, recent growth in 2020 and 2021 shows a significant increase of new housing being built.

### Home Value

**The median home value is consistent with that of the state of Indiana.** The 2021 median home value in Clark County was \$180,739. Nearly 5,200 units or 14.7% of the existing housing stock is valued at \$99,999 or less.



## Households- Owner, Renter and Vacant



## Poverty Level



## Age of Housing



# Clark County Employment and Workforce

## Employment & Wages

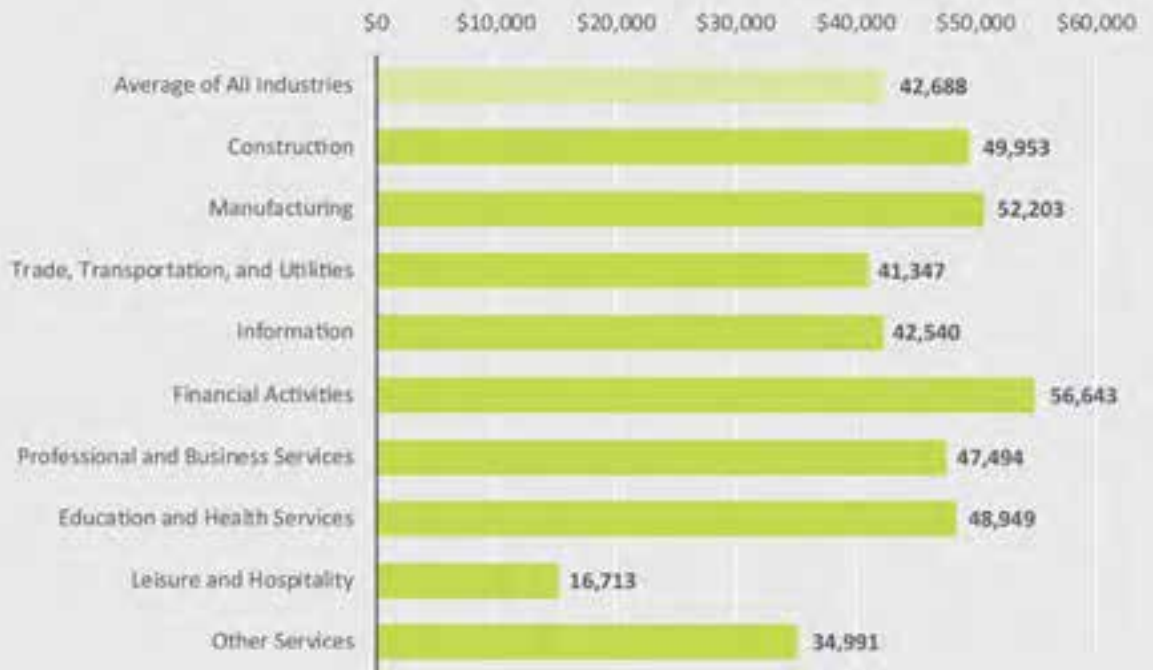
Employment in Clark County has increased by 14.4% since 2001 and has increased at an annual rate of 1.6% since 2010. The Manufacturing Industry has the highest employment concentration with a location quotient of 1.9. In 2019, the county's average annual wage is \$42,688 with the Financial Activities Industry having the highest average annual wage of \$55,643

According to the 2019 STATS Indiana Annual Commuting Trends Profile, the majority of employees work within the county. About 59% of the workforce work within the county, 26% work within other counties and 16% of the workforce live outside of the county and work within Clark County.

Of individuals older than 25 years, 89.4% have at least a high school degree and 21.2% has a bachelor's degree or higher. Those with associate degrees have had the most increase in job opportunities since 2000.

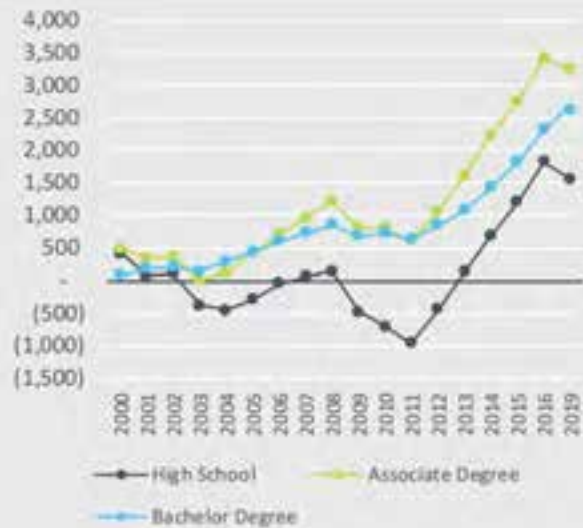


## Annual Wage by Industry 2019





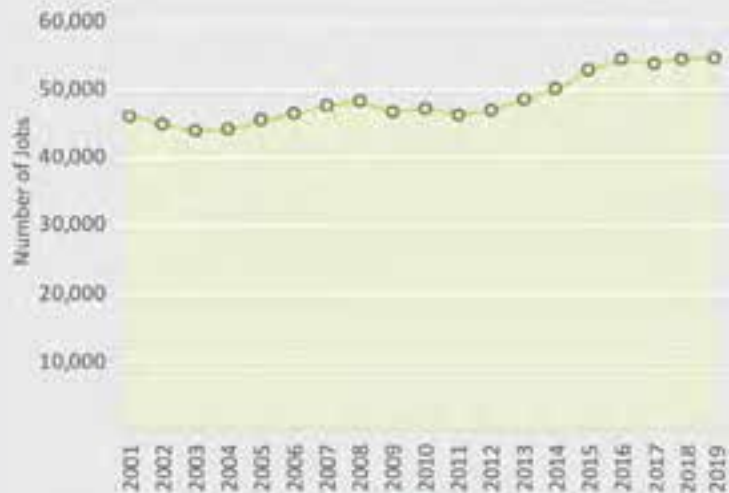
## Job Opportunities



## Educational Attainment



## Long Term Employment



## Location Quotient





# Clark County, Indiana

## Transportation and Mobility

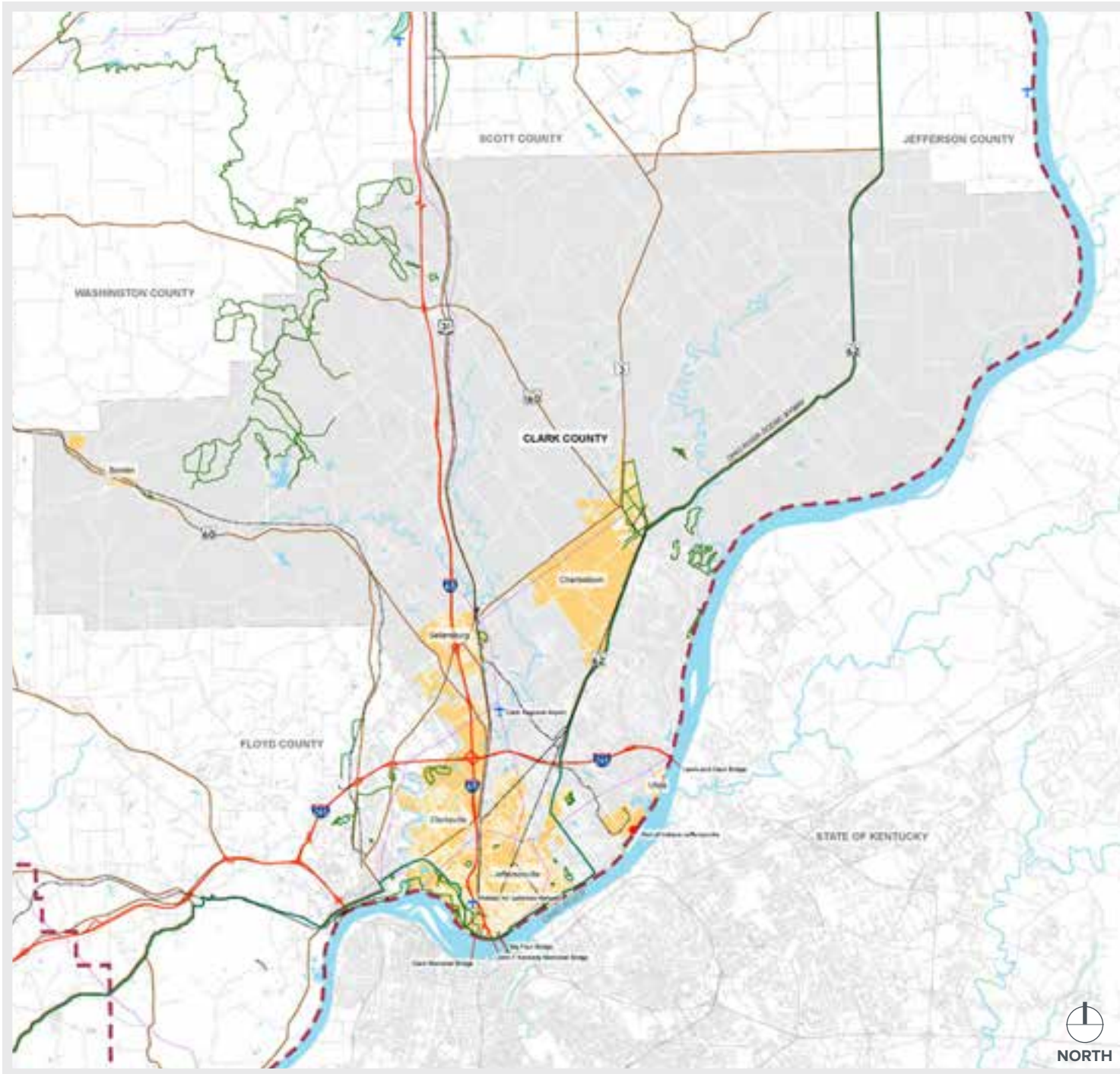
### Connectivity and Character

Clark County is unique in that Interstate 65 runs the entire length of the county, bringing many commuters through the area. Traveling west from I-65, I-265 provides direct access to I-64 located in Floyd County. Traveling east from I-65, I-265 provides connectivity to SR 62 known as the Ohio River Scenic Byway, River Ridge Commerce Center, and the east-end Lewis and Clark Bridge. In addition to interstates, five primary routes connect the cities, towns, and unincorporated areas of Clark County. Starting in Clarksville, US 31 runs along I-65 providing an alternative route for north/south connectivity. On the west side of the county, Highway 60 connects Borden to Washington County in the northwest and Sellersburg to the southeast. State Road 62, also known as the Ohio River Scenic Byway, provides access to Charlestown, New Washington, and Jefferson County. State Road 160 branches off of SR 62 in Charlestown. This roadway provides connectivity to Henryville where travelers can access I-65, US 31, or continue on into Washington County. Branching off of SR 160 in Charlestown, SR 3 travels through the incorporated areas of Otisco and Marysville before entering into Scott County.

Each of these major routes described above plays a major role in accessibility and connectivity to the Our Southern Indiana region. Because Clark County is centrally located in the region and has the appropriate infrastructure, it is the only county in the region with direct access to each of the other four counties and Louisville.

### Ports

Clark County is home to the Port of Indiana-Jeffersonville, which is just one of the state's three-port system. Located in Jeffersonville, Indiana, along the Ohio River, this port handles more than 1,000 barges, 16,000 rail cars, and 250,000 trucks per year. The port provides competitive advantages to those businesses that move cargo by water, rail, and highway. It is currently home to nearly 30 companies and industries such as steel processing, grain, warehousing, distribution, and manufacturing facilities. The Port of Indiana-Jeffersonville has long-range plans to connect to the 6,000-acre River Ridge Commerce Center by constructing a new road and rail transportation corridor. Today, the Port of Indiana-Jeffersonville encompasses over 1,000 acres of land, including 3,200 linear feet of riverfront, and world-class facilities including docks, rail corridors, utility lines, multimodal connections, specialized cargo handling services, and expansive storage facilities.



**MAP LEGEND**

- Our Southern Indiana Region
- Incorporated area
- Interstate corridor
- Highway
- Roads
- +++++ Railroad
- River, Lakes, Ponds and Reservoirs
- ✈ Airports
- Ports
- Natural Gas Pipeline
- Scenic Byway
- Trails

**ASSET LISTING\***

**RAILROAD SYSTEMS**

- Louisville & Indiana RR
- MG Railroad RR
- CSX RR
- Southern Indiana Railway RR

**NATURAL GAS PIPELINES**

- Midwest Natural Gas Corp.
- Indiana Gas Co. Inc.

**TRAILS**

- Charlestown Trail System
- Charlestown State Park Trails
- Jeffersonville Parks Trails
- Clarksville Parks Trails
- Ohio River Greenway
- Woodland Loop Trail
- Borden Trail
- Clarksville Heritage Trail
- Nine Penny Br. Nature Preserve Trail
- Lapping Park Trails
- Forest Resource Trail
- Knobstone Trail
- Clark SF Horse Trails
- Perrin Family Park Trail
- Sellersburg Parks Trail
- Lake Vista (Trail 4)
- White Oak Nature Preserve Trail

\*Data obtained from IndianaMap GIS database. <http://maps.indiana.edu/layerGallery.html>

# Clark County, Indiana **Transportation and Mobility**

## **Airports**

Clark County has one regional airport located in Sellersburg. Operated by the South-Central Regional Airport Authority (SCRAA), this airport serves Southern Indiana and Louisville. Two runways are located on the grounds at varying lengths of 3,899 feet and 7,000 feet.

The airport continues to work with River Ridge Commerce Center to serve the needs of the commercial businesses that have and continue to relocate to the expanding center. Additionally, the Clark Regional Airport has continued to increase its footprint for future development. These efforts make the airport an ideal location for the economic and industrial growth that the region is currently experiencing.

## **Rail**

Clark County has four railroad corridors that provide rail transportation through the county and to Washington County, Scott County, and Louisville, Kentucky. The CSX railroad corridor provides east/west connectivity to the west of Clark County and into Illinois. The Louisville-Indiana railroad (LIRC) corridor provides north/south connectivity. The Louisville-Indiana Railroad connects with CSX, Indiana Railroad, Norfolk Southern, and Paducah and Louisville Railroads to provide consistent service to numerous major companies and the Port of Indiana-Jeffersonville. Small portions of the Southern Indiana Railways (SIND) and the MG Railroad (MGR) exist in Clark County. These corridors stem from the large corridors such as CSX and LIRC to provide direct access to the Jeffersonville port and River Ridge area.

## **Trails**

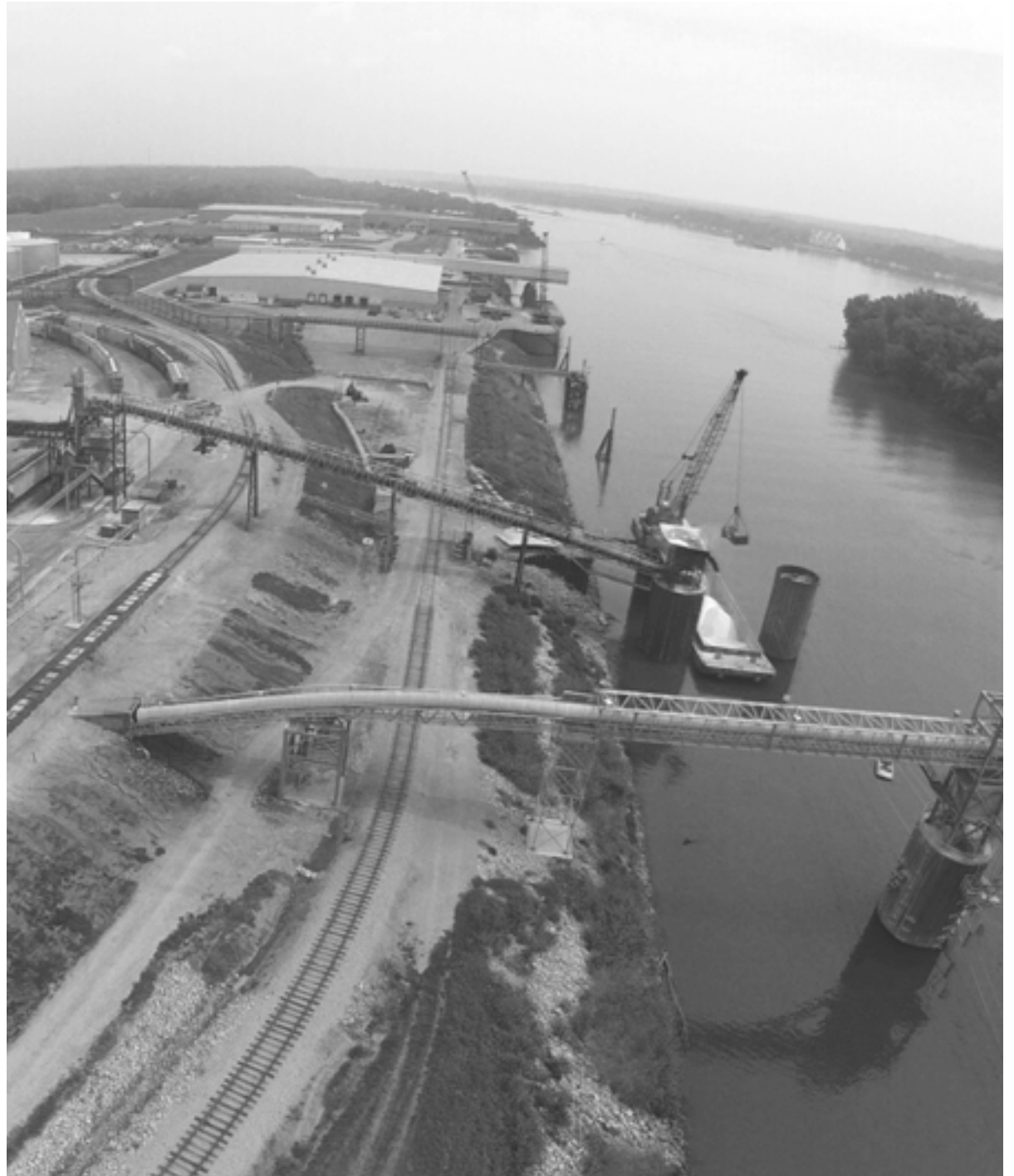
Currently, pedestrian, bicycle, and public transportation opportunities are limited in the rural portions of Clark County. The 2019 County Comprehensive Plan identifies the need to both encourage and expand connectivity and accessibility to schools, employment centers, neighborhoods, and destinations. Several recreational trails are offered at a number of the parks throughout Clark County. Most of these are closed-loop trails, meaning that the pathway doesn't provide connectivity between destinations. Several short recreational trails are located in and around Lapping Memorial Park, Ash Estates, Perrin Family Park, Lottie Oglesby Park, and Shirley Hall Park. Larger facilities such as the Clarksville Heritage Trail, Clarksville Levee Trail, Charlestown State Park loops, and Clark State Forest loops offer users a variety of trail pathways to choose from.

Clark County also has segments of regional trail systems that connect them to both Floyd and Scott counties. The Knobstone Trail is a 58-mile hiking trail that passes through Clark State Forest, Elk Creek Public Fishing Area in Scott County, and Jackson-Washington State Forest in Washington County. The trail is ranked as Indiana's longest foot path. To the southeast of the Knobstone Trail, the Ohio River Greenway runs along the riverfront between downtown New Albany and downtown Jeffersonville. Once completed, this trail system will include about 7.5 miles along the riverfront through three Indiana communities and then reach over the Ohio River into Louisville. It will cross at the Big Four Bridge to meet with the Louisville Riverwalk and its adjoining trail network. Additionally, the City of Charlestown has a small trail system that not only provides connectivity through the city but also provides connections to the trail system within Charlestown State Park. This infrastructure not only provides connections within the city, but also makes the state park accessible by foot or bicycle.

### **Known or Planned Projects**

Within Clark County, the following transportation improvements have been previously documented as a high-priority improvement project. Projects outlined below are in varying stages of idea development, planning and/ or design.

- Commerce Connector
- Highway 31/403 improvements
- Highway 60 improvements
- US 62 improvements
- New connector road from Charlestown to Borden
- Expand Ohio River Greenway to Charlestown State Park
- Bethany Road Widening
- Salem Noble Road Reconstruction
- Charlestown-Memphis Road Improvements
- Henryville Blue Lick Road Improvements
- Bridge Replacements & Restorations
- Heavy Haul Road Construction
- South Monon Trail





# Clark County, Indiana

## Utilities and Infrastructure

### Water sources and demand

Both surface water and groundwater supplies are available in Clark County. The Ohio River outwash aquifer provides the source for much of the water supply. This aquifer has exceptional quality and quantity of groundwater. Borden, Indiana has its own surface water supply but has purchased supplemental ground water to serve the community’s businesses and residents.

There are 10 major public water utilities located within Clark County rated as small or larger by the USEPA. They are Borden Tri-County Regional Water District, Watson Water Company, Indiana American Southern Indiana, Sellersburg Water, Washington Township Water, Charlestown/River Ridge Water, Indiana American Charlestown, Marysville Otisco Nabb Water, Rural Membership Water Corporation, and Silver Creek Water Corp.

The Ohio River outwash aquifer is the primary source of water for the county. The only water suppliers that do not have purchased water as a primary or secondary backup are Indiana American Southern Indiana (Jeffersonville) and River Ridge Commerce Center. Marysville, Otisco, Nabb, Rural Membership Water, and Silver Creek Water all depend solely on cooperative purchased water agreements with nearby utilities. All of the other utilities in the county have their own water supply; however, many have purchased water agreements for secondary supply.

The existing demand for public water usage for fiscal year 2015 was 21.95 MGD (million gallons per day) for Clark County. The population served was 165,599. The expected county population and expected water demand is shown in the following table:

**Projected Water Demand for Clark County<sup>1</sup>**

Year	Population	Avg. Day (MGD)	Peak Month (MGD)	Peak Day (MGD)
2015	115,371	21.95	25.88	30.55
2020	121,346	23.45	27.47	32.54
2025	126,719	24.48	28.68	33.99
2030	131,397	25.39	29.74	35.24
2035	135,561	26.19	30.68	36.36
2040	139,438	26.94	31.56	37.40
2045	143,213	27.67	32.42	38.41
2050	147,038	28.41	33.28	39.43
2055	150,863	29.15	34.15	40.46
2060	154,688	29.89	35.01	41.49

Clark County has the largest population in the study area and is expected to grow steadily. This will put pressure on the existing water utilities to expand to meet the demand of the growing commercial and residential users.

<sup>1</sup> Southeastern Indiana Regional Water Supply Feasibility and Cost Analysis, Indiana Finance Authority, 2018

 **Public Water Utilities**

**10**

There are 10 major public water utilities located within Clark County rated as small or larger by the USEPA.

 **Projected Growth**

**34.1%**

Projected population growth (2015 to 2060) as outlined in the *Southeastern Indiana Regional Water Supply Feasibility and Cost Analysis*, Indiana Finance Authority, 2018

 **Increased Demand**

**32%**

Projected increase in maximum day utility demand (2015 to 2060) as outlined in the *Southeastern Indiana Regional Water Supply Feasibility and Cost Analysis*, Indiana Finance Authority, 2018

 **Source Vulnerability**

**YES**

As outlined in the *Southeastern Indiana Regional Water Supply Feasibility and Cost Analysis*, Indiana Finance Authority, 2018.

 **Regulatory Vulnerability**

**YES**

As outlined in the *Southeastern Indiana Regional Water Supply Feasibility and Cost Analysis*, Indiana Finance Authority, 2018.

 **Affordability Challenges**

**YES**

As outlined in the *Southeastern Indiana Regional Water Supply Feasibility and Cost Analysis*, Indiana Finance Authority, 2018.

# Clark County, Indiana **Utilities and Infrastructure**

## High-Speed Internet and Wi-Fi Services

As defined by the Federal Communications Commission's 2018 Broadband Deployment Report<sup>2</sup>, broadband service can include any number of technologies but must provide a service benchmark of at least 25 megabytes per second (Mbps) upload and 3 Mbps download. The median advertised service speeds for the county are 50 Mbps download and 10 Mbps upload.<sup>3</sup> Based on the FCC data, the speeds throughout the county are being provided by a number of suppliers that offer infrastructure ranging from digital subscriber lines (DSL), fiber-optics, fixed wireless, and satellite services. Even with service being advertised in all areas of the county, the FCC and the 2015-2019 American Community Survey<sup>3</sup> have documented that nearly 5% of the population do not have access to fixed broadband of at least 25 Mbps/3 Mbps. Additionally, over 20% of the county's population is not subscribing to the internet, and 10.8% of household's report they do not own a computing device. While the data comes with a margin of error, fundamentally, the providers are reporting that the service and infrastructure exist, but it's possible that it is not being used by everyone.

Available infrastructure and service is only one side of the digital infrastructure network. Having subscribers that are able to use the services and technologies is a critical piece. Clark County's demographic and socioeconomic conditions leave the residents vulnerable to digital illiteracy. Residents within the county could be at a disadvantage when it comes to accessing broadband infrastructure because over 15% of the population is over 65 years of age. While age is not a limiting factor for everyone, income and educational attainment pose additional threats for others. Over 10% of the county's residents are living in poverty, and 10.6% of the residents aged 25 and older have less than a high school degree. The reduction in disposable income and education could be contributing to the reported lack of access within the county.



**4.6%**

*of people without access to fixed broadband of at least 100Mbps/20Mbps.*



**20.4%**

*of households with no internet access (not subscribing)*



**10.8%**

*of households without a computing device.*

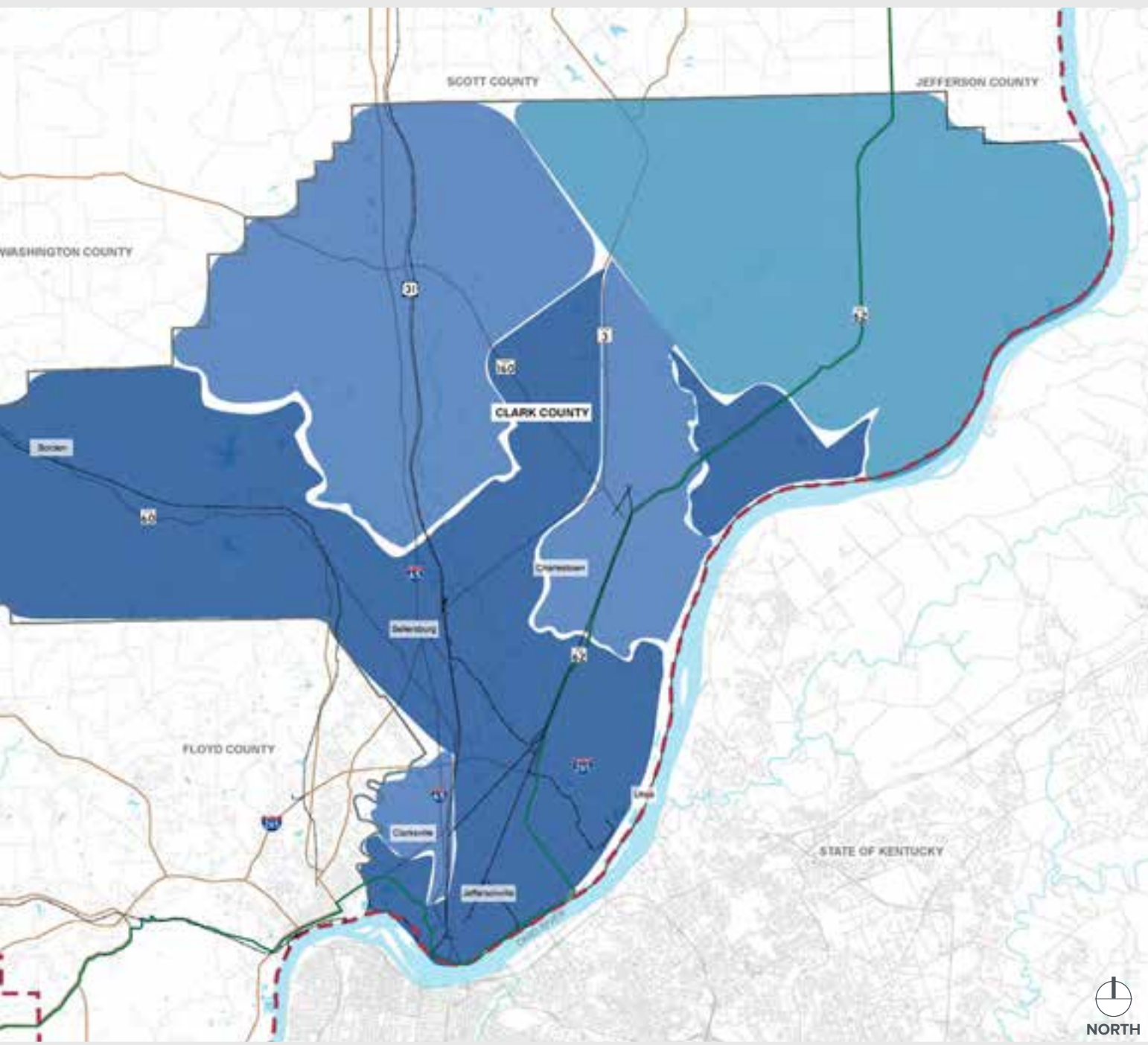


**10.1%**

*of individuals in poverty.*

<sup>2</sup> <https://www.fcc.gov/reports-research/reports/broadband-progress-reports/2018-broadband-deployment-report>

<sup>3</sup> <https://pcrd.purdue.edu/ruralindianastats/about.php>



**MAP LEGEND**

- Our Southern Indiana Region
- Incorporated area
- Interstate corridor
- Highway
- Roads
- ++++ Railroad
- River, Lakes, Ponds and Reservoirs
- Scenic Byway

**BROADBAND LEGEND\***

- 4+ broadband providers
- 2-4 broadband providers
- 0-2 broadband providers



\*Data obtained from IndianaMap GIS database. <http://maps.indiana.edu/layerGallery.html>



# Clark County, Indiana

## Parks, Open Space and Natural Features



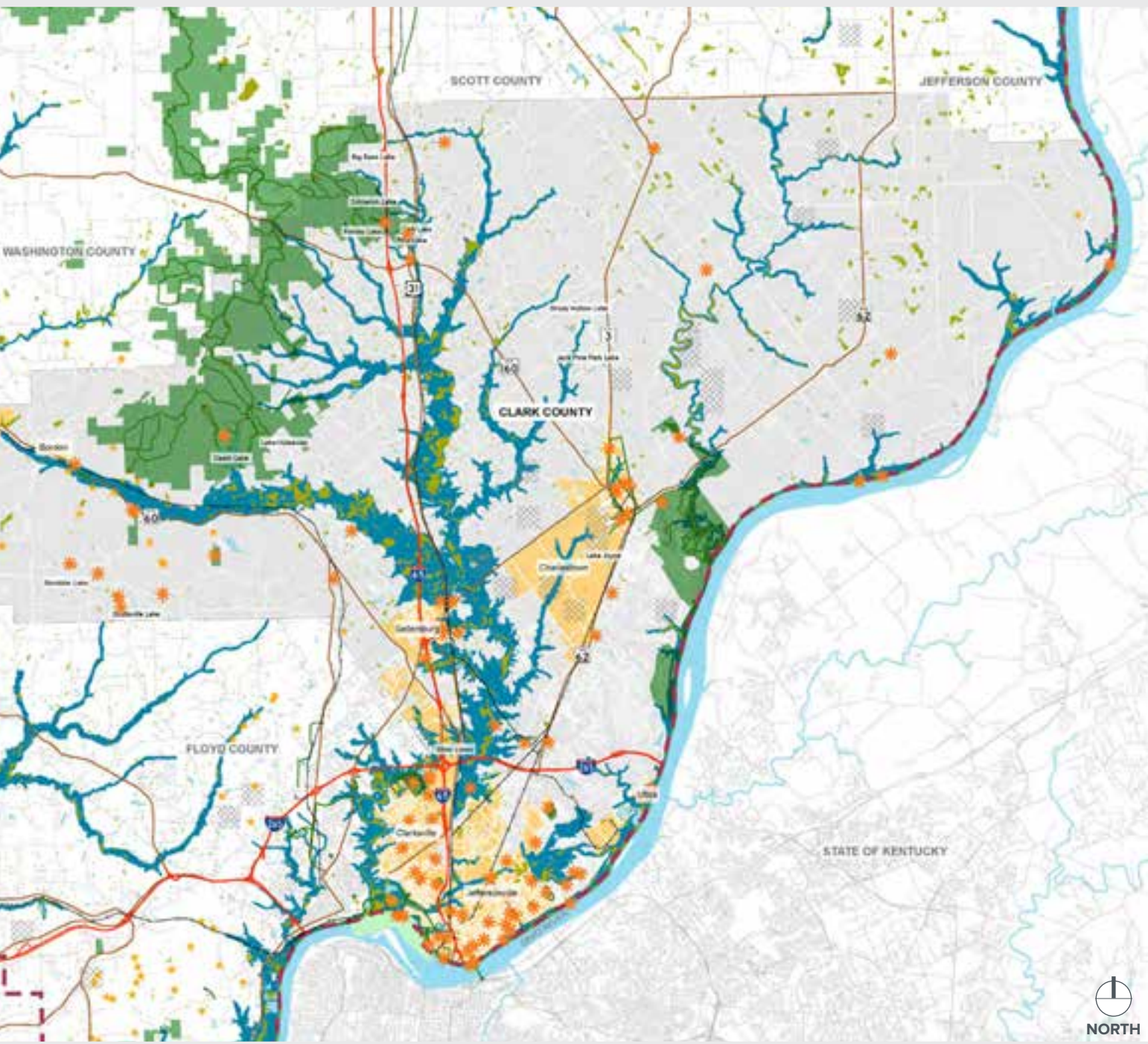
*Image credit: SoIN Tourism*

Clark County handles its park system slightly different than other counties by not having a parks and recreation department at the county level. All the parks in Clark County are either municipal parks or state parks.

Jeffersonville offers the most park facilities with over 26 city park locations. Additionally, the City has four other facility classifications including specialty parks, private parks, miscellaneous, and event facilities. In particular, there are two facilities in Jeffersonville that play a major role as regional assets including the River Stage and Big 4 Station Park. Both attract many people to the county and provide its residents with great entertainment and leisure activities. In 2020, Jeffersonville will be opening its newest facility, Chapel Lake Park. Located on 115 acres of land surrounding the lake, it is anticipated there will be 2.1 miles of multi-use trail, 1.8 miles of natural walking trail, two shelter areas, and two playgrounds. The lake will provide opportunities for canoeing, kayaking, and fishing.

Clarksville owns and operates 10 city parks ranging in size from small neighborhood to large riverfront areas. Of particular importance is Ashland Park, located along the Ohio River with an overlook of the river and Louisville skyline. Another popular facility in Clarksville is Lapping Park. This area offers an 18-hole golf course and driving range, softball diamonds, walking trails, volleyball space, shelters with tables, an amphitheater, and an 18-hole disc-golf course.

Sellersburg has two municipal parks and a pool facility located within the town limits. Wilkerson Park provides users playground equipment and is home to a farmers market on Saturdays through the spring, summer, and fall. Additionally, Mosley Park provides users with lots of open space and picnic shelters. Located just outside of Sellersburg, Speed Park and Silver Creek Township Park offer residents nearby park amenities. Speed Park hosts a popular event each summer known as Art in Speed Park.



- ### MAP LEGEND
- Our Southern Indiana Region*
  - Incorporated area*
  - Interstate corridor*
  - Highway*
  - Roads*
  - Railroad*
  - River, Lakes, Ponds and Reservoirs*
  - Wetlands*
  - Floodplains*
  - Karst Features*
  - IDNR Managed Lands*
  - National Natural Landmarks*
  - Recreation Facility*



*\*Data obtained from IndianaMap GIS database.  
<http://maps.indiana.edu/layerGallery.html>*



## Clark County, Indiana Parks, Open Space and Natural Features



*Image credit: SoIN Tourism*

Charlestown has two open-air parks known as the Greenway Park and Knoebel Park. Both facilities are located along Market Street and provide space for activities and special events throughout the year. Charlestown Family Activities Park is a huge asset to the community. Opened in 2013, the facility has a splash pad, roller skating/ice skating rink, a pirate-themed playground, and mini golf. Just across the street from the activities park is Charlestown State Park.

Borden has two park facilities located within its limits. Borden Park offers walking paths along a stream, baseball and softball fields, and a running track. Borden's Community Park is surrounded by natural landscape with walking paths, playgroup equipment, and a basketball court for users to enjoy.

Clark County has four state park facilities; Charlestown State Park, Clark State Forest, Falls of the Ohio State Park, and Deam Lake State Recreation Area. Charlestown State Park is located on an undeveloped portion of a former Indiana Army Ammunition plant. The park is one of only two state parks that offer full hookup campsites. Other amenities include hiking trails, picnic areas, fishing, and playground equipment. A portion of Clark State Forest is located in the northwest side of the county. It is the oldest state forest in Indiana and covers over 24,000 acres of land. Users can camp, fish, hunt, shoot, and picnic at various points throughout the park. A popular destination for discovering fossils, the Falls of the Ohio State Park runs along the river in Clark and Floyd County. This area is great for picnicking, hiking, boating, biking, bird watching, and geological exploration. Another water feature in Clark County, Deam Lake, is a state-owned recreational facility. Users can boat, camp, hike, swim, and fish along the lake.



*Image credit: SoIN Tourism*



# Clark County, Indiana

## Tourism and Attractions

Clark County has several museums and historic sites that tie back to the county's history. Located in the Falls of the Ohio State Park, George Rogers Clark home site commands views of the falls and the river as it bends toward New Albany. George Rogers, the American Revolutionary War hero, lived in the log cabin from 1803 to 1809. Today, the home is open for tours surrounded by picnic areas, interpretive panels, a boat ramp, and trailer parking for visitors.

Located in Jeffersonville, the Howard Steamboat Museum features items from our nation's steamboat history. This home is open to visitors and is listed on the National Register of Historic Places. Additionally, Jeffersonville is home to the oldest, continuously, family-owned candy business in the United States. Schimpff's Confectionery is a candy store that offers tours of the kitchen and has one of the few candy museums in the country. Visitors and residents of Clark County can stop in at the downtown candy store for a sweet treat and learn about how the products are made.

Another unique museum in Jeffersonville displays vintage, restored fire engines and other equipment dating back to 1756. The Vintage Fire Museum holds many events throughout the year. Both the museum and the fire engine can be rented for receptions, parties, special events, and festivals.

In addition to all the park and recreational facilities and museums described above, Clark County has even more to offer in terms of destinations. Similar to New Albany, downtown Jeffersonville has become a destination in of itself. With many local restaurants, shops, and the riverfront, the area is booming with people and activity. All in close proximity, the Jeffersonville RiverStage attracts people from all over each summer. On any given day of the week with decent weather, Big 4 Station Park and Pedestrian Bridge are crowded with people walking, running, and recreating.

In terms of performing arts, Derby Dinner Playhouse located in Clarksville is a community asset that offers entertainment and dinner all in one. This facility produces a wide range of shows each year and provides local talent the opportunity to gain experience in the industry.

Joe Huber's Family Farm and Restaurant and Huber's Orchards Winery and Vineyard is a popular destination in summer and fall. The restaurant and farm include family-style home cooking, a children's play area, pumpkin and apple picking, and much more. The winery offers visitors the opportunity to tour, taste, and buy their products. It is a great place to gather with friends and family for snacks and wine on a Saturday afternoon. Additionally, the winery has an event space that is one of the most popular wedding venues in the region.



*Image credit: Huber's Orchard, Winery, Vineyards*



*Image credit: SoIN Tourism*



*Image credit: Huber's Orchard, Winery, Vineyards- Starlight Distillery*

# Floyd County, Indiana



Floyd County, Indiana is located in Southern Indiana along the Ohio River. At one time, the land was originally home to the Shawnee Indians when it was conquered by George Rogers Clark during the American Revolutionary War from the British. As an award for his accomplishment, Clark was given large tracts of land that he began selling off to settlers who were entering into the region after the war.

Dating back to the early 1800s, Floyd County was formerly part of Clark and Harrison counties. It wasn't until 1819 that local leaders sent Nathaniel Scribner and John K. Graham to the then state capital at Corydon, Indiana to petition the Indiana General Assembly to establish the county. This same year, New Albany was named the county seat and held the title of the largest city in the state for much

of the 19th century. It wasn't until the Civil War that Indianapolis grew to become the largest city in Indiana.

During the 19th century, Floyd County became a popular destination for immigrants of Irish, German, French, and African American origins. The 1850 census revealed that 17% of New Albany's population was immigrants and that over half of Indiana's population earning more than \$100,000 a year lived in Floyd County, establishing it as having the richest population in the state. In 2021, the county comprises nearly 150 square miles of land with a total population of 79,666 people.

**Floyd County includes the incorporated communities of Georgetown, Greenville and New Albany.**





# Floyd County, Indiana

## Demographics and Housing



### Residential population

**Floyd County is growing.** Floyd County has a total population of 79,666 residents in 2021 making up 28% of the Our Southern Indiana region's population of 284,477. By 2026, Floyd County is projected to experience an increase of 2.75% in total population, meaning there will be over nearly 82,000 residents. This growth rate is 0.26% more than the projected growth rate for the state of Indiana at 2.49%. Floyd County is expected to experience more growth than Jefferson, Scott and Washington counties between 2021 and 2026. Additionally, growth is projected to occur in all of the incorporated cities and towns within Floyd County.

### Age and Gender

**Floyd County residents are aging.** Between 2010 and 2021, the median age for residents in Floyd County has increased from 39 to 41.3; this is 2.5 years older than Indiana. Floyd County's median age is similar to Clark County Jefferson, Scott, and Washington County.

Floyd County is nearly split in terms of sex. The population is made up of 48.6% male and 51.4% female. This distribution of sex is similar to the state at 49.3% male and 50.7% female.

The population pyramid for Floyd County illustrated the largest age cohort for males and females is 55-59 years of age. This is the age group when workers begin thinking about retirement and downsizing their home.

*Data provided by ESRI Business Analyst, August 2021*

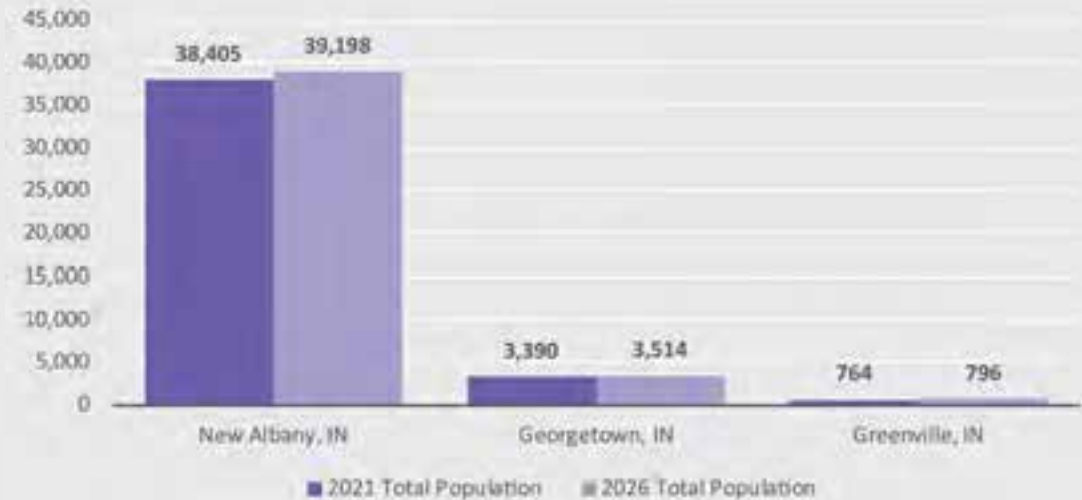
### Race and Ethnicity

**Floyd County is slightly less diverse than Indiana.** The majority of the county's population (88.4%) identifies as Caucasian in 2021. This is 7.4% more than Indiana. The remaining 11.6% of the population identifies as Black/African American (5.6%), Asian (1.3%), other (2%), and two or more races (2.8%).

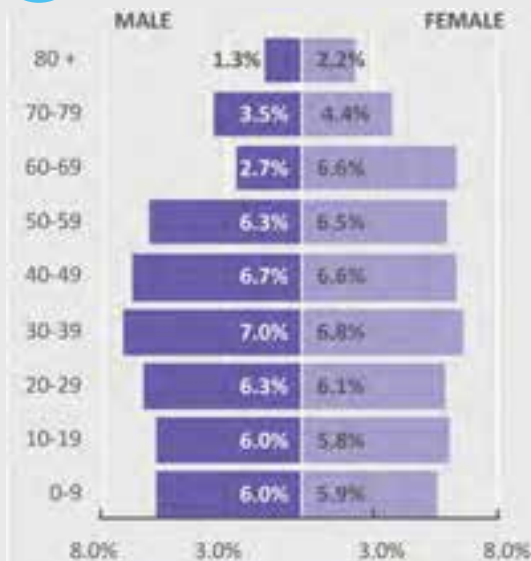
About 3.8% of Floyd County's population identifies as Hispanic and 96.2% as non-Hispanic. Compared to Indiana with 7.6% of the population identifying as Hispanic, the county is not as diverse.



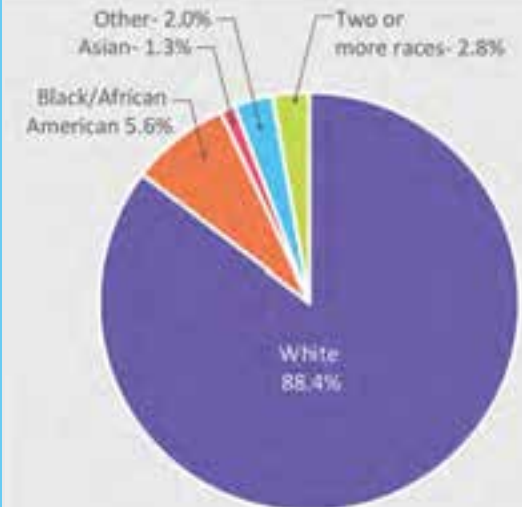
## Projected Population Change



## Age and Gender



## Race and Ethnicity



Data provided by ESRI Business Analyst, August 2021

# Floyd County, Indiana **Demographics and Housing**



Image credit: SoIN Tourism

## **Income and Poverty**

**As of 2021, the median household income for Floyd County (\$61,750) was just over \$4,400 higher than Indiana (\$57,268).**

The 2019 American Community Survey shows that 9.8% of individuals in Floyd County were below poverty level. While poverty rates in Georgetown and Greenville were lower than the average (1.1% and 4.2% respectively), the City of New Albany reports that 17.9% of their populations were below the poverty level.

The percentage of those below the poverty level for Floyd County was nearly 2% lower when compared to Indiana.

## **Households**

**Total housing growth within Floyd County is projected to increase.** In 2021, there were 31,454 total households in Floyd County, which is 1,975 more households than in 2010. Between 2010 and 2021, Floyd County experienced a 6.7% increase in households, which is greater when compared to Indiana at 6.1%. Floyd County is expected to have over 32,300 households by 2026, resulting in a 2.73% increase between now and then.

## **Housing Units by Occupancy**

**The majority of the county's housing units are owner occupied.** Floyd County had over 34,000 housing units, of which 92% are occupied units. Compared to Indiana (89%), the county has a higher occupancy rate. Of the 34,111 housing units in Floyd County, 67.7% are owner occupied, 24.5% are renter occupied, and 7.8% are vacant.

Compared to 2010 data, the county's occupancy has shifted slightly. The percentage of renter-occupied units has increased by nearly 3% to 24.5%. This increase is slightly lower than the state of Indiana (28.2%).

*Data provided by ESRI Business Analyst, August 2021  
2019 American Community Survey*

### Age of Housing

**The county's housing stock is aging.** The 2015-2019 American Community Survey revealed that 43.7% of the existing housing stock was built before 1970. This is the same as Indiana at 43.7%. This year is important because modern housing code did not go into effect until the 1970s.

More than 1,300 housing units, or 4% of the total housing stock, were built in 2010 or later. Compared to the state at 4.5%, the number of relatively newer housing units in Floyd County is lower.

### Home value

**The median home value is high.** Of the five counties in the Our Southern Indiana region, Floyd County has the highest median home value. This is attributed to more expensive housing stock located in Greenville, Georgetown, and the unincorporated county. The 2021 median home value in Floyd County was \$213,412. This is significantly higher than Indiana with a median home value of \$174,673.

Nearly 2,500 units or 10.7% of the existing housing stock are valued at \$99,999 or less.

Although a very small percentage, over 400 housing units are valued at \$750,000 or more.



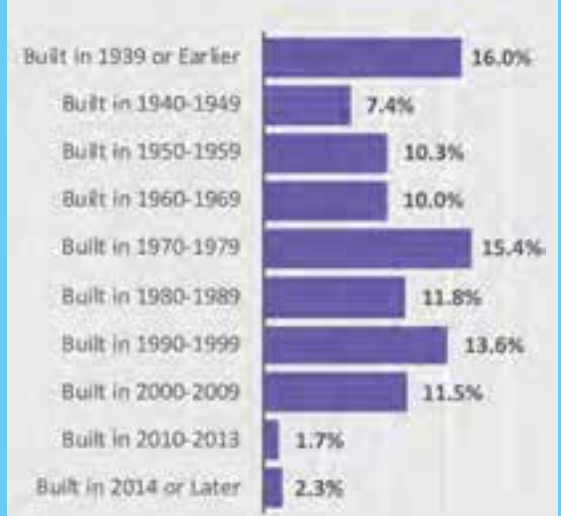
## Households- Owner, Renter and Vacant



## Poverty Level



## Age of Housing





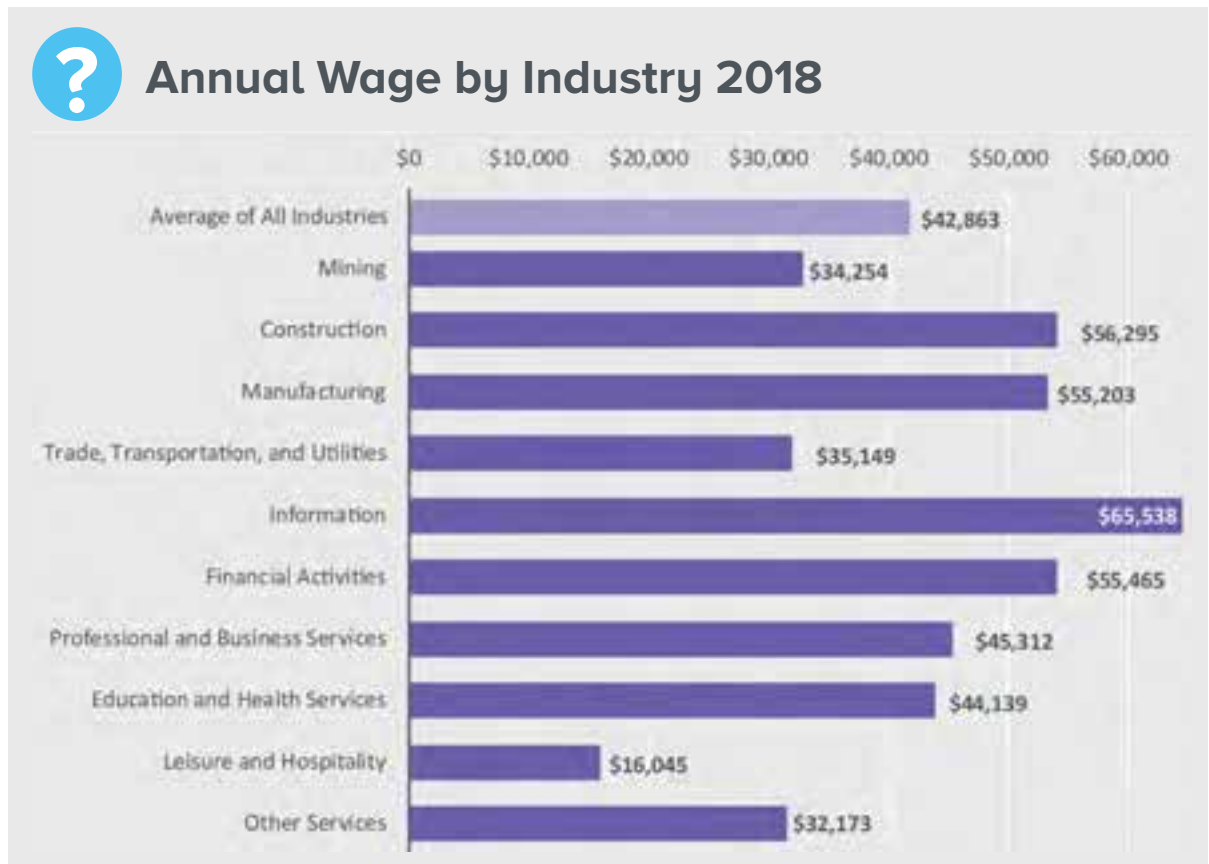
# Floyd County

## Employment and Workforce

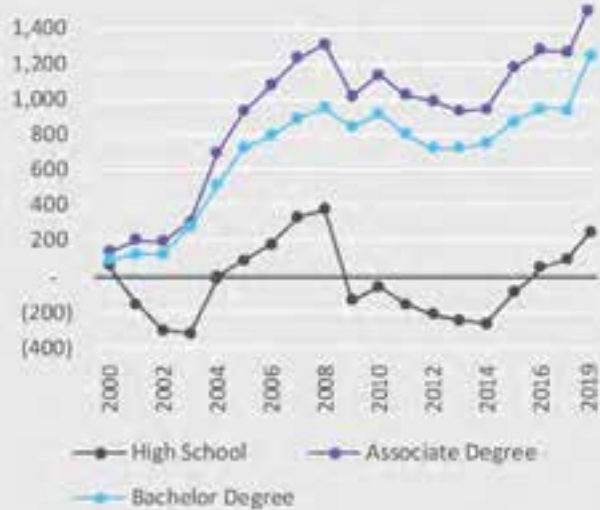
**Employment in Floyd County has increased by 17.5% since 2001** and has increased at an annual rate of 1.1% since 2010. The Manufacturing Industry has the highest employment concentration with a location quotient of 2.21. The county's average annual wage is \$42,863 with the Information Industry having the highest average annual wage of \$65,538.

According to the 2019 STATS Indiana Annual Commuting Trends Profile, the majority of employees work within the county. About 52% of the workforce work within the county, 31% work within other counties and 17% of the workforce live outside of the county and work within Floyd County.

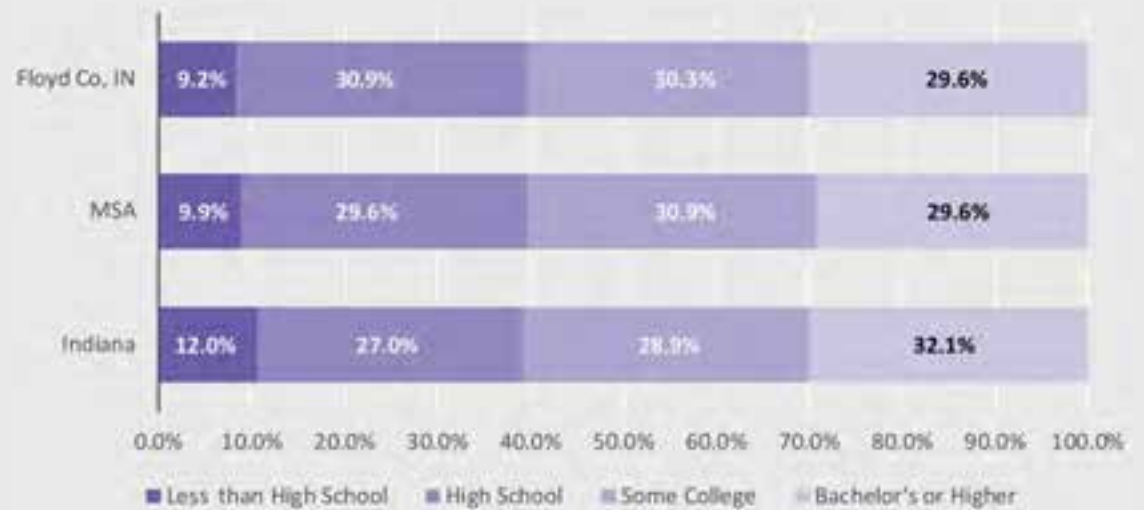
Of individuals older than 25, 90.8% have at least a high school degree and 38.7% has a associates's degree or higher. Those with associate degrees have had the most increase in job opportunities since 2000.



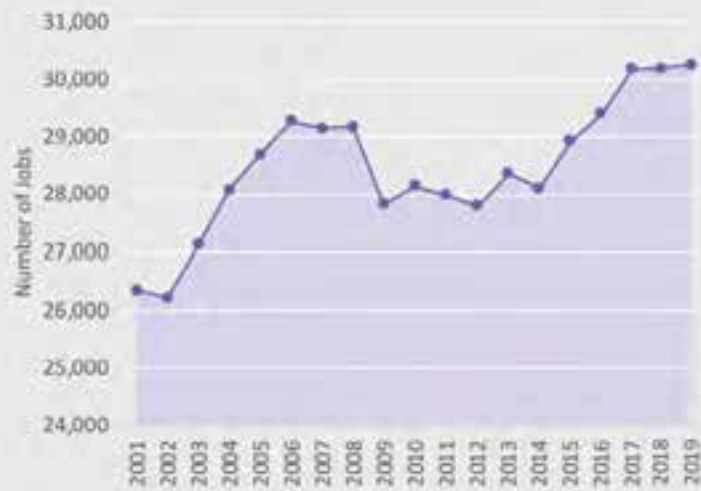
## ? Job Opportunities



## ? Educational Attainment



## ? Long Term Employment



## ? Location Quotient



# Floyd County, Indiana

## Transportation and Mobility

### Connectivity and Character

Floyd County is well connected to both I-64 and I-265 which serve as primary routes into and out of the county. Interstate 64 runs through New Albany and provides direct access to Harrison County and Louisville, Kentucky. I-64 also provides access to US 150 that connects to Greenville located in the northeast corner of the county. After transitioning through a commercial area known as Highlander Point, US 150 is predominately rural in nature with 2 lanes traveling in each direction. Traveling west along I-64 toward Harrison County, SR 64 leads to the incorporated area of Georgetown just before leaving the county. Similar to US 150, SR 64 is predominately rural in nature and varies from two to four lanes. I-265 allows travelers convenient access to I-65 which connects Floyd County to Clark and Scott County.

Floyd County also features a portion of the Ohio River Scenic Byway. The byway encompasses the SR 62 right-of-way from Jeffersonville in Clark County to and through New Albany and into Harrison County. The scenic corridor features the lush hills and farmland unique to Southern Indiana and allows visitors the opportunity to connect to local shops, museums, and heritage sites.

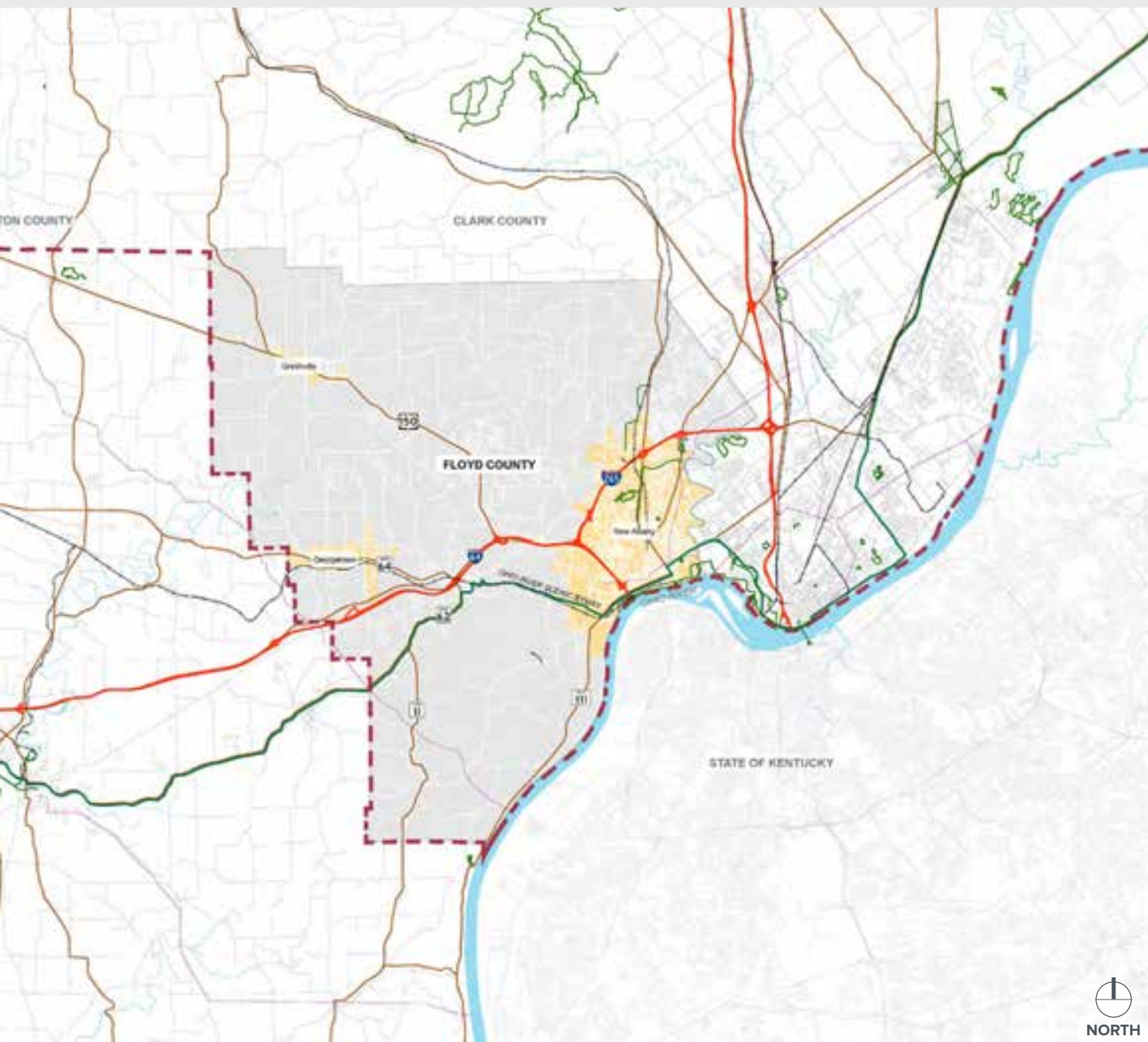
Although unincorporated, Floyd Knobs is a well-established community that is only accessible via Paoli Pike. Roadways like this present unique opportunities as they provide access to areas located at a higher elevation, but with a 2-lane configuration, the corridor alignment is often steep and winding at various points limiting the capacity and safety to vehicles.

Additionally, the Transit Authority of River City (TARC) currently serves portions of New Albany and provides service into Louisville. TARC provides four bus routes in New Albany, primarily serving Indiana University Southeast, housing along Paoli Pike, shopping along Grant Line Road, and downtown New Albany.

### Rail

Floyd County has two predominate rail corridors that provide access to Clark County and Harrison counties. The CSX line runs mostly parallel with Grant Line Road and ends in New Albany. Outside of Floyd County, the rail corridor extends north to Clark County and shifts westward into Washington County. While some sections of the CSX line are still used, the rail corridor through Floyd County is inactive. The Norfolk Southern Railroad enters Floyd County from the west and runs mostly parallel with SR 64 continuing east into downtown New Albany where the line terminates.





**MAP LEGEND**

- Our Southern Indiana Region
- Incorporated area
- Interstate corridor
- Highway
- Roads
- ++++ Railroad
- River, Lakes, Ponds and Reservoirs
- ✈ Airports
- Ports
- Natural Gas Pipeline
- Scenic Byway
- Trails

**ASSET LISTING\***

**RAILROAD SYSTEMS**

Norfolk Southern RR  
CSX RR

**NATURAL GAS PIPELINES**

Indiana Gas Co. Inc.

**TRAILS**

Purdue Research Park Trails  
New Albany Planned Trails  
New Albany - Floyd County  
Parks Trails  
Sam Peden Park Trails  
Ohio River Greenway  
Loop Island Wetlands Trail

\*Data obtained from IndianaMap GIS database.  
<http://maps.indiana.edu/layerGallery.html>



## Floyd County, Indiana **Transportation and Mobility**



### **Trails**

Currently, pedestrian, bicycle, and alternative transportation opportunities are limited in Floyd County. The *2007 County Thoroughfare Plan* identifies the greater need to both encourage and expand non-vehicular transportation alternatives to both businesses and residents.

In limited locations, downtown New Albany as an example, there are sidewalks that connect local destinations but these facilities do not extend into areas outside of the downtown core. Additionally, city facilities almost always end at the city boundary and do not provide connectivity to other parts of the county.

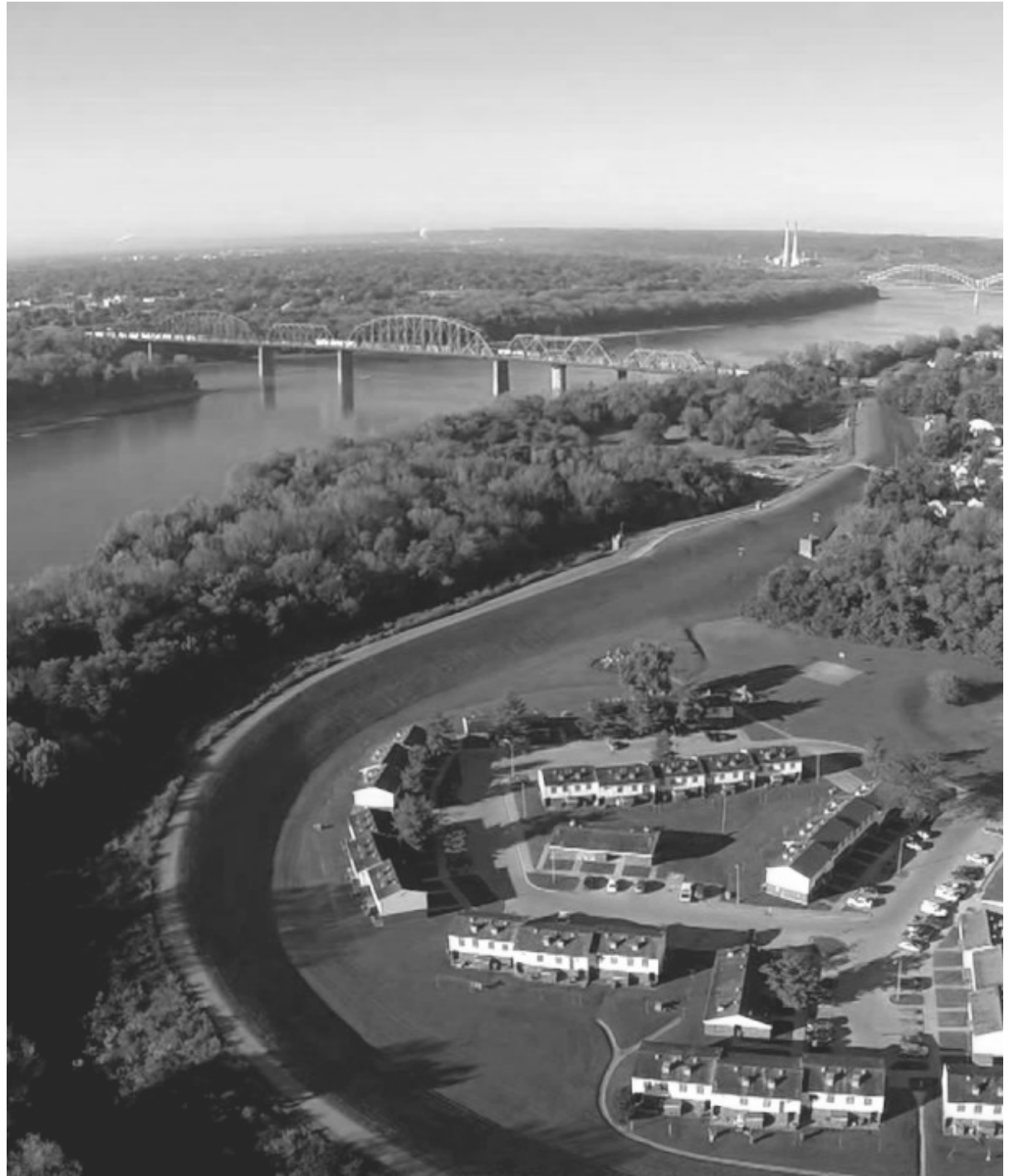
Currently, several recreational trails are offered at a number of the parks throughout Floyd County. Most of these are closed-loop trails, meaning that the pathway doesn't provide connectivity between destinations. Therefore, this type of trail can be used for recreation, leisure, or fitness but doesn't necessarily act as a mode of transportation. The Campbell Woodland Nature Preserve, Purdue Research Park, Sam Peden Community Park, Fairmont Elementary School, Bicknell Park, and Kevin Hammersmith Memorial Park are all facilities that offer either a walking, biking, or hiking trail.

In terms of connectivity, three trails in New Albany could be used as a mode of transportation. One is located along Mt Tabor Road. This pedestrian pathway connects Grant Line Road to Charlestown Road. Additionally, Grant Line Road has a pedestrian path that runs between Beachwood Avenue and Cherokee Drive. Recently completed, the Ohio River Greenway runs along the riverfront between downtown New Albany and downtown Jeffersonville. This greenway is a great recreational asset and provides connectivity between counties.

### **Known or Planned Projects**

Within Floyd County, the following transportation improvements have been previously documented as a high-priority improvement project. Projects outlined below are in varying stages of idea development, planning and/ or design.

- SR 62/64 and I-64 interchange improvements
- US 150 and Navilleton Road capacity improvements
- US 150/Lawrence Banet Road/Old Vincennes Road and Old Vincennes Road/ Duffy
- Road capacity improvements
- US 150 and Old Vincennes Road capacity improvements
- Two-lane portion of US 150 west of Brush College Road capacity improvements



# Floyd County, Indiana

## Utilities and Infrastructure

### Water sources and demand

Both surface water and ground water supplies are available in Floyd County. New Albany has an intake from the Ohio River, while all other utilities in Floyd County rely on ground water and purchase agreements for their water sources.

Five public water utilities located within Floyd County are rated as small or larger by the USEPA. They are Edwardsville Water Corporation, Floyds Knobs Water Company, Greenville Water, Indiana American Georgetown, and Indiana American New Albany. Three of the five water suppliers in Floyd County rely solely on purchased water agreements with other utilities. All three of these have purchased water agreements with Ramsey Water in Harrison County, as well as some of the suppliers in Floyd County. New Albany relies solely on its own water supply. Edwardsville has its own ground water supply but also has a purchase agreement with Indiana American Southern Indiana.

The existing demand for public water usage for fiscal year 2015 was 2.05 MGD (million gallons per day) for Floyd County. The population served was 24,349. The expected county population and expected water demand is shown in the following table:

Projected Water Demand for Floyd County<sup>4</sup>

Year	Population	Avg. Day (MGD)	Peak Month (MGD)	Peak Day (MGD)
2015	76,778	5.36	6.22	8.31
2020	78,284	5.39	6.25	8.35
2025	79,535	5.42	6.29	8.40
2030	80,385	5.45	6.32	8.45
2035	80,799	5.46	6.33	8.46
2040	80,905	5.46	6.33	8.46
2045	80,817	5.46	6.33	8.46
2050	80,716	5.46	6.33	8.46
2055	80,616	5.45	6.32	8.45
2060	80,515	5.45	6.32	8.45

Floyd County’s population is expected to modestly increase over the next 25 years and is then projected to begin a slow decline. Water usage will follow the same trend with only moderate increase.

<sup>4</sup> Southeastern Indiana Regional Water Supply Feasibility and Cost Analysis, Indiana Finance Authority, 2018

 **Public Water Utilities**

**5**

There are five major public water utilities located within Floyd County rated as small or larger by the USEPA.

 **Projected Growth**

**4.9%**

Projected population growth (2015 to 2060) as outlined in the *Southeastern Indiana Regional Water Supply Feasibility and Cost Analysis*, Indiana Finance Authority, 2018

 **Increased Demand**

**3%**

Projected increase in maximum day utility demand (2015 to 2060) as outlined in the *Southeastern Indiana Regional Water Supply Feasibility and Cost Analysis*, Indiana Finance Authority, 2018

 **Source Vulnerability**

**NO**

As outlined in the *Southeastern Indiana Regional Water Supply Feasibility and Cost Analysis*, Indiana Finance Authority, 2018.

 **Regulatory Vulnerability**

**YES**

As outlined in the *Southeastern Indiana Regional Water Supply Feasibility and Cost Analysis*, Indiana Finance Authority, 2018.

 **Affordability Challenges**

**YES**

As outlined in the *Southeastern Indiana Regional Water Supply Feasibility and Cost Analysis*, Indiana Finance Authority, 2018.



## Floyd County, Indiana **Utilities and Infrastructure**

### High-Speed Internet and Wi-Fi Services

As defined by the Federal Communications Commission's 2018 Broadband Deployment Report<sup>5</sup>, broadband service can include any number of technologies but must provide a service benchmark of at least 25 megabytes per second (Mbps) upload and 3 Mbps download. The median advertised service speeds for the County are 100 Mbps download and 20 Mbps upload.<sup>7</sup> Based on the FCC data the speeds throughout the County are being provided by a number of providers which offer infrastructure ranging from digital subscriber lines (DSL), fiber-optics, fixed wireless, and satellite services. Even with service being advertised in all areas of the County the FCC and the 2015-2019 American Community Survey<sup>6</sup> have documented that less than 1% of the population does not have access to fixed broadband of at least 100 Mbps/20 Mbps. Additionally, 19.2% of the county's population is not subscribing to the internet, and nearly 11% of household's report that they do not own a computing device. While the data comes with a margin of error, fundamentally, the providers are reporting that the service and infrastructure exist, but it's possible that it is not being used by everyone.

Available infrastructure and service is only one side of the digital infrastructure network. Having subscribers that are able to use the services and technologies is a critical piece. Floyd County's demographic and socioeconomic conditions leave the residents vulnerable to digital literacy. Residents within the county could be at a disadvantage when it comes to accessing broadband infrastructure because over 15% of the population is over 65 years of age. While age is not a limiting factor for everyone, income and educational attainment pose additional challenges for others. Nearly 10% of the county's residents are living in poverty and 9.2% of the residents aged 25 and older have less than a high school degree. The reduction in disposable income and education could be contributing to the reported lack of access within the county.



**0.9%**

*of people without access to fixed broadband of at least 100Mbps/20Mbps.*



**19.2%**

*of households with no internet access (not subscribing)*



**10.7%**

*of households without a computing device.*

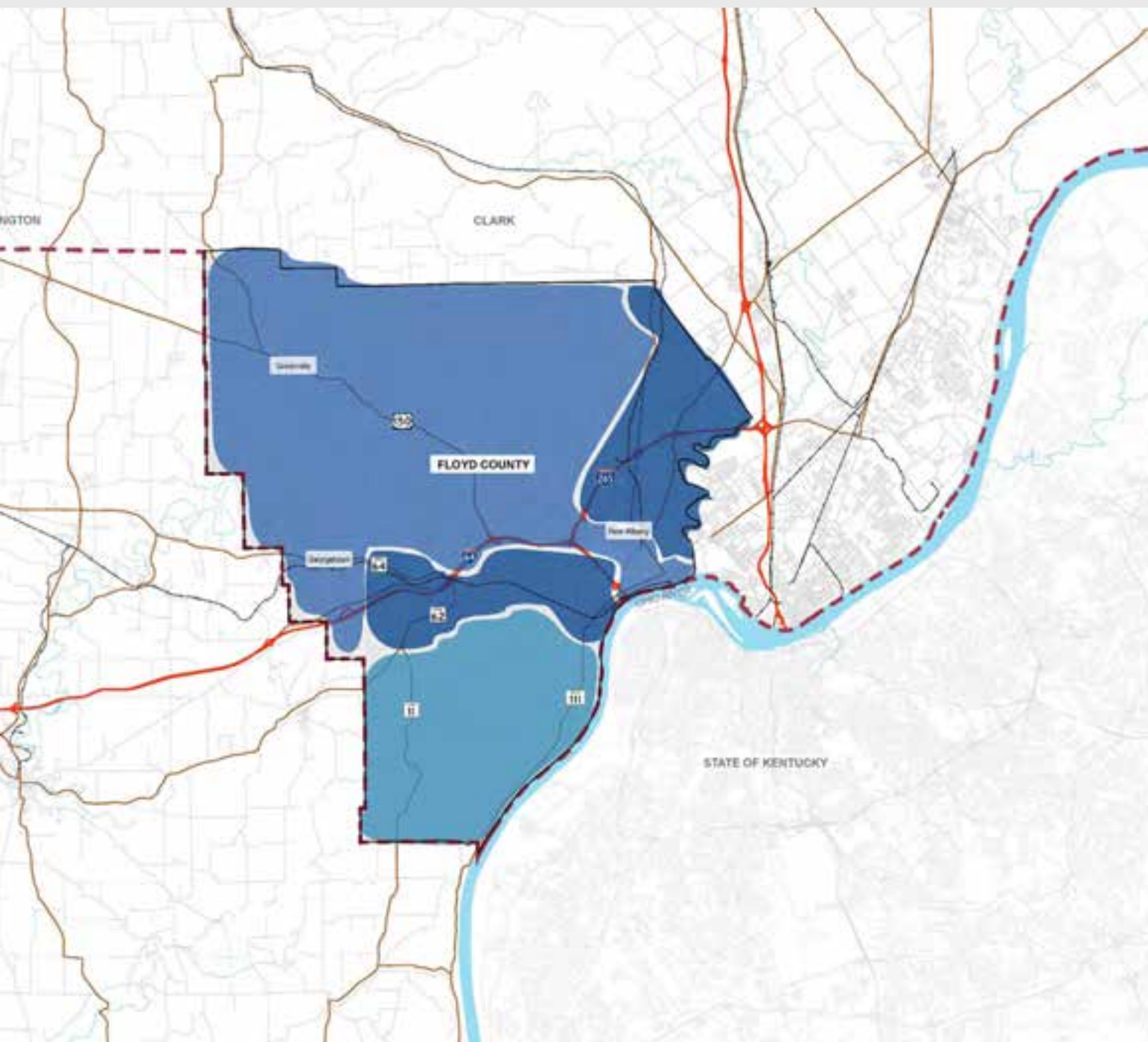


**9.8%**

*of individuals in poverty.*

<sup>5</sup> <https://www.fcc.gov/reports-research/reports/broadband-progress-reports/2018-broadband-deployment-report>

<sup>6</sup> <https://pcrd.purdue.edu/ruralindianastats/about.php>



### MAP LEGEND

- Our Southern Indiana Region
- Incorporated area
- Interstate corridor
- Highway
- Roads
- + + + + Railroad
- River, Lakes, Ponds and Reservoirs
- Scenic Byway

### BROADBAND LEGEND\*

- 4+ broadband providers
- 2-4 broadband providers
- 0-2 broadband providers

\*Data obtained from IndianaMap GIS database.  
<http://maps.indiana.edu/layerGallery.html>

# Floyd County, Indiana

## Parks, Open Space and Natural Features



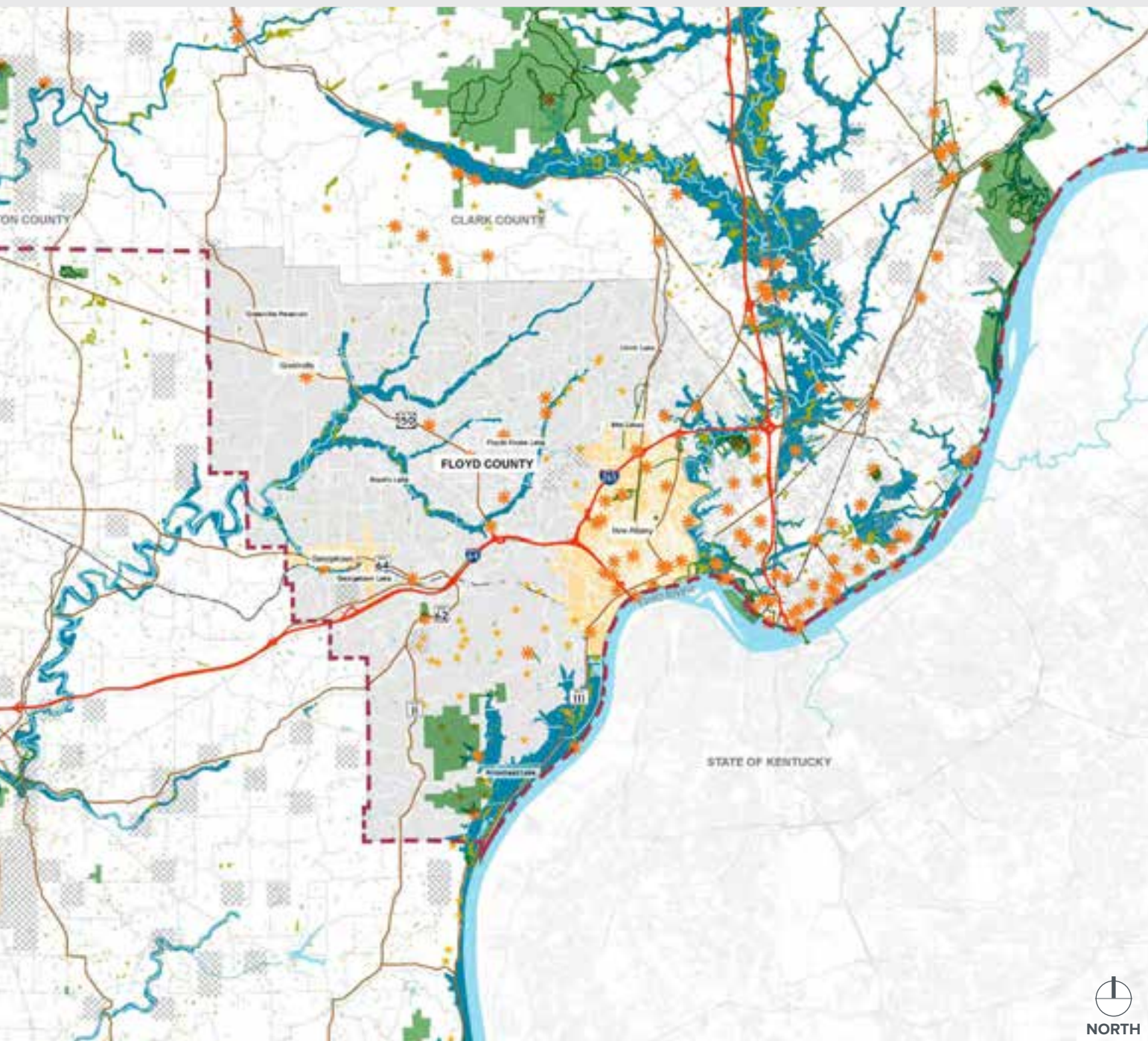
Floyd County Parks and Recreation manages seven park facility locations. Of those, five facilities serve small areas such as the surrounding community or immediate neighbors including Galena Lamb Park, Garry E. Cavan Park, Greenville Park, Herman Collier Park, and Letty Walter Park, all of which make up approximately 140 acres of park land. At a minimum, park amenities include restrooms, covered shelters with tables, and playground equipment. Sporting areas such as basketball and tennis courts, soccer, and baseball/softball fields are common in many of the facilities.

Additionally, two facilities, Sam Peden Community Park and Kevin Hammersmith Memorial Park, have been identified as parks serving the entire county. Sam Peden Community Park is the largest park in Floyd County. Located in New Albany, this 105-acre park includes a small lake for fishing, 1.25 miles of trails, five covered shelters with tables, four playground areas, six basketball goals, 11 tennis courts, a sand volleyball court, six horseshoe pits, and open field space.

The most recently completed park, Kevin Hammersmith Memorial Park, makes up about 35 acres. This facility was created to serve as a destination for Little League Baseball. It is home to six baseball diamonds known as Baptist Health Fields, the largest shelter in Floyd County that can be divided into two spaces, the Romeo Langford Court for basketball, the KFC Amphitheatre, one playground area, and a  $\frac{3}{4}$ -mile walking path. It is anticipated that future improvements will include a splash pad area, an all-inclusive playground, and another basketball court that will be covered and have lighting.







**MAP LEGEND**

- Our Southern Indiana Region
- Incorporated area
- Interstate corridor
- Highway
- Roads
- ++++ Railroad
- River, Lakes, Ponds and Reservoirs
- Wetlands
- Floodplains
- ◇◇◇◇ Karst Features
- IDNR Managed Lands
- National Natural Landmarks
- \* Recreation Facility



*\*Data obtained from IndianaMap GIS database. <http://maps.indiana.edu/layerGallery.html>*



# Floyd County, Indiana

## Tourism and Attractions



*Brooklyn and the Butcher. Image credit: SoIN Tourism*

Three popular historical site museums operate in Floyd County. The Scribner House is a historical home built by Joel Scribner in 1813. Joel was one of the three Scribner brothers that founded New Albany and named the town after the capital of their home state of New York. The house is open a few times during the year for visitors, and over 1,000 students per year visit the home. Another historical site is the Culbertson Mansion, once owned by William Culbertson who became one of the richest men in that state at the time. Visitors can take a guided tour to learn about his family, life, and philanthropy. Also located in downtown New Albany, the Padgett Museum is operated by the Floyd County Historical Society.

Floyd County has several destinations located in New Albany. These destinations appeal to a wide range of interests including arts and culture, historical sites or structures, recreation, and entertainment. In recent years, downtown New Albany has become its own destination with several streets lined with local

shops, business, and restaurants. Southern Indiana Tourism identified the following places as Floyd County attractions: Town Clock Church, Bicentennial Park, The Carnegie Center, Farmers Market, YMCA Floyd County, Theatre Works of Southern Indiana, The Grand, Uptown Art, New Albany Amphitheatre, and River Run New Albany Family Water Park.



*Top left, top and bottom right image credit: SoIN Tourism*

# Jefferson County, Indiana



Jefferson County was formed in 1811. The county is named for Thomas Jefferson, principal draftsman of the Northwest Ordinance and the United States president from 1801 through 1809.

Jefferson County was one of Indiana's first counties and many important early Hoosiers came from Madison, including William Hendricks. Throughout the early history of the state, Madison was one of the leading cities, competing with Vincennes and later New Albany to be the largest city in the state. The county fell into economic decline after the American Civil War, as industry began to shift from Southern Indiana to the northern part of the state. Madison, the current county seat, is one of the largest cities along the Ohio River between Louisville and Cincinnati and is known for its rich history. In 2006, the majority

of downtown Madison, nearly 133 blocks, was designated as a National Historic Landmark.

As of August 2021, Jefferson County comprises nearly 365 square miles of land with a total population of 32,239 residents. A featured institution within Jefferson County is the 650-acre campus of Hanover College. The college, located just outside of historic Madison, offers 33 liberal arts majors to its nearly 1,100 students.

**Jefferson County includes the incorporated communities of Brooksburg, Dupont, Hanover and Madison.**



Image credit: Hanover College



# Jefferson County, Indiana

## Demographics and Housing



### Residential Population

#### Jefferson County growth is stagnant.

Jefferson County has a total population of 32,239 residents making up 11.3% of the Our Southern Indiana region's population of 284,477. By 2026, Jefferson County's projected total population will be 32,148 which is a 0.28% decrease between 2021 and 2026. This growth rate is the only county in the region expected to decline in population. Growth is projected to occur in Hanover, while Madison and Dupont are projected to experience a population decline. Brooksbury is projected to neither grow or decline. However, these population projections do not account for major quality of life projects that are underway and expansion of major employers.

### Age and Gender

#### Jefferson County residents are aging.

Between 2010 and 2018, the median age for residents of Jefferson County has increase from 39.7 to 41.9. The median age for Jefferson County (41.9 years of age) is 3.1 years older compared to Indiana. Jefferson County has the second oldest median age compared to the other four counties in the Our Southern Indiana region.

Jefferson County is nearly split in terms of sex. The population is made up of 48.4% males and 51.6% females. This distribution of sex is similar to the state at 49.2% male and 50.8% female. Jefferson County has more females and less males compared to Indiana and this is likely due to the state prison facility.

The population pyramid for Jefferson County illustrated the largest age cohort for males and females is 55–59 years of age. This is the age group when workers begin thinking about retirement and downsizing their home.

*Data provided by ESRI Business Analyst, August 2021*

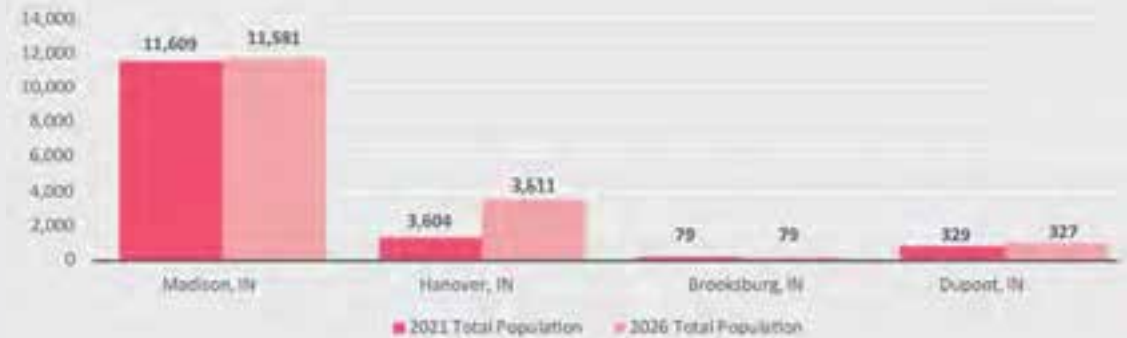
### Race and Ethnicity

The majority (93.6%) of the county's population identifies as Caucasian. This is about 12% more than Indiana. The remaining 6.4% of the population identifies as Black/African American (2.1%), Asian (0.9%), other (1.6%), and two or more races (1.8%).

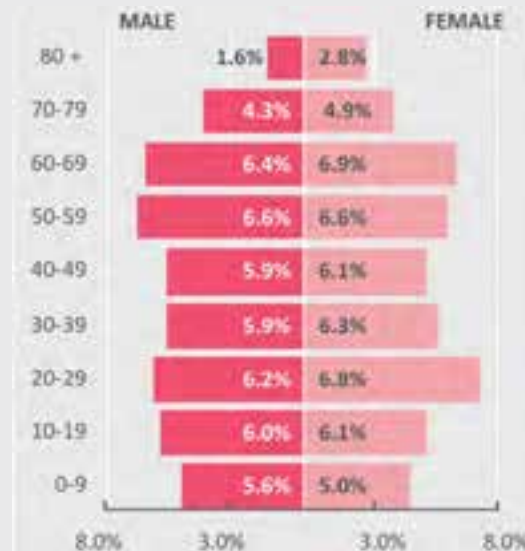
About 3% of Jefferson County's population identifies as Hispanic and about 97% as non-Hispanic. Compared to Indiana with 7% of the population identifying as Hispanic, the county is not as diverse.



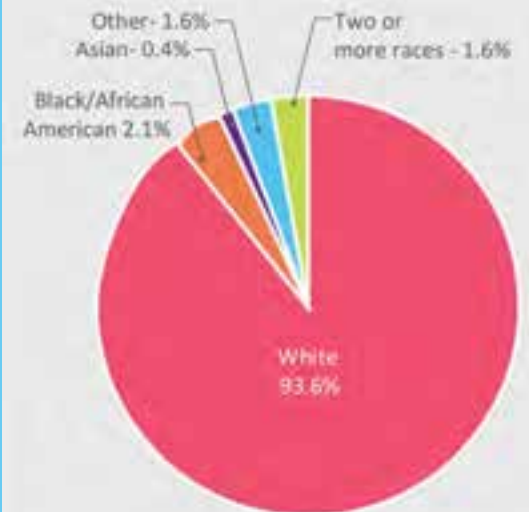
## Project Population Change



## Age and Gender



## Race and Ethnicity



# Jefferson County, Indiana **Demographics and Housing**



## **Income and Poverty**

As of 2019, the median household income for Jefferson County (\$53,599) slightly lower than Indiana (\$57,268).

The 2019 American Community Survey revealed that 13.5% of individuals in Jefferson County were below poverty level. While the percentage of those below the poverty level for Jefferson County (13.5%) is similar to Indiana at 13.4%, the communities of Madison, Hanover, and Dupont were well above the county average and higher than the state at 20%, 13.7%, and 16% respectively.

## **Households**

**Total housing growth within Jefferson County is project to increase very slightly.** While population is projected to decline slightly, a slight increase in population size indicates a smaller number of people per household. In 2021, there were 12,686 total households in Jefferson County which is only 51 more households than in 2010.

Between 2010 and 2021, Jefferson County experienced a 0.4% increase in households, which is much less than Indiana at a 6.1% increase. Jefferson County is expected to have over 12,700 households by 2026, resulting in a less than 0.12% increase between now and then.

## **Housing Units by Occupancy**

**The majority of the county's housing units are owner occupied.** Jefferson County had over 14,636 housing units, of which almost 87% are occupied units. Compared to Indiana (89%), the county is just slightly lower than Indiana's occupancy rate. Of the 14,636 housing units in Jefferson County, about 63% are owner occupied, 23.4% are renter occupied, and 13.3% are vacant.

Jefferson County has the highest vacancy rate compared to the other counties in the Our Southern Indiana region. Of the four incorporated communities within Jefferson County, Dupont boasts the highest vacancy rate of 22.3%.

*Data provided by ESRI Business Analyst, August 2021  
2019 American Community Survey*

### Age of Housing

**The housing stock is aging.** The 2019 American Community Survey revealed that 43% of the existing housing stock was built before 1970. This is similar to Indiana at 43.7%. This year is important because modern housing code did not go into effect until the 1970s.

About 265 housing units or 1.8% of the total housing stock were built in 2010 or later. Compared to the state at 4.5%, the number of relatively newer housing units in Jefferson County is lower.

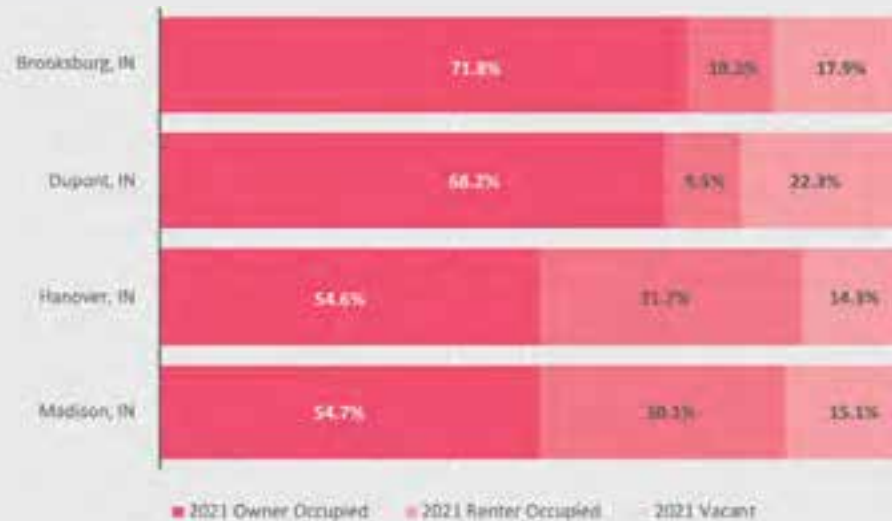
### Home Value

The median home value is lower than the state of Indiana as well as the adjacent counties of Clark and Floyd. The 2021 median home value in Jefferson County was \$144,980. This is about \$30,000 less than Indiana's median home value of \$174,673.

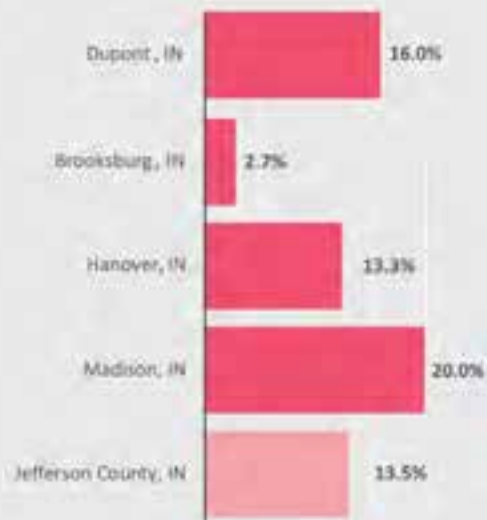
Nearly 3,300 units or 35% of the existing housing stock are valued at \$99,999 or less. A large portion of these homes (973) are located within the City of Madison.



## Households- Owner, Renter and Vacant



## Poverty Level



## Age of Housing





# Jefferson County Employment and Workforce

Employment in Jefferson County has decreased by 1.5% since 2001 and has increased at an annual rate of 0.5% since 2010. The Manufacturing Industry has the highest employment concentration with a location quotient of 3.25. The county's average annual wage is \$42,163 with the Manufacturing Industry having the highest average annual wage of \$54,517.

According to the 2019 STATS Indiana Annual Commuting Trends Profile, the majority of employees work within the county. About 68% of the workforce work within the county, 12% work within other counties and 21% of the workforce live outside of the county and work within Jefferson County.

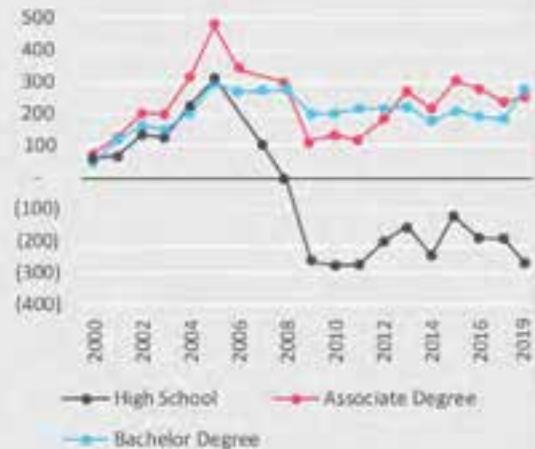
Of individuals older than 25, 89.7% have at least a high school degree and 17.9% has a bachelor's degree or higher. Those with associate degrees have had the most increase in job opportunities since 2000.



## Annual Wage by Industry 2019



## ? Job Opportunities



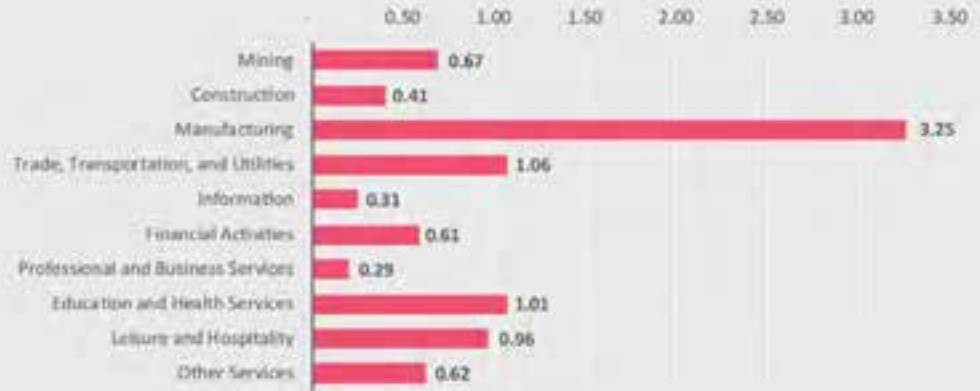
## ? Educational Attainment



## ? Long Term Employment



## ? Location Quotient



# Jefferson County, Indiana

## Transportation and Mobility



### Connectivity and Character

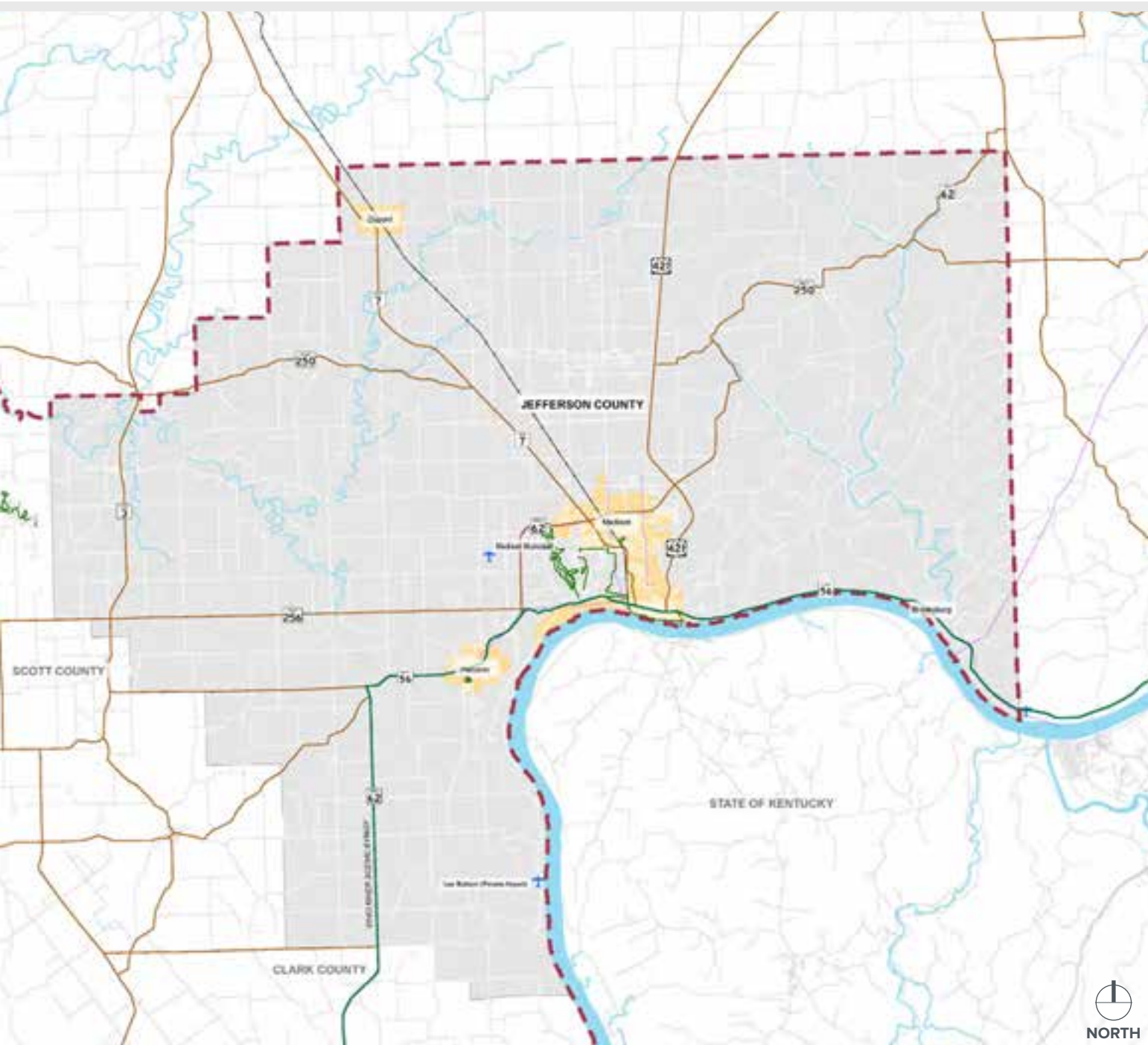
Jefferson County is unique in that there are not any interstate corridors that run through the county. The nearest Interstate would be I-65, which is about 25 miles west of Madison. Therefore, Jefferson County's transportation network is made up on a series of state roads and highways. Commuters can enter the county from Clark County using SR 62. This roadway runs almost diagonally through the central portion of the county, traveling along the north side of Madison. SR 56 provides east and west connectivity through the county, and makes both Scott County and Switzerland County accessible from Hanover. SR 3 and SR 7 provide north and south connectivity. SR 3 is located on the west side of the county and continues onward to Jennings County. SR 7 begins just north of Madison and also connects to Jennings County. Another well-traveled roadway is SR 256 for its direct access to I-65. This corridor offers a straight shot between Austin, where a commuter can access the interstate, and Madison. The majority of these roadways are rural in nature

with a 2-lane configuration. Occasionally, a driver may come across an area with an extra turning or passing lane.

Additionally, Madison has a Catch-A-Ride public transportation service. By calling to schedule an appointment, the service will pick up residents and get them to their final destination. This service is available from 6 AM to 6 PM, Monday through Friday.

### Rail

Jefferson County has one railroad that runs from Madison through DuPont and continues on into Jennings County. This CMPA mainline offers the availability to run daily trips between Madison and North Vernon. From there, products can continue onward or be picked up from the CSX railway interchange.



**MAP LEGEND**

- Our Southern Indiana Region
- Incorporated area
- Interstate corridor
- Highway
- Roads
- ++++ Railroad
- River, Lakes, Ponds and Reservoirs
- ✈ Airports
- Ports
- Natural Gas Pipeline
- Scenic Byway
- Trails

**ASSET LISTING\***

**RAILROAD SYSTEMS**

City of Madison Port Authority RR

**NATURAL GAS PIPELINES**

Indiana Gas Co. Inc.

Texas Gas Transmission Corp.

**TRAILS**

Heritage Trail of Madison

Hanover Park Walking Trail

Madison Parks Trails

Madison Riverwalk



\*Data obtained from IndianaMap GIS database.  
<http://maps.indiana.edu/layerGallery.html>



## Jefferson County, Indiana **Transportation and Mobility**



### **Trails**

Currently, pedestrian, bicycle, and alternative transportation opportunities in Jefferson County are limited. The *2015 Jefferson County Strategic Action Plan* identifies developing an active living program which includes infrastructure improvements and a bicycle club as a priority actions.

In limited locations, downtown Madison as an example, sidewalks connect local destinations but these facilities do not extend into areas outside of the downtown core. Additionally, city facilities almost always end at the city boundary and do not provide connectivity to other parts of the County.

The same is true for trails. Hanover has a short walking trail around and through the Hanover Park. Additionally, Clifty Falls State Park offers numerous trails for users to hike, run, or bike. All of these trails are closed-loop facilities, meaning that the pathway doesn't provide connectivity between destinations. Unfortunately, Jefferson County does not have any regional trails that could serve as a mode of transportation.



# Jefferson County, Indiana

## Utilities and Infrastructure

### Water Sources and Demand

Both surface water and ground water supplies are available in Jefferson County. The groundwater supplies are generally poor in water quality and susceptible to vulnerability. The exception is the Ohio River outwash aquifer, which has an exceptional quantity and quality of ground water. Most of the water supply in Jefferson County is supplied from wells operated by Madison and Kent Water Utility drawn from this aquifer.

Six public water utilities are located within Jefferson County and are rated as small or larger by the USEPA. They are City of Madison Water, Kent Water Company, Canaan Utilities, Hanover Water Department, Rykers Ridge Water Company, and Dupont Water Company.

The Ohio River outwash aquifer is the county's primary source of water. Wells operated by the City of Madison and Kent Water Company provide the bulk of the water supply. Hanover has a connection with Kent Water. Madison supplies wholesale water to all other utilities. Dupont Water also receives water from Jennings County, while Canaan Utilities receives water supply from adjacent counties to the east. Each utility has multiple interconnections with other utilities in the county to provide for redundant service.

The existing demand for public water usage for fiscal year 2015 was 3.57 MGD (million gallons per day) for Jefferson County. The expected county population and expected water demand is shown in the following table:

Projected Water Demand for Jefferson County<sup>7</sup>

Year	Population	Avg. Day (MGD)	Peak Month (MGD)	Peak Day (MGD)
2015	32,416	3.57	4.40	7.14
2020	32,569	3.60	4.43	7.19
2025	32,637	3.61	4.44	7.21
2030	32,540	3.59	4.43	7.19
2035	32,326	3.57	4.40	7.14
2040	32,090	3.55	4.37	7.09
2045	31,858	3.52	4.33	7.04
2050	31,678	3.50	4.31	7.00
2055	31,499	3.48	4.29	6.96
2060	31,319	3.46	4.26	6.92

Population in Jefferson County is expected to grow slightly over the course of the next 10 years and then begin a steady decline. Water usage will follow the same trend, ultimately projecting a decrease in the water demand.

<sup>7</sup> Southeastern Indiana Regional Water Supply Feasibility and Cost Analysis, Indiana Finance Authority, 2018

 **Public Water Utilities**

**6**

There are six major public water utilities located within Jefferson County rated as small or larger by the USEPA.

 **Projected Growth**

**-3.3%**

Projected population growth (2015 to 2060) as outlined in the *Southeastern Indiana Regional Water Supply Feasibility and Cost Analysis*, Indiana Finance Authority, 2018

 **Increased Demand**

**-3.0%**

Projected increase in maximum day utility demand (2015 to 2060) as outlined in the *Southeastern Indiana Regional Water Supply Feasibility and Cost Analysis*, Indiana Finance Authority, 2018

 **Source Vulnerability**

**NO**

As outlined in the *Southeastern Indiana Regional Water Supply Feasibility and Cost Analysis*, Indiana Finance Authority, 2018.

 **Regulatory Vulnerability**

**NO**

As outlined in the *Southeastern Indiana Regional Water Supply Feasibility and Cost Analysis*, Indiana Finance Authority, 2018.

 **Affordability Challenges**

**NO**

As outlined in the *Southeastern Indiana Regional Water Supply Feasibility and Cost Analysis*, Indiana Finance Authority, 2018.



## Jefferson County, Indiana **Utilities and Infrastructure**

### High-Speed Internet and Wi-Fi Services

As defined by the Federal Communications Commission's 2018 Broadband Deployment Report<sup>8</sup>, broadband service can include any number of technologies but must provide a service benchmark of at least 25 megabytes per second (Mbps) upload and 3 Mbps download. The median advertised service speeds for the County are 18 Mbps download and only 2 Mbps upload.<sup>10</sup> Based on the FCC data, the speeds throughout the county are being provided by a number of providers that offer infrastructure ranging from digital subscriber lines (DSL), fiber-optics, fixed wireless, and satellite services. Even with service being advertised in all areas of the county, the FCC and the 2019 American Community Survey<sup>9</sup> have documented that nearly 25.7% of the population do not have access to fixed broadband of at least 100 Mbps/20 Mbps. Additionally, 19.3% of the county's population does not subscribe to the internet, and 13.5% of household's report that they do not own a computing device. While the data comes with a margin of error, fundamentally, the providers are reporting that the service and infrastructure exist, but it's possible that it is not being used by everyone.

Available infrastructure and service is only one side of the digital infrastructure network. Having subscribers that are able to use the services and technologies is a critical piece. Jefferson County's demographic and socioeconomic conditions leave the residents vulnerable to digital illiteracy. Residents within the county could be at a disadvantage when it comes to accessing broadband infrastructure because 16.4% of the population is over 65 years of age. While age is not a limiting factor for everyone, income and educational attainment pose additional challenges for others. Nearly 13.5% of the county's residents are living in poverty and 10.3% of the residents aged 25 and older have less than a high school degree. The reduction in disposable income and education could be contributing to the reported lack of access within the county.



**25.7%**

*of people without access to fixed broadband of at least 100Mbps/20Mbps.*



**19.3%**

*of households with no internet access (not subscribing)*



**13.5%**

*of households without a computing device.*

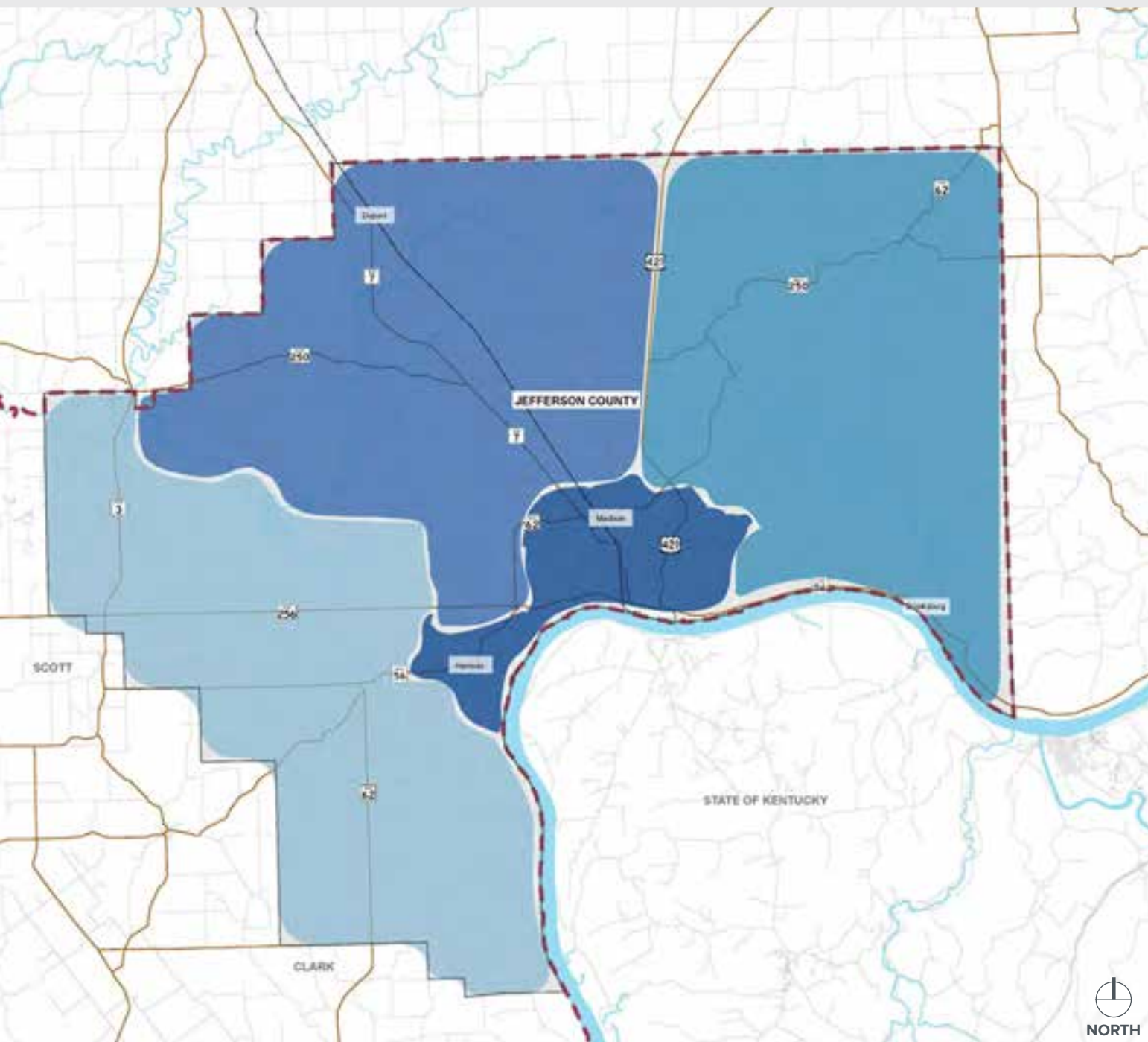


**13.5%**

*of individuals in poverty.*

<sup>8</sup> <https://www.fcc.gov/reports-research/reports/broadband-progress-reports/2018-broadband-deployment-report>

<sup>9</sup> <https://pcrd.purdue.edu/ruralindianastats/about.php>



**MAP LEGEND**

- Our Southern Indiana Region
- Incorporated area
- Interstate corridor
- Highway
- Roads
- ++++ Railroad
- River, Lakes, Ponds and Reservoirs
- Scenic Byway

**BROADBAND LEGEND\***

- 4+ broadband providers
- 2-4 broadband providers
- 0-2 broadband providers

\*Data obtained from IndianaMap GIS database. <http://maps.indiana.edu/layerGallery.html>

# Jefferson County, Indiana

## Parks, Open Space and Natural Features

Similar to Clark County, Jefferson County does not have a parks and recreation department at the county level. The parks and recreational facilities located in Jefferson County are either state or municipal facilities. The City of Madison has over 220 acres of parks and recreation. In addition to the neighborhood parks, there is an 18-hole golf course, tennis courts, pool facility, ball diamonds, and football/soccer fields. Also, Madison has a municipal campgrounds, sports complex, and city gymnasium.

Jefferson County has two state parks and one state-owned wildlife refuge that serve as recreational amenities for its residents and visitors. Located in the north central part of Jefferson County, a portion of Big Oaks National Wildlife Refuge extends into the county. The wildlife refuge is only open to the public on certain days and weekends throughout the year. Users can hunt turkey and deer, fish on Old Timbers Lake, view wildlife, photograph scenic views and animals, take a guided tour through the forest, and learn about the environment through educational programs.

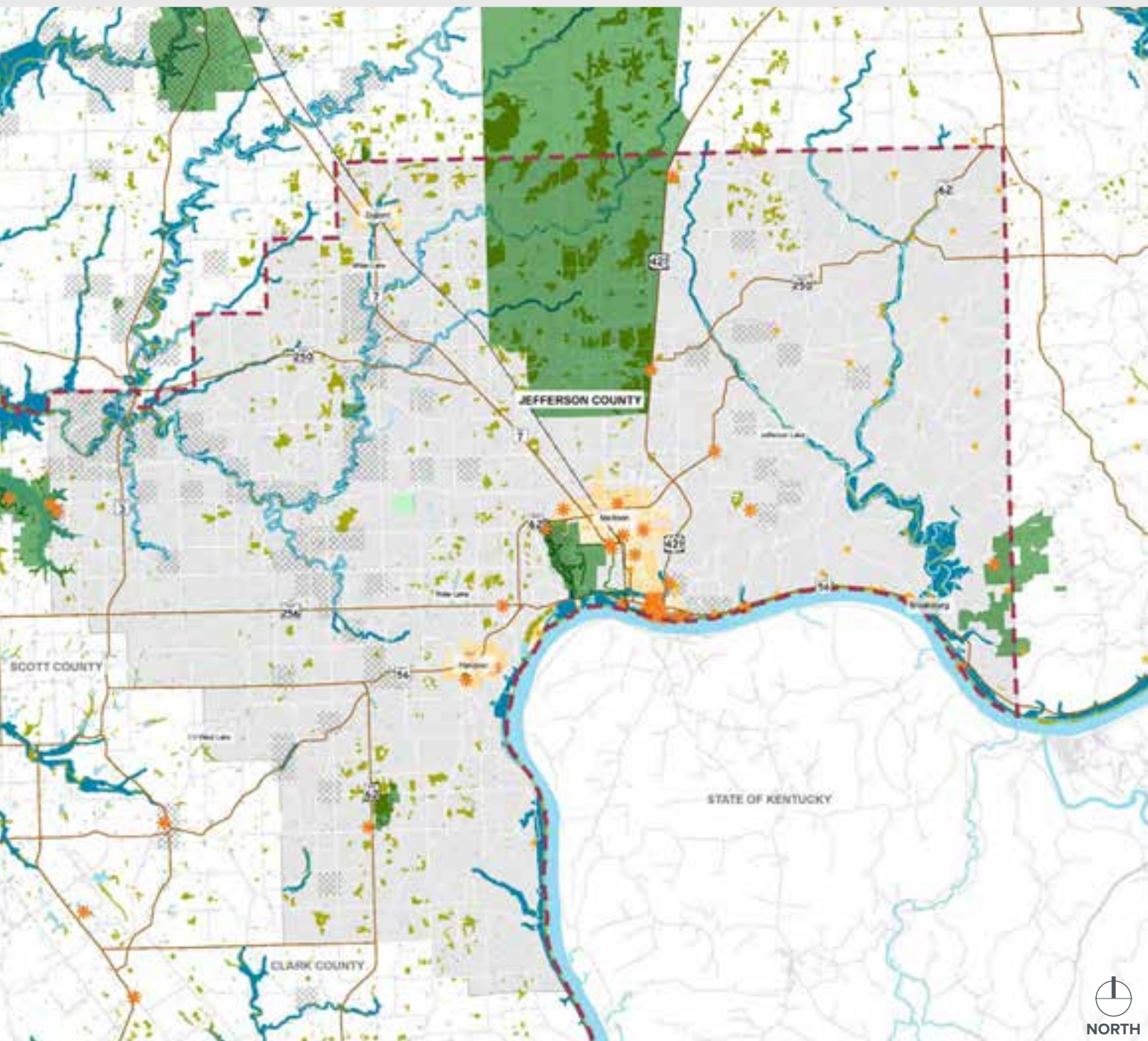
Located just outside of Madison, Clifty Falls State Park is a great community asset due to its proximity to Madison and Hanover. This park is filled with recreational opportunities ranging from camping to staying at the Clifty Falls Inn and enjoying lunch at the restaurant. The park is great for hiking and offers many scenic views including waterfalls. It also has a swimming pool facility that has a large pool, children's area, and waterslides.

Although just barely extending into the west side of Jefferson County, Hardy Lake State Park and Reservoir is close enough for residents and visitors to take advantage of as a park and recreational facility. This park is over 2,000 acres with Hardy Lake stretching over 740 acres. It is the only state reservoir not created for flood control, which means the water level remains fairly stable year-around. The park has a campground and various hiking trails while the lake offers swimming, boating, and fishing opportunities.

In addition to the state parks, two other state facilities are located in Jefferson County. Chelsea Flatwood Nature Preserve protects over 300 acres of one of the most diverse bluegrass till plain flatwoods remaining in Indiana. Splinter Ridge Fish and Wildlife Area is also a state recreational facility located between Jefferson County and Switzerland County. Users have access to over 2,000 acres for hunting and fishing.







### MAP LEGEND

- Our Southern Indiana Region*
- Incorporated area*
- Interstate corridor*
- Highway*
- Roads*
- Railroad*
- River, Lakes, Ponds and Reservoirs*
- Wetlands*
- Floodplains*
- Karst Features*
- IDNR Managed Lands*
- National Natural Landmarks*
- Recreation Facility*



\*Data obtained from IndianaMap GIS database.  
<http://maps.indiana.edu/layerGallery.html>



# Jefferson County, Indiana

## Tourism and Attractions

The Jefferson County Historical Society has a history center located in Madison with two museums. The history center offers nearly 20 events per year ranging from Madison in Bloom and Folk Craft Weekend to Gingerbread Workshops and Candlelight Tour of Homes. Additionally, the history center has a research library with over 20,000 pictures, old public records, plat maps, family histories, and histories of local events, places, and institutions.

Also located in Madison, the Lanier Mansion is part of the Indiana State Museum and Historic Sites, a statewide museum system with 12 locations. This historic site is the home of James F.D. Lanier, a former clerk of the Indiana General Assembly and businessman who worked in banking and finance. The mansion is open for tours Tuesday through Sunday.

The Ben Schroeder Saddle Tree Factory and Museum has been crafting wood frames for saddle makers throughout the United States and Latin America for nearly 100 years. Today, people can tour the museum area and learn about the history of the company and how the wooden frames were made.

During the 19th century, Dr. William Hutchings ran a doctor's office out of his personal home. Today, visitors can tour the home and office to learn about the restoration process of his medical records, surgical tools, books, and other artifacts. Located next door, the museum is open to enjoy samplings of the family's belongings.

The majority of the popular destinations in Jefferson County have been described in prior sections, including parks and recreation facilities and historical site and museums. In addition to those, downtown Madison serves as a popular destination area. With antique shops, galleries, wineries, and restaurants, visitors can spend the day wondering the downtown and riverfront.

Madison has several events each year that draw many people from outside of Jefferson County to the area. Events such as the Madison Regatta, Madison Ribberfest, the Soup Stew Chili & Brew, the Chautauqua Festival of Art and the Candlelight Tour of Homes brings outside artists and vendors to the county and the riverfront where people can buy paintings, pottery, candles, and more.

Hanover College is an institution that attracts many people to Jefferson County each year. Whether families are visiting their son or daughter, visitors are attending an event at the college, or people just wanting to tour the campus, Hanover is a popular destination for Jefferson County.



*Image credit: Visit Madison*



*Image credit: Indiana Landmarks*



# Scott County, Indiana



Settler groups began arriving in the Scott County area in 1804. The Town of Lexington was platted on June 1, 1813, and by 1814 a post office was established. Scott County was organized on February 1, 1820, and elections were held during this year for the following positions: sheriff, coroner, county commissioners, two associate judges, a surveyor, three county commissioners, two justice of the peace for each township; and the commissioners appointed a treasurer, a prosecuting attorney, and an assessor (lister). The county was divided into three civil townships, Lexington, Vienna, and Jennings. In 1833, Lexington had a population of 200, a tavern, three mercantile stores, a post office, and several mechanics. The Town of Vienna, platted in 1815, had a population of 50, a post office, and a tavern in 1833.

The first log jail was built in Lexington in 1820 and the 30-foot square courthouse was built in 1821. Shortly after the courthouse was constructed, attempts were made to relocate the county seat to the center of the county. These attempts were finally realized in 1874 when a new courthouse and jail were constructed in Scottsburg, a new area adjoining Centreville on the south that was platted in 1850. In 2021, Scott County comprises nearly 200 square miles of land with a total population of 24,391 people.

**Scott County includes the incorporated communities of Austin and Scottsburg.**





*Image credit: Scott County Visitors Commission*



# Scott County, Indiana

## Demographics and Housing



Image credit: Scott County Visitors Commission

### Residential Population

#### Scott County growth is growing slowly.

Scott County has a total population of 24,391 residents making up 8% of the Our Southern Indiana region's population of 284,477 in 2021. By 2026, Scott County is projected to experience growth of only 0.73% in total population, meaning there will be 24,569 residents. This growth rate is lower than the projected growth rate for the state of Indiana at 2.49%.

### Age and Gender

#### Scott County's population is aging.

The median age for residents in Scott County has increased from 39.3 to 42 from 2010 to 2021, meaning the residents are aging. The median age for Scott County (42 years of age) is 4.2 years older than Indiana. Scott County's median age is the highest of the 4 other counties in Southern Indiana.

Scott County is nearly split in terms of sex. The population is made up of 49% male and 51% female. This distribution of sex is almost identical to the state at 49.3% male and 50.7% female.

The population pyramid for Scott County illustrated the largest age cohort for male and female is 55-59 years of age. This is the age group when workers begin thinking about retirement and downsizing their home.

Data provided by ESRI Business Analyst, August 2021

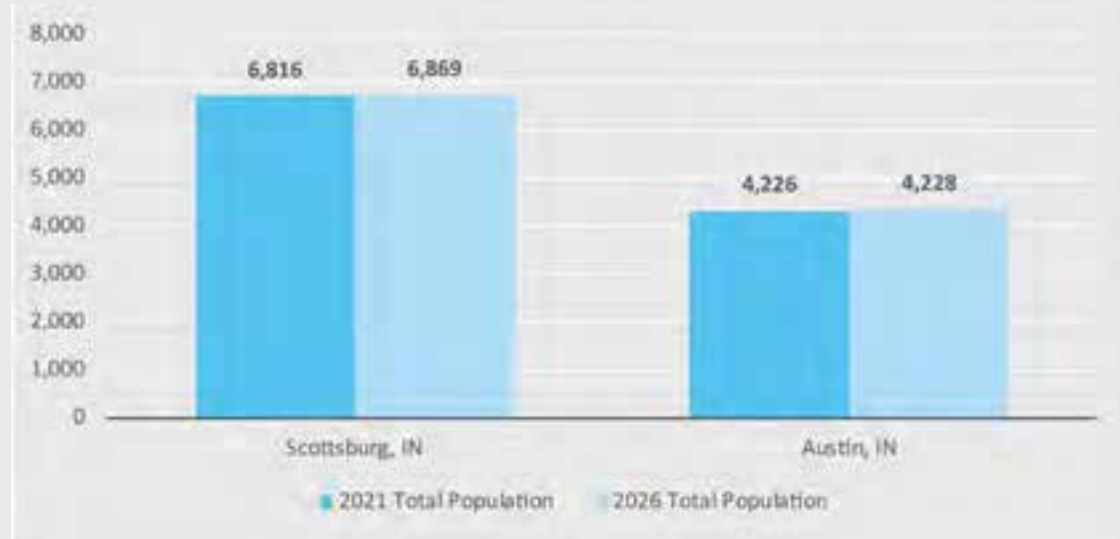
### Race and Ethnicity

The majority (95.8%) of the county's population identifies as Caucasian. This is about 14% higher than the state of Indiana and nearly 7% higher than the Southern Indiana region. The remaining 4.2% of the population identifies as Black/African American (0.5%), Asian (1.1%), other (1.2%), and two or more races (1.4%).

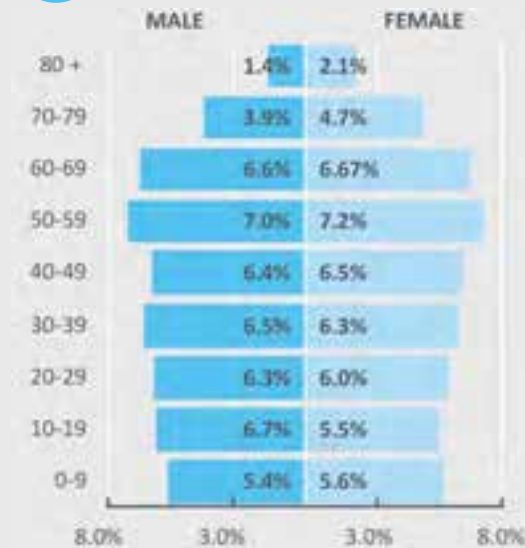
Two and a half percent of the Scott County population identifies as Hispanic in origin and 97.5% as non-Hispanic. Compared to Indiana with 7.6% of the population identifying as Hispanic, the Scott County is not as diverse.



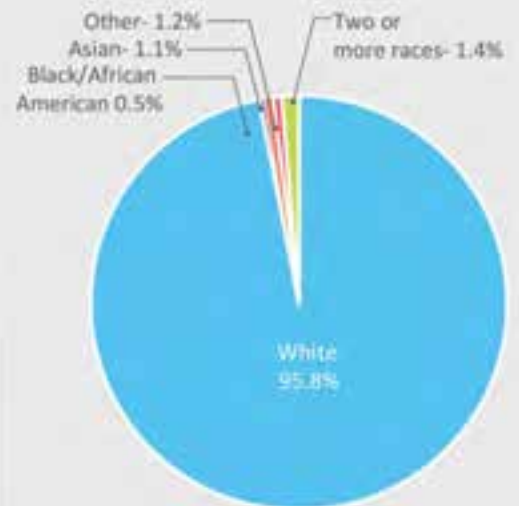
## Project Population Change



## Age and Gender



## Race and Ethnicity



## Scott County, Indiana **Demographics and Housing**



*Image credit: Scott County Visitors Commission*

### **Income and Poverty**

As of 2019, the median household income for Scott County (\$50,270) was about \$7,000 less than Indiana (\$57,268). The 2019 American Community Survey revealed that 14.9% of individuals in Scott County were below poverty level. Those below the poverty level in the City of Austin is significantly higher at 27.4%.

As a whole, the percentage of individuals below the poverty level for Scott County is similar to Indiana.

### **Households**

Household growth in Scott County is stagnant. In 2021, there were 9,483 total households in Scott County, which is 86 more households than in 2010. Between 2010 and 2021, the number of households in Scott County increased almost 1%. When compared to Indiana at 6.1%, this is much lower, revealing that the community is struggling to attract new residents. Scott County is expected to have about 9,550 households by 2026, resulting in a 0.75% increase between now and then.

### **Housing Units by Occupancy**

Renter-occupied units are increasing. Scott County had over 10,700 housing units of which about 88% are occupied units. Compared to Indiana (89%), the county's occupancy rate is similar to Indiana's occupancy rate. Of the 10,726 housing units in Scott County, 59.1% are owner occupied, 29.3% are renter occupied, and 11.6% are vacant.

Compared to 2010 data, the county's occupancy has shifted slightly. The percentage of renter-occupied units has increased by about 1%. This increase is slightly higher than the state.

*Data provided by ESRI Business Analyst, August 2021  
2019 American Community Survey*

### Age of Housing

The housing stock is aging. The 2019 American Community Survey revealed that 38% of the existing housing stock was built before 1970. This is lower than Indiana at 43.7%. This year is important because modern housing code did not go into effect until the 1970s.

About 380 housing units or 3.6% of the total housing stock were built in 2010 or later. Compared to the state at 4.5% the number of relatively newer housing units in Scott County is lower. Nearly 20% of the existing housing stock was built between 1990 and 1999. This time period is unique for both Scott and Washington County.

### Home Value

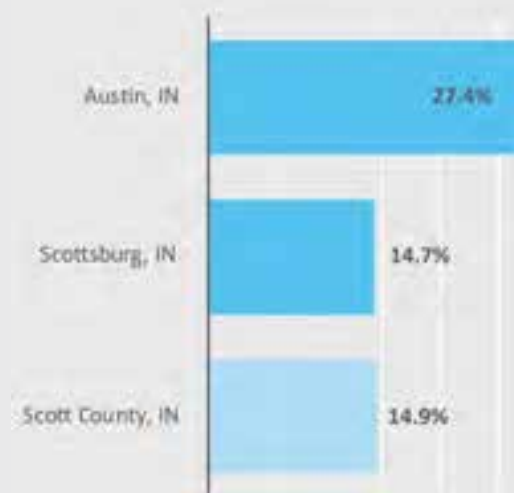
The median home value is the lowest in the Southern Indiana region. The 2021 median home value in Scott County was \$121,613. This is more than \$50,000 less than Indiana's median home value of \$174,673. Over 3,100 units or 48.6% of the existing housing stock are valued at \$99,999 or less.



## Households- Owner, Renter or Vacant



## Poverty Level



## Age of Housing



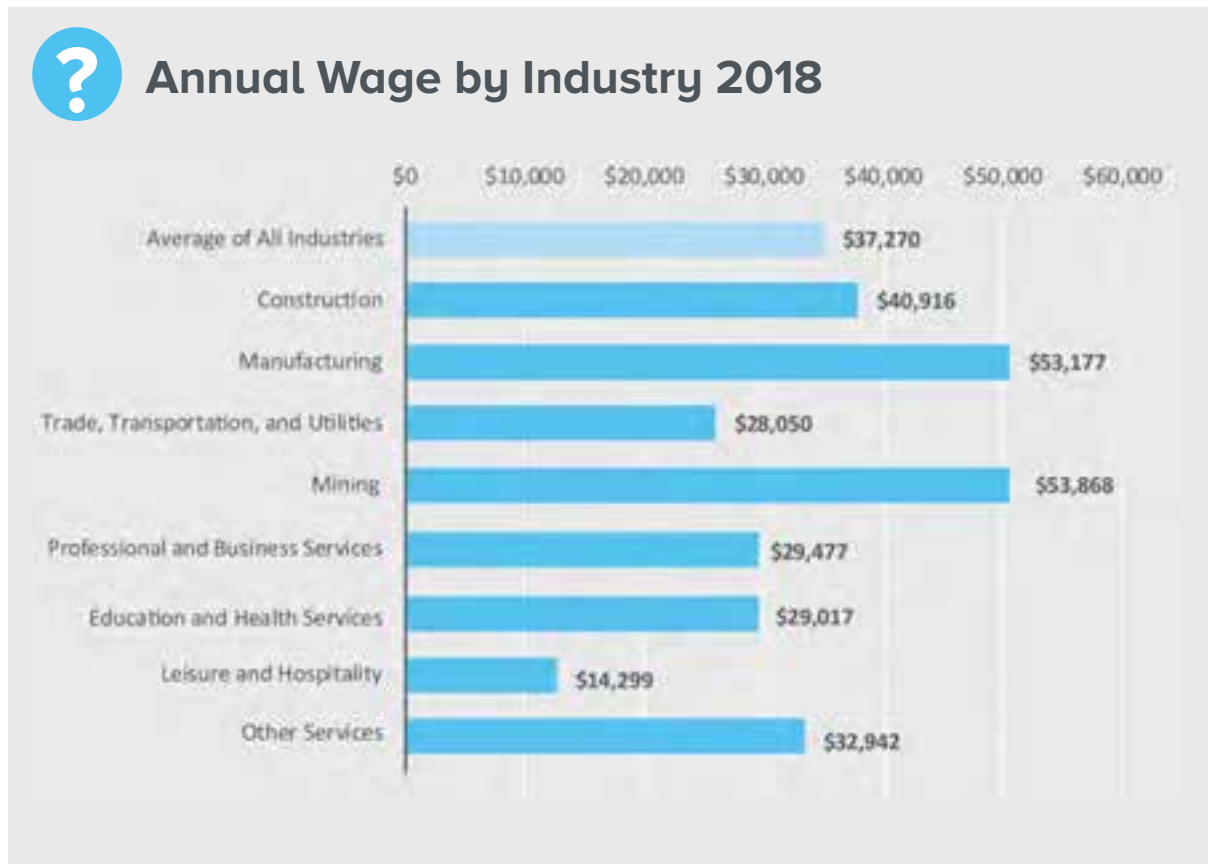


# Scott County Employment and Workforce

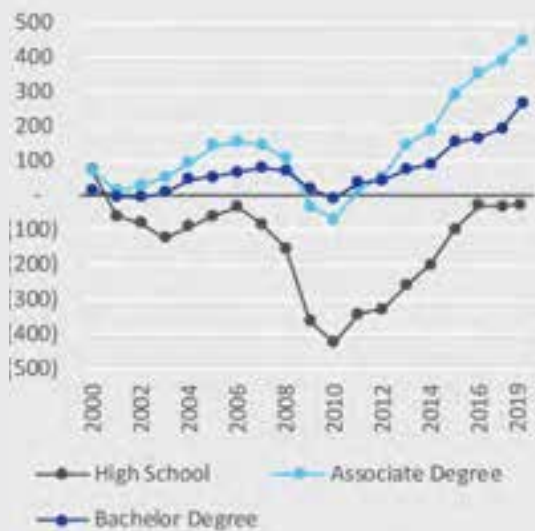
Employment in Scott County has increased by 13% since 2001 and has increased at an annual rate of 3.7% since 2010. The Manufacturing Industry has the highest employment concentration with a location quotient of 3.7. In 2019 the county's average annual wage is \$37,275 with the Natural Resource and Mining Industry having the highest average annual wage of \$53,808.

According to the 2019 STATS Indiana Annual Commuting Trends Profile, the majority of employees work within the county. About 65% of the workforce work within the county, 24% work within other counties and 11% of the workforce live outside of the county and work within Scott County.

Of individuals older than 25, 88.2% have at least a high school degree and 12.9% has a bachelor's degree or higher. Those with associate degrees have had the most increase in job opportunities since 2000.



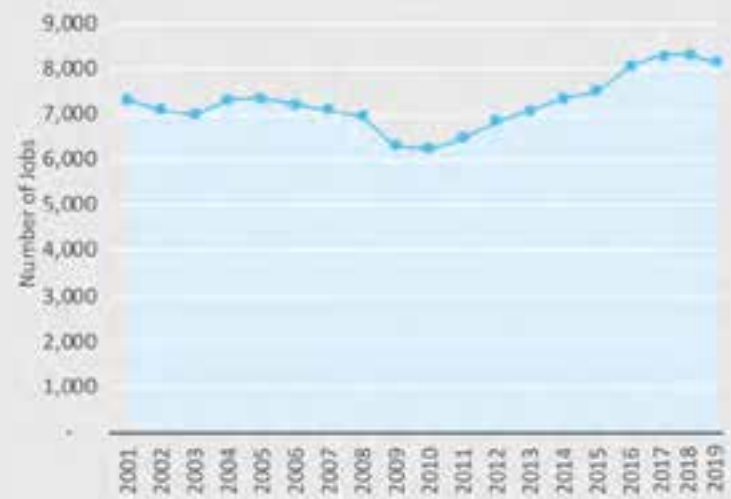
## ? Job Opportunities



## ? Educational Attainment



## ? Long Term Employment



## ? Location Quotient



# Scott County, Indiana

## Transportation and Mobility

### **Connectivity and Character**

Austin, located near the northern edge of Scott County, and Scottsburg, centrally located in the county, are both bisected by I-65 and US 31. While these corridors provide connectivity advantages, their location also poses challenges to the development and general quality of life within the communities of Austin and Scottsburg.

While Austin and Scottsburg are the two incorporated municipalities within the county, other communities and the unincorporated portions of Scott County are connected by SR 256, SR 56, SR 356, and SR 203. These corridors provide ample east-west and north-south access to Washington, Jefferson County, and Clark County.

While state routes, these corridors leading into and out of Scott County are predominately rural in nature and vary from two to four lanes in width with stone or grass shoulders.

### **Airports**

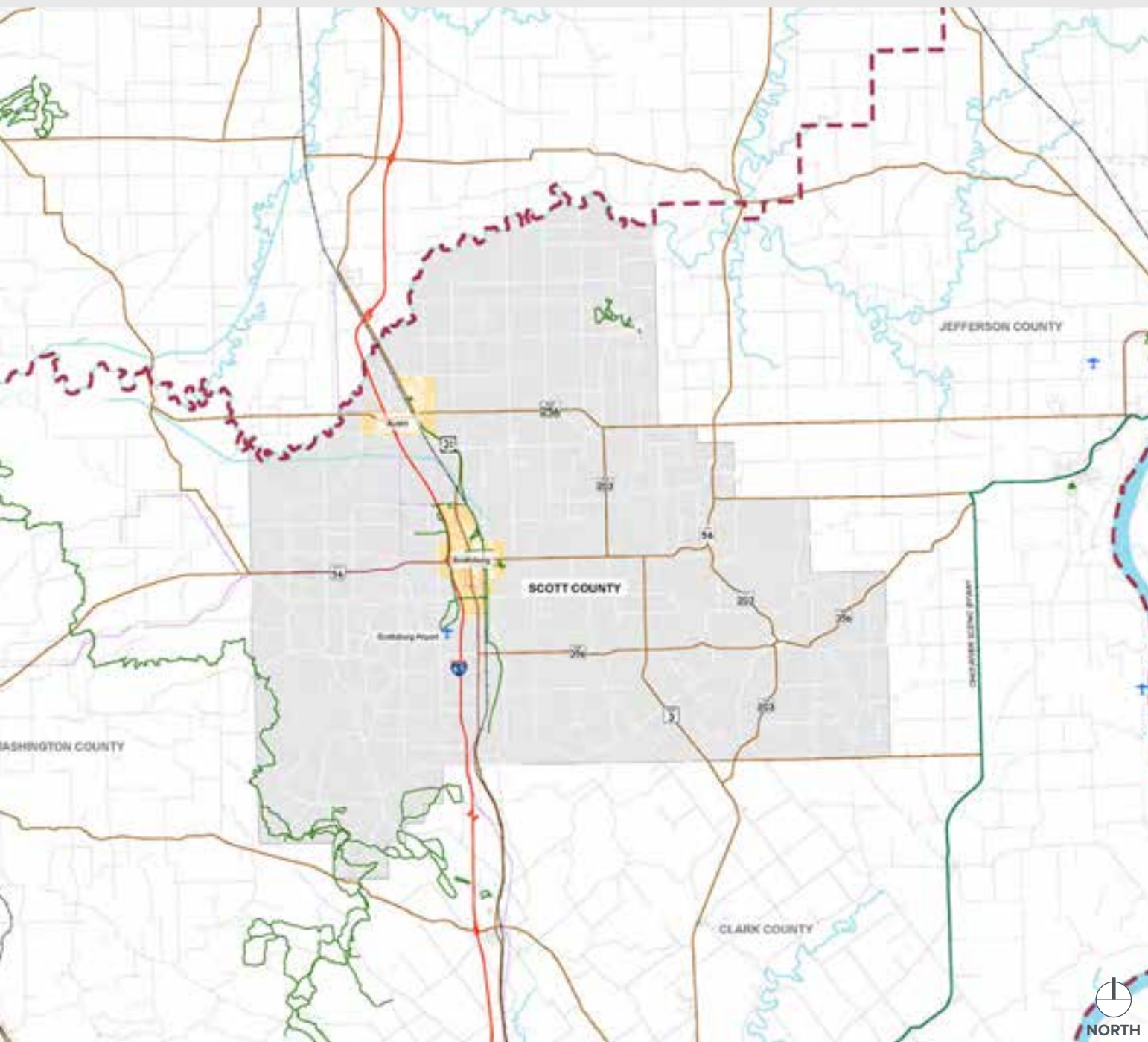
Scott County has one public airfield located just west of Scottsburg. Providing public service and facilities, the Scottsburg Airport has one turf runway (2,800 feet x 100 feet) and provides general and military aviation services. The site is also used for aviation themed community events including the Indy Air Hogs Memorial Fly-In.

In addition to the Scottsburg Airport, one additional facility is located east of the Interstate 65 corridor between Austin and Scottsburg. Harrod/Rose Airport is privately owned and operated and features chartered jet services.

### **Rail**

Scott County has one predominate rail corridor. The Louisville-Indiana Railroad provides access from Clark County to Jackson County and connects to the communities of Scottsburg and Austin. Outside of Scott County, the rail corridor extends north to Crothersville and ultimately Indianapolis and extends south, paralleling US 31 and connects Scott County directly to Sellersburg, and Clarksville, Indiana, before crossing the Ohio River into Louisville. The Louisville & Indiana Railroad connects with the CSX, Indiana Railroad, Norfolk Southern, and Paducah and Louisville railroads to provide consistent service to numerous major companies and to the Port of Indiana-Jeffersonville. Since the Louisville & Indiana Railroad formed in 1994, a number of new industries have along its lines, including the recently certified 155-acre Smith Farm Industrial Park. By physically connecting both communities and developments, this rail corridor serves as an economic driver for the county and region.





**MAP LEGEND**

- Our Southern Indiana Region
- Incorporated area
- Interstate corridor
- Highway
- Roads
- ++++ Railroad
- River, Lakes, Ponds and Reservoirs
- ✈ Airports
- Ports
- Natural Gas Pipeline
- Scenic Byway
- Trails

**ASSET LISTING\***

**RAILROAD SYSTEMS**

Louisville & Indiana RR

**NATURAL GAS PIPELINES**

Midwest Natural Gas Corp.

**TRAILS**

- Campgrounds Connector Trail
- Scottsburg Parks Trails
- Scottsburg Multiuse Trails
- Cemetery Trail
- Lakeside Trail
- Scottsburg to Pigeon Roost Trail
- Iola Lake Trails
- Scottsburg to Austin Trail
- Outward Bound Trail
- Knobstone Trail
- Honeysuckle Trail
- Austin Parks Trails
- Island Trail

\*Data obtained from IndianaMap GIS database.  
<http://maps.indiana.edu/layerGallery.html>



# Scott County, Indiana **Transportation and Mobility**

## **Trails**

Currently, pedestrian, bicycle, and public transportation opportunities are limited in Scott County. The *County Comprehensive Plan*, completed in 2001, identifies the greater need to both encourage and expand nonvehicular transportation alternatives by exploring creating a scenic bicycle tour and a vanpool/commuter route to better connect adjacent communities.

In limited locations, central Austin along SR 256 and downtown Scottsburg, along SR 56, sidewalks connect local destinations, but these facilities do not extend into areas outside of the core development district. Additionally, city facilities almost always end at the city boundary and do not provide connectivity to other parts of the county.

While local options are limited, the County has a regional hiking trail connecting southwest Scott County to both Washington and Clark counties. The Knobstone Trail is a 58-mile hiking trail that passes through Jackson-Washington State Forest in Washington County, and Elk Creek Public Fishing Area in Clark County.

## **Known or Planned Projects**

Within Scott County, the following transportation improvements have been previously documented as a high-priority improvement project. Projects outlined below are in varying stages of idea development, planning and/ or design.

- Plan for and construct a bypass around the City of Scottsburg and an outerloop around Austin and Scottsburg.
- Constructing an I-65/SR 356 Leota Road interchange to accommodate truck traffic if an industrial park is developed in this area.
- Widen and improve several local roads including the following: Moonglo Road (County Road 100 N) from I-65 to Boatman Road (County Road 200 W), Lake Road West (County Road 150 S) from Lake Road North (County Road 100 W) to Boatman Road (County Road 200 W), Scottsburg Main Street (County Road 25 E) to Vienna, SR 56 east to SR 3, Intersection of U.S. 31 and SR 56, Scottsburg Main Street (County Road 25 E) to the proposed section of Blocher Road (County Road 100N).
- Improve Christie Road (County Road 225 W) for truck access into the industrial park.
- Develop public transit routes including the following routes: from Austin to Scottsburg; in Scottsburg between the Best Western area to Downtown Scottsburg; along US 31, in business districts, in residential areas, to grocery stores, to the hospital and nursing homes and to manufacturing areas; to medical and shopping facilities from Austin, Scottsburg, and other populated and developing areas of the county prioritizing service to senior citizens and the handicapped.
- Creating a vanpool system to take commuters to Louisville, Mason, Salem, and other communities in Indiana.
- Consider developing a scenic bicycle tour through Scott County.
- Develop service roads along I-65, SR 56 and other heavily traveled routes to control access, avoid multiple curb cuts, and avoid conditions that cause high-accident areas.



# Scott County, Indiana

## Utilities and Infrastructure

### Water Sources and Demand

Both surface water and ground water supplies are available in Scott County. The groundwater supplies are generally poor in water quality and susceptible to vulnerability. The public water supplies are a mixture of ground water and surface water, with surface water supply as the prevailing source.

Two main public water utilities are located within Scott County and are rated as small or larger by the USEPA. They are Scottsburg Water Department and Stucker Fork Water. Scottsburg Water supplies the City of Scottsburg and Stucker Fork is the main supply for areas outside of Scottsburg.

The Stucker Fork Water Utility does provide water to the rural portions of the surrounding counties of Jefferson, Washington, and Clark. The major supply for Stucker Fork Utility is actually a well field in Jefferson County.

Public water usage for fiscal year 2015 was 4.80 MGD (million gallons per day) for Scott County. The population served was 25,747. The expected population served and expected water demand is shown in the following table:

Projected Water Demand for Scott County<sup>10</sup>

Year	Population	Avg. Day (MGD)	Peak Month (MGD)	Peak Day (MGD)
2015	27,827	4.80	5.60	7.53
2020	28,169	4.78	5.59	7.51
2025	28,470	4.85	5.67	7.62
2030	28,699	4.89	5.71	7.68
2035	28,791	4.90	5.73	7.71
2040	28,795	4.90	5.74	7.71
2045	28,753	4.91	5.74	7.71
2050	28,727	4.91	5.74	7.72
2055	28,701	4.91	5.74	7.72
2060	28,675	4.91	5.74	7.72

Population in Scott County is expected to slightly grow, but water usage over the next 40 years will not significantly increase over what it is today. This trend may be related to a lack of sustainable water supply for growth. Surface water supplies are limited and ground water is largely not reliable.

<sup>10</sup> Southeastern Indiana Regional Water Supply Feasibility and Cost Analysis, Indiana Finance Authority, 2018

 **Public Water Utilities**

**2**

There are two major public water utilities located within Scott County rated as small or larger by the USEPA.

 **Projected Growth**

**3.0%**

Projected population growth (2015 to 2060) as outlined in the *Southeastern Indiana Regional Water Supply Feasibility and Cost Analysis*, Indiana Finance Authority, 2018

 **Increased Demand**

**2.5%**

Projected increase in maximum day utility demand (2015 to 2060) as outlined in the *Southeastern Indiana Regional Water Supply Feasibility and Cost Analysis*, Indiana Finance Authority, 2018

 **Source Vulnerability**

**YES**

As outlined in the *Southeastern Indiana Regional Water Supply Feasibility and Cost Analysis*, Indiana Finance Authority, 2018.

 **Regulatory Vulnerability**

**YES**

As outlined in the *Southeastern Indiana Regional Water Supply Feasibility and Cost Analysis*, Indiana Finance Authority, 2018.

 **Affordability Challenges**

**YES**

As outlined in the *Southeastern Indiana Regional Water Supply Feasibility and Cost Analysis*, Indiana Finance Authority, 2018.



## Scott County, Indiana **Utilities and Infrastructure**

### High-Speed Internet and Wi-Fi Services

As defined by the Federal Communications Commission's 2018 Broadband Deployment Report<sup>11</sup>, broadband service can include any number of technologies, but must provide a service benchmark of at least 25 megabytes per second (Mbps) upload and 3 Mbps download. The median advertised service speeds for the county are 25 Mbps download and 5 Mbps upload,<sup>12</sup> a stark contrast to what is reportedly available in surrounding counties. Based on the FCC data, the speeds throughout the county are being provided by a number of providers that offer infrastructure ranging from digital subscriber lines (DSL), fiber-optics, fixed wireless, and satellite services. Even with service being advertised in all areas of the county, the FCC and the 2019 American Community Survey<sup>12</sup> have documented that nearly 13.8% of the population do not have access to fixed broadband of at least 100 Mbps/20 Mbps. Additionally, almost 29% of the county's population does not subscribe to the internet, and about 19% of households report that they do not own a computing device. While the data comes with a margin of error, fundamentally, the providers are reporting that the service and

infrastructure exist, but it's possible that it is not being used by everyone.

Available infrastructure and service is only one side of the digital infrastructure network. Having subscribers who are able to use the services and technologies is a critical piece. Scott County's demographic and socioeconomic conditions leave the residents vulnerable to digital illiteracy. Residents within the county could be at a disadvantage when it comes to accessing broadband infrastructure because over 16% of the population is over 65 years of age. While age is not a limiting factor for everyone, income and educational attainment pose additional challenges for others. Nearly 15% of the county's residents are living in poverty, and almost 15% of the residents aged 25 and older have less than a high school degree. The reduction in disposable income and education could be contributing to the reported lack of access within the county.



**13.8%**

*of people without access to fixed broadband of at least 100Mbps/20Mbps.*



**28.9%**

*of households with no internet access (not subscribing)*



**19.4%**

*of households without a computing device.*

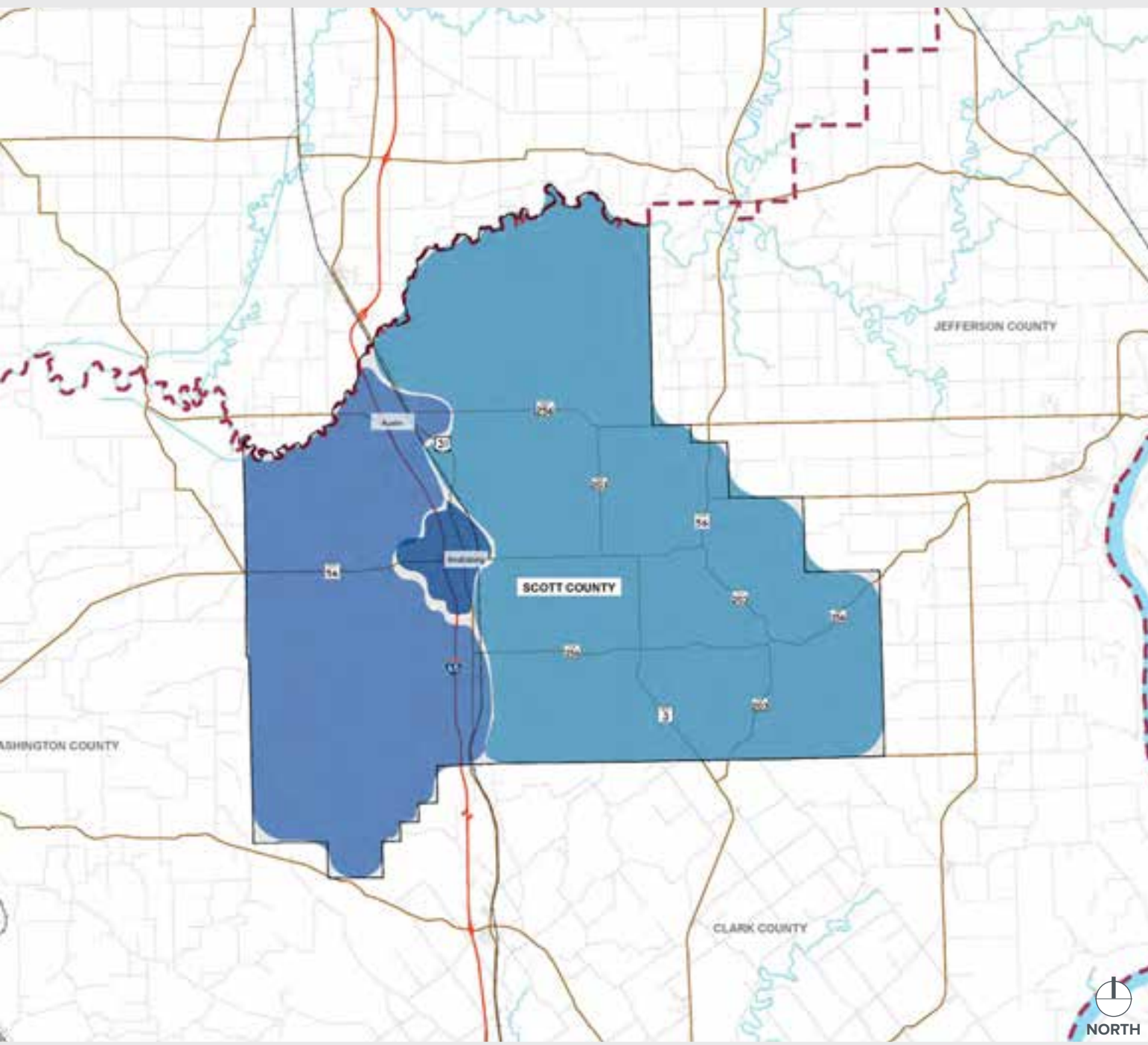


**14.9%**

*of individuals in poverty.*

<sup>11</sup> <https://www.fcc.gov/reports-research/reports/broadband-progress-reports/2018-broadband-deployment-report>

<sup>12</sup> <https://pcrd.purdue.edu/ruralindianastats/about.php>



### MAP LEGEND

- Our Southern Indiana Region
- Incorporated area
- Interstate corridor
- Highway
- Roads
- ++++ Railroad
- River, Lakes, Ponds and Reservoirs
- Scenic Byway

### BROADBAND LEGEND\*

- 4+ broadband providers
- 2-4 broadband providers
- 0-2 broadband providers

\*Data obtained from IndianaMap GIS database.  
<http://maps.indiana.edu/layerGallery.html>

# Scott County, Indiana

## Parks, Open Space and Natural Features

The City of Scottsburg has four community parks including William H. Graham Park, Beechwood Park, Linza Graham Park, and Nichols-Wilson Park. The William H. Graham Park has a walking path around Lake Lola, playground equipment, restroom facilities, and four different shelters for rental space. Beechwood Park has various areas for sports including basketball, tennis, volleyball, and softball. Other common amenities include shelters and playground areas. Linza Graham Park is home to a children's splash pad and play structure. This facility also has ball diamonds and an enclosed shelter. The Warrior Shelter can be rented for a fee. Similar to the other facilities, the Nichols-Wilson Park offers shelter space, ball diamonds, and soccer/football fields. The YMCA oversees scheduling for the recreation fields. The City of Austin also has Austin Little League Park, which includes playground equipment, walking/biking trails, an archery range and both baseball and softball fields. The park was a recipient of a \$50,000 grant in 2018 which was promoted by Major League Baseball.

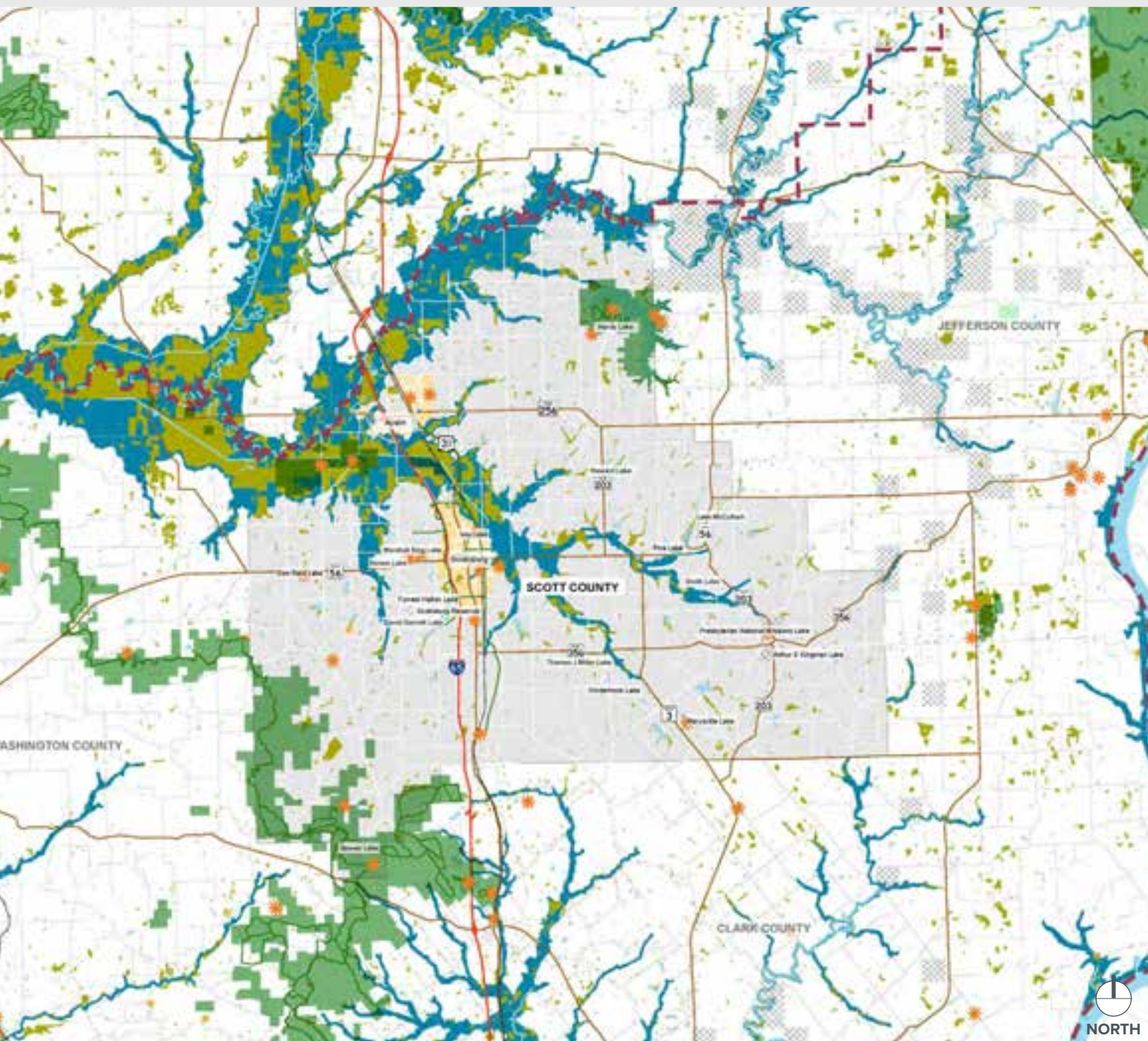
Similar to Clark County, a portion of Clark State Forest is located in the southwest corner of the county. It is the oldest state forest in Indiana and covers over 24,000 acres of land. Users can camp, fish, hunt, shoot, and picnic at various points throughout the park.

Located in the northern portion of Scott County, Hardy Lake State Park and Reservoir is a great park and body of water for recreational opportunities. This park is over 2,000 acres with Hardy Lake stretching over 740 acres. It is the only state reservoir not created for flood control, which means the water level remains fairly stable year-round. The park has a campground and various hiking trails while the lake offers swimming, boating, and fishing opportunities.

In addition to park facilities, Scott County has two other natural areas that provide recreational amenities and environmental benefits. Thomastown Bottoms Nature Preserve is nearly 900 acres of land created to protect the hardwood bottomland forest that has a variety of trees including swamp white oak, pin oak, red maple, and green ash. Just south of this nature preserve is Stucker Fork Fish and Wildlife Area. Users can hunt and fish at this recreational facility.







### MAP LEGEND

- Our Southern Indiana Region*
- Incorporated area*
- Interstate corridor*
- Highway*
- Roads*
- Railroad*
- River, Lakes, Ponds and Reservoirs*
- Wetlands*
- Floodplains*
- Karst Features*
- IDNR Managed Lands*
- National Natural Landmarks*
- Recreation Facility*

\*Data obtained from IndianaMap GIS database.  
<http://maps.indiana.edu/layerGallery.html>



# Scott County, Indiana

## Tourism and Attractions



Located in Scottsburg, Scott County Heritage Center and Museum hosts history dinners and programs each year. Additionally, they have brown bag luncheons on the third Wednesday of every month. Visitors can bring their lunch to the museum and the museum provides drinks and dessert.

In addition to the parks and recreational facilities and museums described in previous sections, Scott County has a few other destinations that attract visitors. Unique to Scott County is Goat Milk Stuff. This family farm owned and operated by the Jonas family provides visitors countless opportunities from yoga with goats to farm experiences. The Farm Store is open for visitors to purchase goat milk soaps, laundry soap, solid lotions, soy candles, and natural deodorants. Also, the Sweet Shop has goat milk fudge, goat milk caramel, goat milk toffee, cookies, muffins, jam, and local honey.

Additionally, Scott County Fairgrounds hosts several events per year that attract people from all of the region. From silent auctions and Demolition Derby to 4-H horse and pony show, food and music, and motorsports events, this fairground has something that could interest everyone. As of 2019, the fairground is celebrating its 70<sup>th</sup> annual Scott County Fair.



*Image credit (this page): Scott County Visitors Commission*

# Washington County, Indiana



*Image credit: Washington County Tourism*

Washington County, named for former U.S. President George Washington, is located in south central Indiana less than 25 miles from the Kentucky-Indiana border at the Ohio River. Following the county's establishment in 1814, three new counties were created from its newly acquired land, Orange and Jackson counties in 1815 and Scott County in 1820. The removal of land to create Scott County reduced the county's size to that of its present-day boundaries. The county's population grew rapidly during this time of territorial expansion and reduction, increasing from 250 to 9,039 between 1810 and 1820. This rapid growth marks the largest population increase during a single decade in the county's history.

The county's early growth was coupled with a rise in the number of local mills, distilleries, factories, general stores, and tanneries. One

such mill was Beck's Mill in Salem, which is one of only 20 historic mills still standing in Indiana. Mills and other manufacturing enterprises sprouted in the mid-1800s in Salem, the county's center of economic activity, including a treadwheel-powered cotton mill erected in 1825. The cotton industry began to expand, with a new steam-powered factory being erected in 1830. The factory's equipment was soon removed and it became a center of community activity, first as a church, then a Masonic Lodge, and finally as the county's first schoolhouse.

Washington County, is the seventh largest county in Indiana at 514 square miles. With its fertile cropland, scenic beauty of its rolling hills, progressive business community, and strong educational values, Washington County is a wonderful place to call home.

**Washington County includes the incorporated communities of Campbellsburg, Hardinsburg, Little York, Livonia, New Pekin, Salem and Saitillo.**



*Image credit: Washington County Tourism*



# Washington County Indiana

## Demographics and Housing



### Residential Population

**Washington County is growing slowly.** The county's total population is 28,908 residents which makes up 10% of the Our Southern Indiana region's population of 284,477 in 2021. By 2026, Washington County is projected to grow by 1.3% in total population, meaning there will be 29,289 residents. The population growth is projected predominately in Salem, the county seat, and in New Pekin, a community in the southeast portion of the county, and Livonia. Saltillo (-1.16%) and Campbellsburg (-1.46%) are projected to shrink in population by 2026.

### Age and Gender

**Washington County's population is aging.** Between 2010 and 2021, the median age for residents in Washington County has increased from 39.1 to 41.7. Washington County's median age is similar to Jefferson County but older than Floyd County and Clark County.

Washington County is split in terms of sex. The population is made up of 50% males and 50% females. This distribution of sex is similar to the state at 49.3% male and 50.7% female.

The population pyramid for Washington County illustrated the largest age grouping for male and female is between 55-59 years of age. This is the age group when workers begin thinking about retirement and downsizing their home.

*Data provided by ESRI Business Analyst, August 2021*

### Race and Ethnicity

The majority (97.2%) of the county's population identifies as **Caucasian**. This county statistic is about 16% higher than the state of Indiana in 2021. The remaining 2.8% of the population identifies as Black/African American (0.6%), American Indian/Alaska Native (0.3%), Asian (0.3%), other (0.4%), and two or more races (1.2%).

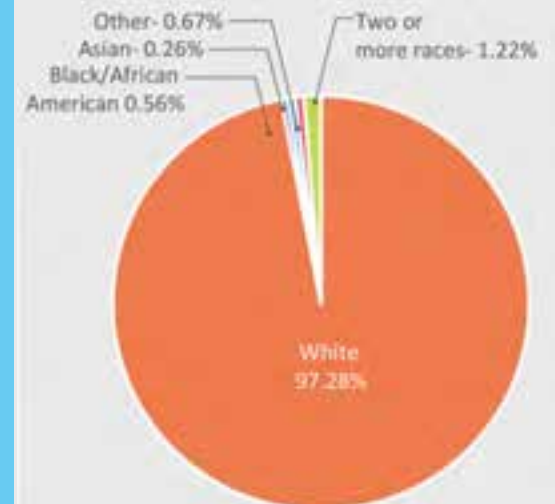
## ? Projected Population Change



## ? Age and Gender



## ? Race and Ethnicity



# Washington County, Indiana **Demographics and Housing**



## **Income and Poverty**

As of 2021, the median household income for Washington County (\$48,875) was about \$8,300 less than Indiana (\$57,268).

The 2019 American Community Survey revealed that 11.9% of individuals in Washington County were below poverty level. The communities of New Pekin, Hardinsburg, Campbellsburg, and Salem all have significantly higher poverty rates, with Hardinsburg having a rate of over 25%.

## **Households**

**Total housing growth within Washington County was consistent.** Between 2010 and 2021, the number of households in Washington County increased by 3%. When compared to the state of Indiana's growth at 6.1%, it appears that Washington County is growing slowly but steadily. Looking to the future, Washington County's growth is projected to remain slow with a 1.5% increase by 2026.

## **Housing Units by Occupancy**

### **Renter-occupied units are increasing.**

Washington County had over 12,600 housing units, of which about 88% are occupied units. Compared to Indiana (89%), the county is just slightly lower than Indiana's occupancy rate.

Of the 12,679 housing units in Washington County, 66.3% are owner occupied, 21.8% are renter occupied, and 11.9% are vacant.

Compared to 2010 data, the county's occupancy has remained the same. Although even with this increase, the county still has a similar percentage of owner-occupied units compared to Clark and Floyd counties.

*Data provided by ESRI Business Analyst, August 2021  
2019 American Community Survey*

### Age of Housing

The housing stock is aging. The 2019 American Community Survey revealed that 39% of the existing housing stock was built before 1970. This is lower than Indiana at 43.7%. This year is important because modern housing code did not go into effect until the 1970s.

About 385 housing units or 3.1% of the total housing stock were built in 2010 or later. Compared to the state at 2.1%, the percentage of relatively newer housing units in Washington County is slightly higher.

### Home Value

The median home value is lower than the state of Indiana and the surrounding counties of Clark and Floyd. The 2021 median home value in Washington County was \$165,265. This is \$9,400 less than Indiana's median home value of \$174,673.

Over 3,000 units or 41% of the existing housing stock are valued at \$99,999 or less.



## Households- Owner, Renter and Vacant



## Poverty Level



## Age of Housing





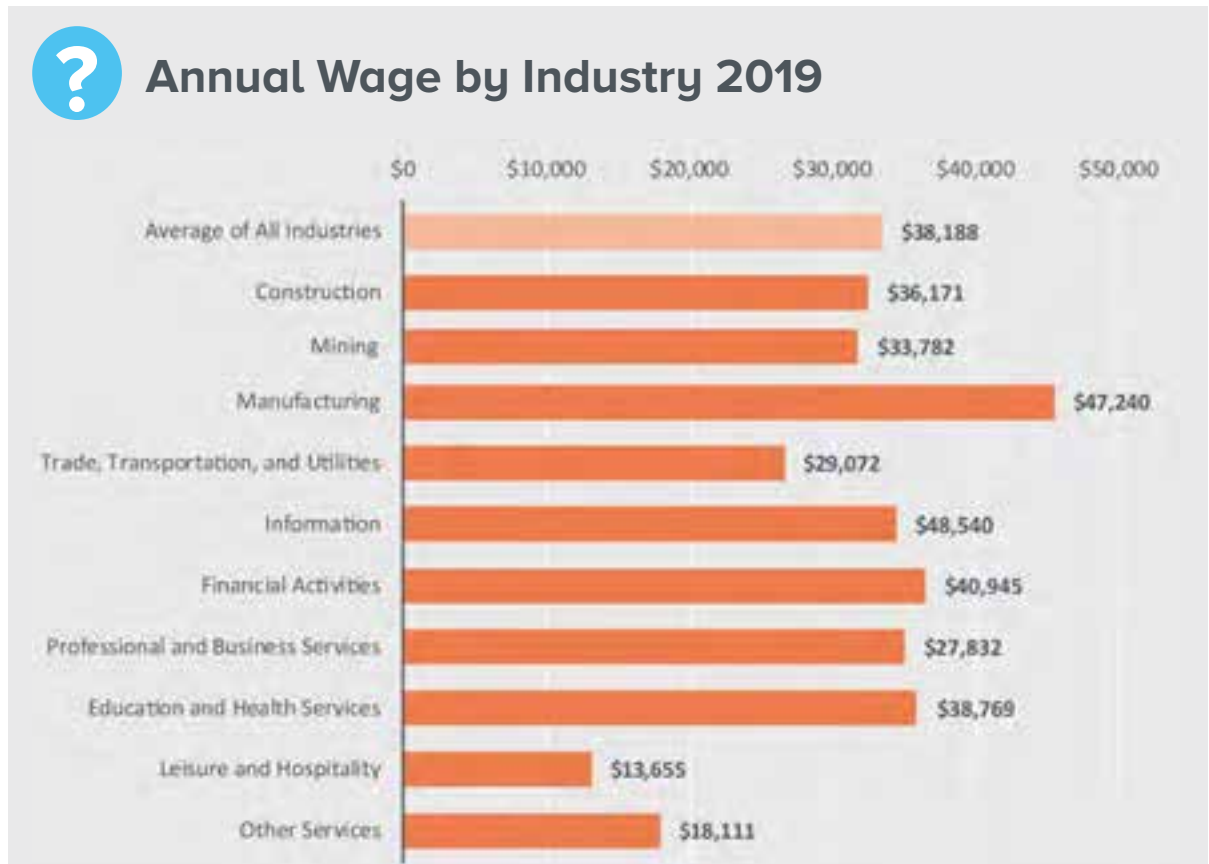
# Washington County

## Employment and Workforce

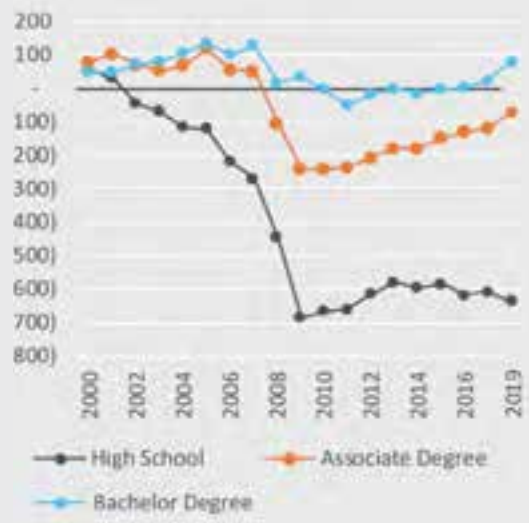
Employment in Washington County has decreased by 8.0% since 2001 and has increased at an annual rate of 1.7% since 2010. The Manufacturing Industry has the highest employment concentration with a location quotient of 2.96. The county's average annual wage in 2019 is \$35,158 with the Information Industry having the highest average annual wage of \$48,540.

According to the 2019 STATS Indiana Annual Commuting Trends Profile, the majority of employees work within the county. About 66% of the workforce work within the county, 28% work within other counties and 6% of the workforce live outside of the county and work within Washington County.

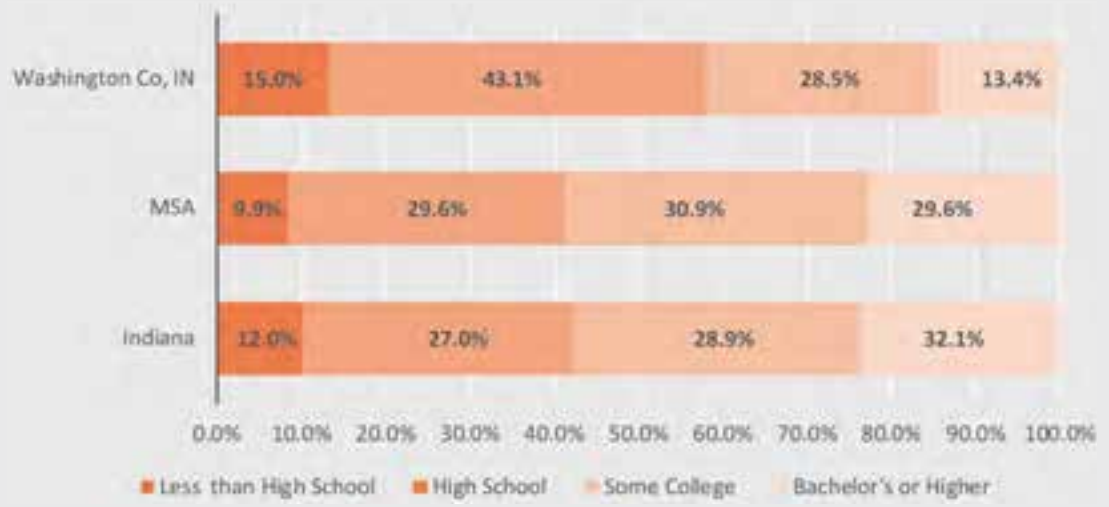
Of individuals older than 25, 85.0% have at least a high school degree and 13.4% has a bachelor's degree or higher. Those with bachelor degrees have had the most increase in job opportunities since 2000.



## ? Job Opportunities



## ? Educational Attainment



## ? Long Term Employment



## ? Location Quotient



# Washington County, Indiana

## Transportation and Mobility

### Connectivity and Character

Salem, located in the center of Washington County, is 20 miles west of I-65. State Routes 56 and 160 provide direct access into the county from the interstate, with SR 56 providing connectivity to Little York located in the county's northeast corner. Traveling north from Clark County, SR 60 provides connectivity to New Pekin and Salem before the corridor turns west toward Campbellsburg and Saltillo. The incorporated communities of Fredricksburg, Hardinsburg, and Livonia are the least connected to the I-65 corridor and are accessible via SR 150 through either Harrison or Orange counties.

While state routes, these corridors leading into and out of Washington County are predominately rural in nature and vary from two to four lanes in width with stone or grass shoulders.

### Airports

Multiple air service options provide access both in and out of Washington County. Providing public service, the Salem Municipal Airport has one runway (2,700 feet x 50 feet) and provides general and military aviation services. The City of Salem recognizes that the airport is a critical factor in driving investment and activity to the county and has proactively planned for a phased improvement/renovation project to expand the runway length to approximately 4,000 linear feet.

The additional runway length will allow for light- to medium-sized aircraft and specifically corporate aircraft to land at the City of Salem Municipal

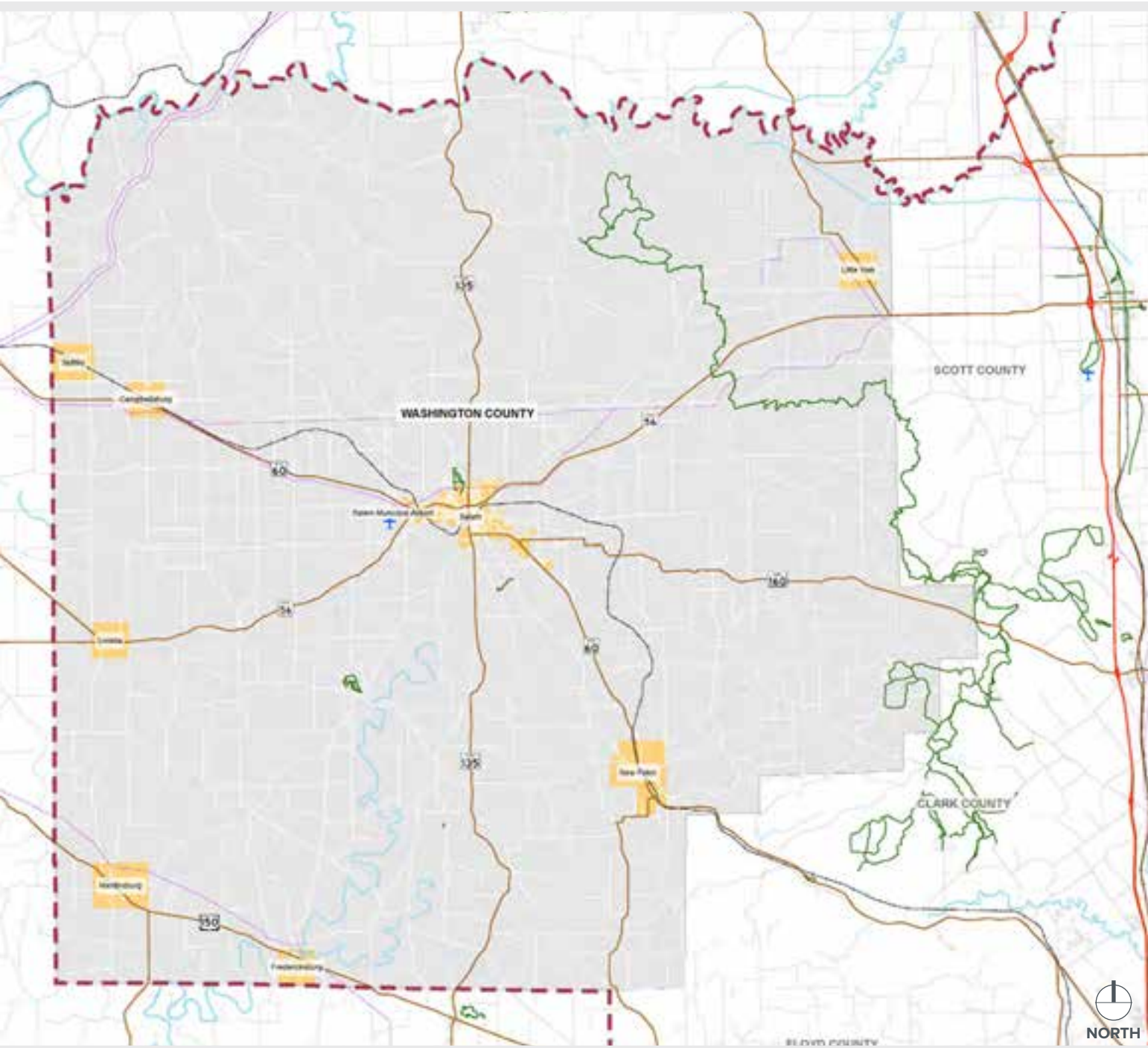
Airport. The enhanced airport will be a key factor in facilitating corporate and industrial relocation to the Salem area. The enhanced airport will also allow the City of Salem to take advantage of the overcrowding at the Metropolitan Louisville area airports by providing an alternative to corporate air traffic.

In addition to the Salem Municipal Airport, several private facilities are located throughout the county including Morgan Airfield, Hardin Airport, Spring Lake Airport, Lowells Landing Airport, and the Washington County Hospital heliport.

### Rail

Washington County has one predominate rail corridor that provides access from Clark County and connects to the communities of New Pekin, Salem, Campbellsburg, and Saltillo. Outside of Washington County, the rail corridor extends west to Bedford and extends southeast, paralleling US 60 and connects Washington County directly to New Albany, Indiana. While the CSX line is still used, the rail activity through Washington County is minimal.





**MAP LEGEND**

- Our Southern Indiana Region
- Incorporated area
- Interstate corridor
- Highway
- Roads
- ++++ Railroad
- River, Lakes, Ponds and Reservoirs
- ✈ Airports
- Ports
- Natural Gas Pipeline
- Scenic Byway
- Trails

**ASSET LISTING\***

**RAILROAD SYSTEMS**  
CSX RR

**NATURAL GAS PIPELINES**  
Midwest Natural Gas Corp.

**TRAILS**  
Beck's Mill Hiking Trails  
Salem Community Trail  
Salem Schools Fitness Trail  
Lake Salinda Veterans Trail  
Knobstone Trail  
Big Spring Nature Preserve Trail



\*Data obtained from IndianaMap GIS database.  
<http://maps.indiana.edu/layerGallery.html>



## Washington County, Indiana **Transportation and Mobility**



*Image credit: Washington County Tourism*

### **Trails**

Currently, pedestrian, bicycle, and public transportation opportunities are limited in Washington County. The *2010 County Comprehensive Plan* identifies the greater need to both encourage and expand nonvehicular transportation alternatives to both businesses and residents.

In limited locations, downtown Salem and Campbellsburg as an example, there are sidewalks that connect local destinations, but these facilities do not extend into areas outside of the downtown core. Additionally, city facilities almost always end at the city boundary and do not provide connectivity to other parts of the county.

While local options are limited, the county has a regional hiking trail connecting northeast Washington County to both Scott and Clark counties. The Knobstone Trail is a 58-mile hiking trail that passes through Jackson-Washington State Forest in Washington County, Elk Creek Public Fishing Area in Scott County, and Clark State Forest in Clark County. The trail is ranked as Indiana's longest footpath.

### **Known or Planned Projects**

Within Washington County, the following transportation improvements have been previously documented as a high-priority improvement project. Projects outlined below are in varying stages of idea development, planning and/ or design.

- Work with the RDA to improve access to I-65 by providing safety enhancements and potentially widening State Road 60.
- Complete the Salem Walking Path (Downtown and Lake Salinda Trail).
- Consider the development of public transit or a commuter system to employment centers in and outside of the county.
- Extend sidewalks near schools to connect to neighborhoods (i.e. Pekin Safe Routes to School).



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

○ WILCOX LAKE  
○ BOWEN LAKE



# Washington County, Indiana

## Utilities and Infrastructure

### Water Sources and Demand

Both surface water and ground water supplies are available in Washington County. The groundwater supplies are generally poor in water quality and susceptible to vulnerability. Most of the county is served through surface water supply from outside of the county from Patoka Lake or from the City of Salem's surface water supply.

Five main public water utilities located within Washington County are rated as small or larger by the USEPA. They are Campbellsburg Water Works, East Washington Rural Water, New Pekin Water Utility, Salem Water Works, and Posey Township Water Corp.

Washington County has two main water sources. The Patoka Lake Regional Water District has wholesale customer agreements with several of the small public water supplies to supplement the existing supply or as full supply. Salem Water Works also has available surface water supply that it provides on a wholesale basis to surrounding public water supplies. Smaller utilities use full wholesale supply for resale or as major supplemental supply to existing ground water supplies during periods when of high demand.

Public water usage for fiscal year 2015 was 3.64 MGD (million gallons per day) for Washington County. The population served was 29,258. The expected population served and expected water demand is shown in the following table:

Projected Water Demand for Washington County<sup>13</sup>

Year	Population	Avg. Day (MGD)	Peak Month (MGD)	Peak Day (MGD)
2015	27,827	3.64	4.34	5.05
2020	28,169	3.59	4.30	5.00
2025	28,470	3.63	4.34	5.05
2030	28,699	3.66	4.38	5.09
2035	28,791	3.67	4.39	5.11
2040	28,795	3.67	4.39	5.11
2045	28,753	3.66	4.39	5.10
2050	28,727	3.66	4.38	5.10
2055	28,701	3.66	4.38	5.09
2060	28,675	3.65	4.38	5.09

Population in Washington County is expected to slightly grow, but water usage over the next 40 years will remain similar to what it is today. This trend may be related to lack of sustainable water supply for growth.

<sup>13</sup> Southeastern Indiana Regional Water Supply Feasibility and Cost Analysis, Indiana Finance Authority, 2018

 **Public Water Utilities**

**5**

There are five major public water utilities located within Washington County rated as small or larger by the USEPA.

 **Projected Growth**

**3.0%**

Projected population growth (2015 to 2060) as outlined in the *Southeastern Indiana Regional Water Supply Feasibility and Cost Analysis*, Indiana Finance Authority, 2018

 **Increased Demand**

**0.07%**

Projected increase in maximum day utility demand (2015 to 2060) as outlined in the *Southeastern Indiana Regional Water Supply Feasibility and Cost Analysis*, Indiana Finance Authority, 2018

 **Source Vulnerability**

**YES**

As outlined in the *Southeastern Indiana Regional Water Supply Feasibility and Cost Analysis*, Indiana Finance Authority, 2018.

 **Regulatory Vulnerability**

**YES**

As outlined in the *Southeastern Indiana Regional Water Supply Feasibility and Cost Analysis*, Indiana Finance Authority, 2018.

 **Affordability Challenges**

**YES**

As outlined in the *Southeastern Indiana Regional Water Supply Feasibility and Cost Analysis*, Indiana Finance Authority, 2018.



## Washington County, Indiana **Utilities and Infrastructure**

### High-Speed Internet and Wi-Fi Services

As defined by the Federal Communications Commission's 2018 Broadband Deployment Report<sup>14</sup>, broadband service can include any number of technologies but must provide a service benchmark of at least 25 megabytes per second (Mbps) upload and 3 Mbps download. The average advertised service speeds for the county are 25 Mbps download and 4 Mbps upload.<sup>15</sup> Based on the FCC data, the speeds throughout the county are being provided by a number of sources that offer infrastructure ranging from digital subscriber lines (DSL), fiber-optics, fixed wireless, and satellite services. Even with service being advertised in all areas of the county, the FCC and the 2019 American Community Survey<sup>15</sup> have documented that 8.6% of the population do not have access to fixed broadband of at least 100 Mbps/20 Mbps. While the majority of the county is reported to have access to high-speed internet services, 28.2% of the county's population reportedly does not subscribe to the internet, and 19.7% of households report that they do not own a computing device. While the data comes with a margin of error, the providers are reporting that the service and infrastructure exist, but it's possible that it is not being used by everyone.

<sup>14</sup> <https://www.fcc.gov/reports-research/reports/broadband-progress-reports/2018-broadband-deployment-report>

<sup>15</sup> <https://pcrd.purdue.edu/ruralindianastats/about.php>

Available infrastructure and service is only one side of the digital infrastructure network. Having subscribers who are able to use the services and technologies is a critical piece. Washington County's demographic and socioeconomic conditions leave the residents vulnerable to digital illiteracy, which could be contributing to the number of households reporting they do not subscribe to the internet. Residents within the county could be at a disadvantage when it comes to accessing broadband infrastructure because 16.7% of the population is over 65 years of age. While age is not a limiting factor for everyone, income and educational attainment pose additional challenges for others. Nearly 12% of the county's residents are living in poverty, and 15% of the residents aged 25 and older have less than a high school degree. The reduction in disposable income and education could be contributing to the reported lack of access within the county.



**8.6%**

*of people without access to fixed broadband of at least 100Mbps/20Mbps.*



**28.2%**

*of households with no internet access (not subscribing)*



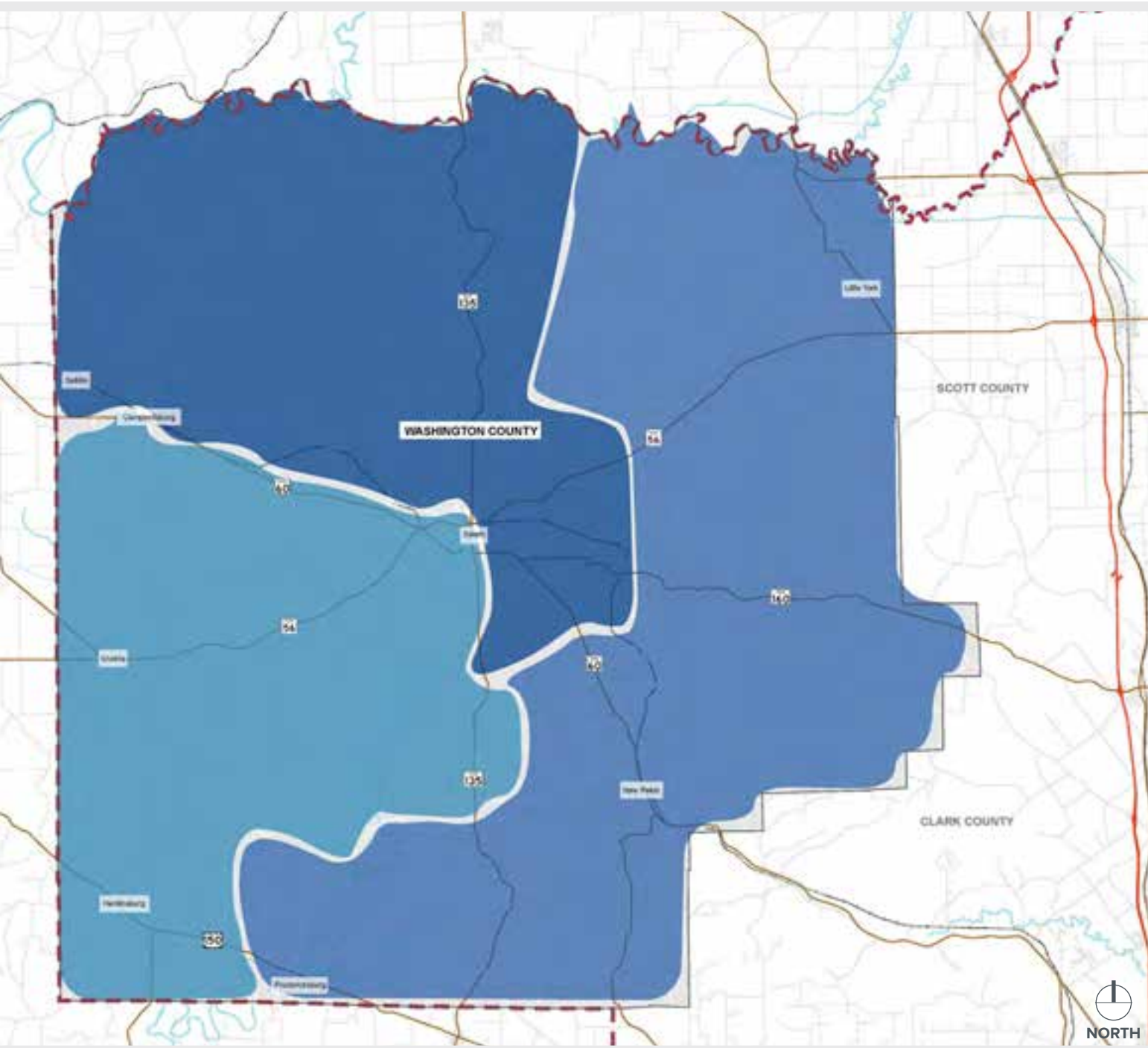
**19.7%**

*of households without a computing device.*



**11.9%**

*of individuals in poverty.*



**MAP LEGEND**

- Our Southern Indiana Region
- Incorporated area
- Interstate corridor
- Highway
- Roads
- ++++ Railroad
- River, Lakes, Ponds and Reservoirs
- Scenic Byway

**BROADBAND LEGEND\***

- 4+ broadband providers
- 2-4 broadband providers
- 0-2 broadband providers

\*Data obtained from IndianaMap GIS database. <http://maps.indiana.edu/layerGallery.html>

# Washington County, Indiana

## Parks, Open Space and Natural Features

The Salem Parks and Recreation Department oversees four recreational facilities. Myers Community Swimming Pool is open two months out of the year from June 1 to August 1. The facility has a baby pool, adult pool with double slide, lawn chair rentals, concessions stand, shaded picnic area, and a shower area with locker rooms. DePauw Park and Riley's Place Playground has a shelter available for rent, playground equipment, and four basketball goals. Salem Community Park is booming on nights and weekends throughout the summer with T-ball, baseball, and softball leagues. Community Park provides five ball fields, concessions, tennis courts, a covered picnic area, two sets of restrooms, a skate park, and playground equipment for its users. Lastly, Elizabeth Street Park and Shelter offers similar amenities with playground equipment, shelters, and volleyball and basketball courts.

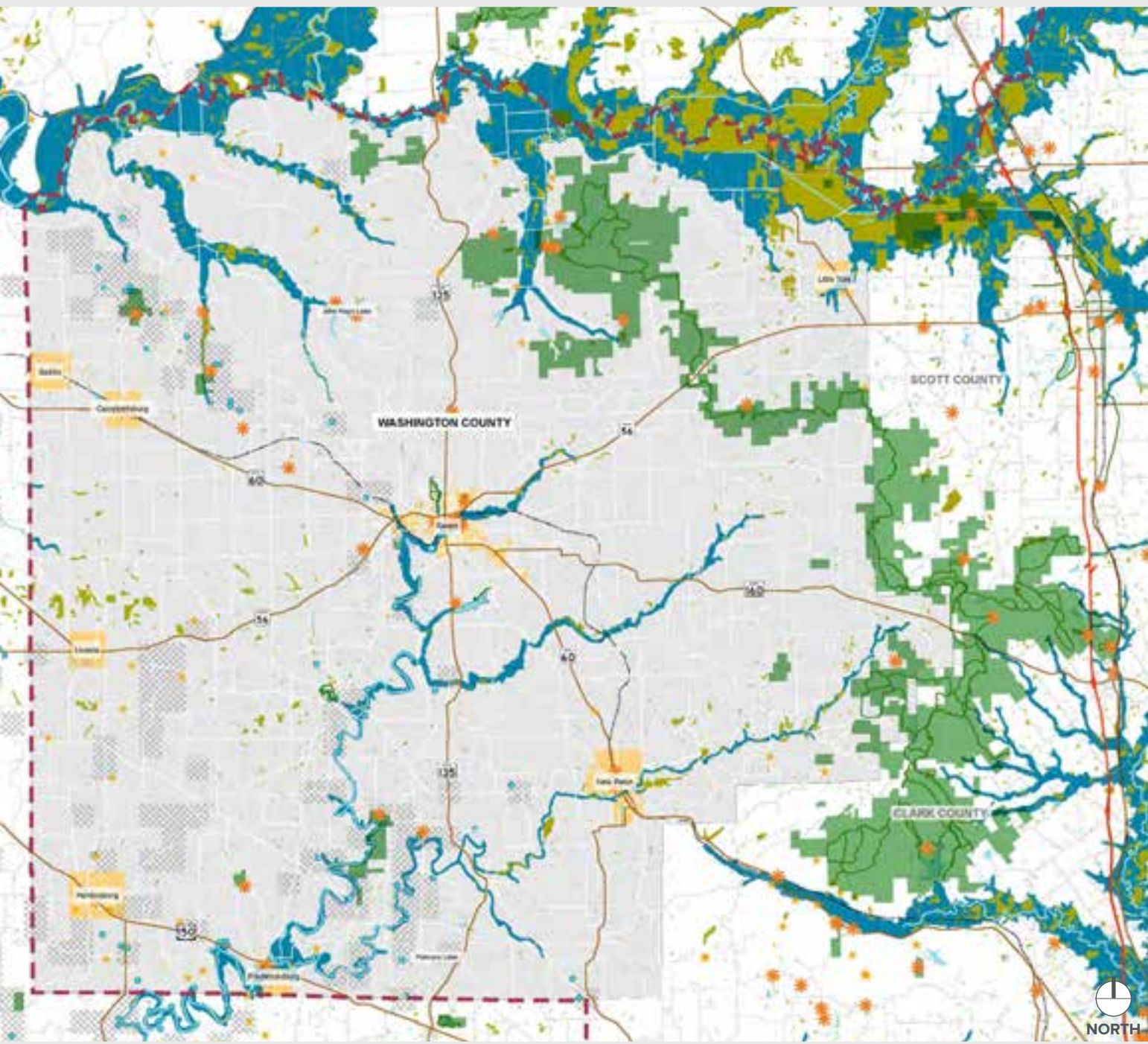
The Washington County Parks and Recreation Department exists to own and operate the Delaney Creek Park. With an 88-acre lake and over 300 acres of land, Delaney Creek Park offers many recreational opportunities ranging from fishing, hiking, and camping to hanging out at the beach area and renting a rustic cabin.

Connected to Clark State Forest is the Jackson-Washington State Forest. With over 18,000 acres of land, this part of the forest contains unique topography known as the "knobs." Visitors will experience scenic views that are second to none and be able to take advantage of unique hiking opportunities. Just north of Washington County, the main office for this park is located in Brownstown on SR 250.

In addition to community, county, and state parks, Washington County has a few other nature preserves and conservation areas. The largest of the four areas, Charles Spring Nature Conservancy, is located in the southwest portion of the county. Just west of that is the Baseline Barrens Nature Preserve. Located near Saultillo and Campbellsburg is Cave River Valley Fish and Wildlife area and Twin Creek Nature Conservancy. Each of these facilities provides Washington County with a recreational amenity that serves to benefit and protect the natural environment of the county.







**MAP LEGEND**

- Our Southern Indiana Region
- Incorporated area
- Interstate corridor
- Highway
- Roads
- ++++ Railroad
- River, Lakes, Ponds and Reservoirs
- Wetlands
- Floodplains
- ◇◇◇◇ Karst Features
- IDNR Managed Lands
- National Natural Landmarks
- \* Recreation Facility

\*Data obtained from IndianaMap GIS database. <http://maps.indiana.edu/layerGallery.html>



# Washington County, Indiana

## Tourism and Attractions

The John Hay Center in downtown Salem consists of several exhibits and museums including the birthplace of John Milton Hay, the Stevens Memorial Museum, a pioneer village, and the Depot Railroad Museum. The Stevens Memorial Museum was created to preserve the heritage of Washington County and contains dozens of exhibits displaying artifacts that work to tell the story of the county. The Depot Railroad Museum strives to transform the past era of the Monon railroad history to reality for visitors to experience and enjoy.

A unique asset to Washington County, the Piper Flight Center Museum offers visitors the opportunity to see and experience many exhibits including four vintage piper aircrafts, a flight simulator, over 200 books on aircrafts and aviation history, airplane models and replica airports, and early aviation equipment. Additionally, the space is available for rent to host events with up to 40 people.

Washington County has several interesting things to do. In terms of agritourism, people can visit the Cornucopia Farms to buy fresh produce from the farm stand, navigate through a corn maze, feed animals, or stay at the bed and breakfast on the farm. Additionally, Washington County has several historic destinations including Becks Mill, Carnegie Library, Washington County Courthouse, Crown Hill Cemetery, Morgan's Trail, Pioneer Village, and Veterans Memorial. In the summer, Old Mill Canoe Rental is a popular destination for people looking to float down the Blue River. For people interested in motorsport, the Salem Speedway and Thunder Valley Raceway attracts people from all over the region for racing competitions.



Image credit (this page): Washington County Tourism




# 4

CHAPTER FOUR

## OUR Assets and Trends

OUR





**Our bi-state MSA is growing faster than Indiana and the country. Our region has an opportunity unlike any other in our state; the 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.**

## STATE OF THE REGION

### OUR ASSETS

Our region has common aspirations for fostering a strong and diverse economy, efficient and collaborative governments, a strong sense of community, high-quality public services, improved mobility and connectivity, and vibrant downtowns and destinations. All of the desired elements result in ways to enhance livability and regional quality of life. The *Our Region | Our Plan* document is not merely a picture of what's possible, but it is an action plan to make sure the Our Southern Indiana region can get there.

A critical part of planning for the future is identifying the region's existing assets and understanding what challenges the region is or will be facing in the future. A community asset is any social or physical resource that can be leveraged to improve or enhance quality of life. *Our Region | Our Plan* outlines four key assets that Southern Indiana can leverage to propel population growth, nurture a diverse economy, build strong collaboration, and provide high-quality services, and create vibrant downtowns and destinations. It is important to note that even if something is identified as an asset, there can still be both opportunities and challenges associated with it.

**OUR ASSETS** that we will build upon, strive to improve, and leverage to achieve our vision over time include:

- Transportation Network
- Utilities & Infrastructure
- Recreation & Cultural Amenities
- Community Health

# OUR Assets

## TRANSPORTATION NETWORK

### TRANSPORTATION NETWORK

**All of the region's incorporated cities and towns are with 25 miles of the Interstate, but some remain disconnected due to roadway alignment and capacity.** While the region is flush with rights of way, improvements can be made to better connect communities to one another and to major employment centers, and safety and capacity improvements can be done to provide safer and more efficient corridors.

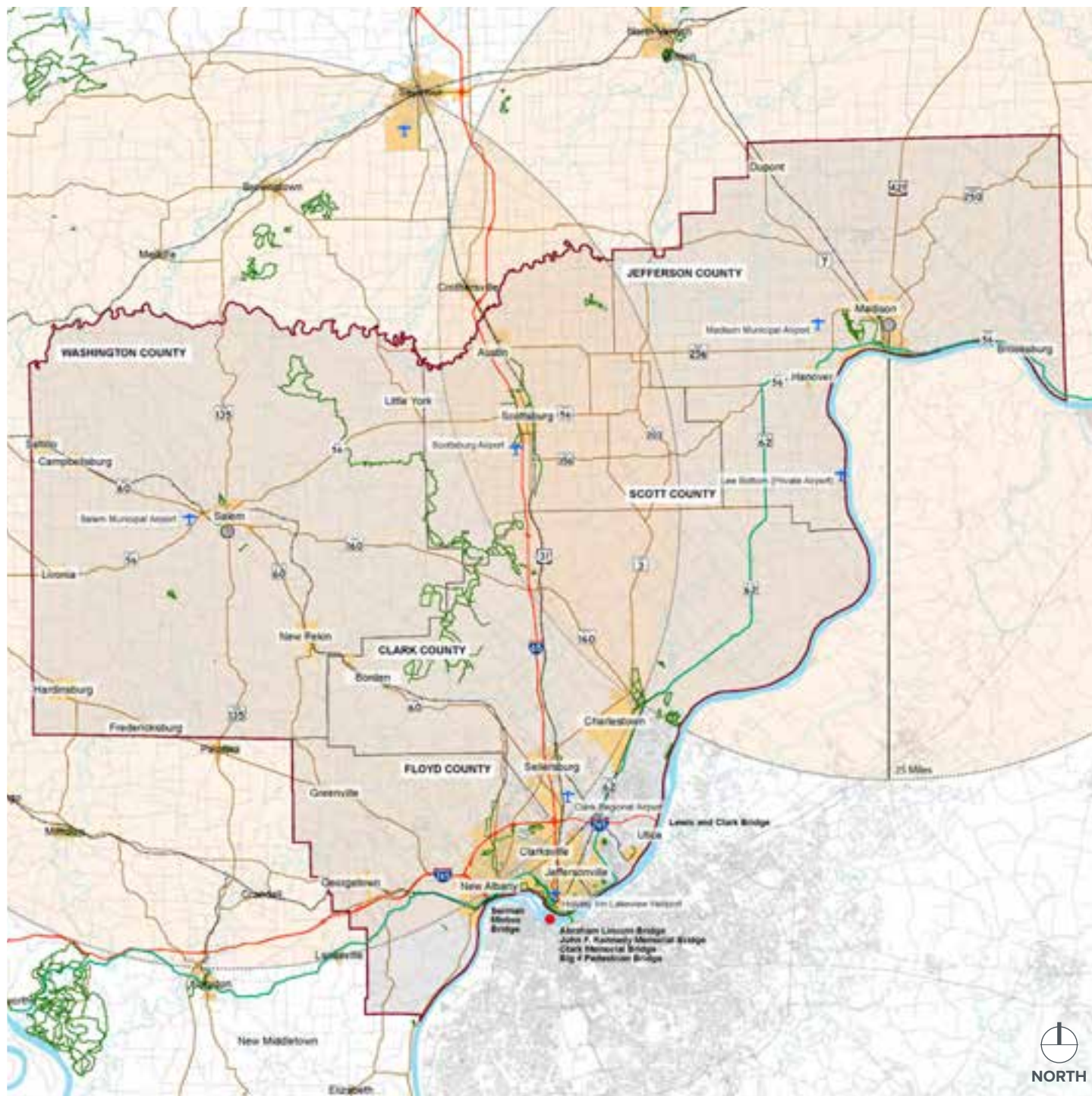
The availability and ease of transportation has been a deciding factor for residents since before the existence of Indiana as a state. Access to the Ohio River allowed many of the original settlers to make their way into Southern Indiana, and later railroad stations provided the lifeline for more communities to spring up. Today, Indiana is characterized by its title *Crossroads of America*, a title well deserved given the state's geographic location and extensive road network. Even the state capital of Indianapolis is a convergence of modern highways and interstates.

Transportation infrastructure is critical in supporting the economic vitality and quality of life for the residents of the Our Southern Indiana region and while access exists for the majority of the area specific improvements should be considered to remain safe, efficient and available to the region's changing population.

The region's transportation network is predominately under the ownership of the Indiana Department of Transportation (INDOT). To better define the needs of the state of Indiana, INDOT has created a long-range transportation plan to help identify future challenges in transportation, establishes long-term goals and performance measures, how to meet such demands, and strategies to ensure regional mobility over the next 20 years. While these goals are primarily tailored to provide safety and efficiency, there are some aspects of economic development driving investments. While INDOT's goals are set for the state as a whole, several of their vision statements align with the needs and aspirations of the Our Southern Indiana region specifically.

A renewed focus on the region's unique transportation network will ensure that these assets are protected, improved and can continue to be leveraged into economic development and quality of life advantages for the Clark, Floyd, Jefferson, Scott and Washington County area. **Billions of dollars of investment have been made for new and more efficient bridge crossing in our region. This has provided better connections to the larger 1.3-million person MSA.**





### MAP LEGEND

- - - - - Our Southern Indiana Region
- Incorporated area
- Interstate corridor
- Highway
- Roads
- Railroad
- River, Lakes, Ponds and Reservoirs
- ✈ Airports
- Ports
- Natural Gas Pipeline
- Scenic Byway
- Trails

\*Data obtained from IndianaMap GIS database. <http://maps.indiana.edu/layerGallery.html>



# OUR Assets

## TRANSPORTATION NETWORK



*Image credit: SoIN Tourism*

### **OUR Transportation Challenges:**

#### **CORRIDOR DEVELOPMENT AND CAPACITY**

During the planning process, several stakeholders outlined the need for safety and capacity improvements along several of the routes that connect the region's communities- especially those that connect communities to more populated urban centers. As a part of INDOT's long range transportation plan they outline the desire to work closely with other local, state, and federal agencies to improve information reporting on elements such as crashes, risks and other safety related problems.

#### **DEMOGRAPHIC CHANGES AND QUALITY OF LIFE**

The needs of the region's population are changing due to increased age and mobility needs. Older drivers, pedestrians and cyclists need additional amenities to provide for safer crossings, but they also need more diverse transportation options including public transportation facilities. As the state and region continue to age an emphasis will need to be placed on intersection design improvements, traffic calming measures, and the development of non-motorized infrastructure such as trails and sidewalks. Of critical importance will be the development of both local and regional public transportation routes, amenities and educational tools. These features will allow our aging residents to continue to live in the region and experience the wealth of amenities and resources.

## **OUR Transportation Opportunities:**

### **ECONOMIC DEVELOPMENT**

The region's transportation network, and the supporting infrastructure is a unique asset that not every area is fortunate enough to have. The region understands that this unique feature is and can continue to be an economic development tool. INDOT's goal to put an emphasis on connecting that state and communities with regional, national and international markets and using the infrastructure to create and maintain a competitive edge is in alignment with the primary goals of the Our Southern Indiana Regional Development Authority.

### **BICYCLE AND PEDESTRIAN FACILITIES**

While focused on the environmental aspects of non-motorized travel (reduce congestions and improvement of air quality), the INDOT long range transportation plan does put an emphasis on bicycle and pedestrian facility development. With numerous regional and local trail facilities, the Our Southern Indiana region is a prime example of using non-motorized networks to not only move people but to drive an increase in the local quality of life.

### **INTERGOVERNMENTAL COORDINATION**

The Our Southern Indiana Regional Development Authority was born out of the need and desire for regional collaboration. The RDA and its supporters are currently working together and across geographic boundaries to identify ways to improve not only local areas but the region as a whole. With a renewed emphasis at the state level, together the Our Southern Indiana RDA can cooperate with INDOT to identify, plan for and implement improvements within the region's network.

# OUR Assets

## UTILITIES AND INFRASTRUCTURE



### UTILITIES AND INFRASTRUCTURE

Utilities are the basic necessities for homes and businesses that allow living at a level of comfort. Examples of some services provided include electricity, water, gas, and more recently, internet access. These are often provided as a public service through entities subject to heavy control and regulation, if not an outright government monopoly, creating an unavoidable situation due to the high cost of running and maintaining extensive utility lines, with the promise of very little profit in return. While these monopolies are given substantial support from public government, their nature as monopolies without competition often discourages innovation and efficiency.

## OUR Utilities and Infrastructure Challenges:

### BROADBAND INFRASTRUCTURE

**Many of the region's residents and businesses have access to high speed internet through multiple providers but improvements to speed and infrastructure will ensure that the region remains competitive.**

Broadband internet access is quickly becoming the new incentive technology and home-based businesses. Faster download speeds allow businesses to effectively compete in an online market, while also providing residents with online opportunities for shopping, information services, and socializing. The bottom line is that 25 Mbps is the minimum speed for modern households as defined by the Federal Communications Commission. With this minimum, a residential household can stream HD content on standard computing devices. While the Our Southern Indiana region is reported to have much higher download speeds, the critical difference is in the reported upload speeds within each county. Download speeds reflect how quickly your internet connection can retrieve data from the internet (web pages, video, etc.), upload speeds represent how quickly the internet connection can send data from your devices up to the internet (uploading files to file shares, sending documents, emails etc.).

A typical southern Indiana family might download large amounts of data, but they aren't typically uploading much aside from emails or the occasional video. The critical challenge for the region is servicing the current and future employment centers. These stakeholders will need high upload speeds since businesses rely on multiple people using the internet to email, share files, and video chat simultaneously. Commercial users not only aim to have high upload speeds but they also desire a symmetrical connection meaning the download and upload speeds are the same. This symmetrical connection allows efficient use of the infrastructure network and limits bottlenecks in their workflow. In today's economy, site selectors and developers are putting a huge emphasis on connectivity for their standalone businesses and for the neighborhoods where their employees reside. Without improvement in the region's infrastructure, critical gaps will continue to grow in the workforce, employment sectors and housing developments.



# OUR Assets

## UTILITIES AND INFRASTRUCTURE

### BROADBAND ACCESS

While service is available, many of the region's residents report that they are not subscribing and using the services and technology that exists. To stay competitive, the region should focus on improving the digital literacy rates especially within rural communities. With an aging population, limited educational attainment and moderate to high instances of poverty across the region's cities and towns, access and use of the technology available can be a challenge for some. To ensure that the region is accessing and using the technology available to them improvements will be needed to educate and find ways to make this technology more accessible in the future.

Summarized infrastructure statistics for the Our Southern Indiana region<sup>1</sup>

	Clark County	Floyd County	Jefferson County	Scott County	Washington County
Median Download Speed	50 Mbps	100 Mbps	18 Mbps	25 Mbps	25 Mbps
Median Upload Speed	10 Mbps	20 Mbps	2 Mbps	5 Mbps	5 Mbps
Percentage of households with no internet access (not subscribing)	20.4%	19.2%	19.3%	28.9%	28.2%
Percentage of households without a computing device	10.8%	10.7%	13.5%	19.4%	19.7%

<sup>1</sup> Source Purdue University; FCC Form 477; 2015-2019 American Community Survey

## **WATER SUPPLY AND SEWER CAPACITY**

**The region is rich with water resources but supply is not equally distributed with demand, and our region's growth will be limited without increasing the water supply and sewer capacity in high growth areas.**

Securing and stabilizing the region's water resources will become critical. Clean water is a critical resource that no person or organization can function without. Not only important as a source of drinking water and hygiene, clean water is required for many industries and businesses to function as an economic resource. This includes the manufacturing process, maintenance of equipment, and satisfying requirements put forward by OSHA.

In a feasibility and analysis study over the regional water supply of southeastern Indiana, the Indiana Finance Authority identifies a coming shortage in the near future due to the regions continued growth. As water intensive industries increasingly compete with areas of possible economic development, new growth will continue to be limited.

Many of the current water sources are disjointed and localized, vulnerable to drought and contamination. While the whole of Indiana is generally water-rich, geographic factors can have an effect on this. For southeastern Indiana there is little to no access to groundwater sources, meaning homes and businesses cannot meet their needs through self-supply, and

must draw from county utility lines. This means extensive utility lines that generally serve less people than in other parts of the state, drawing from vulnerable surface sources that prove difficult to treat into regulation compliance. All these factors and more directly impact the affordability and final cost to users.

Plans have been identified to consolidate utilities into a more regional system, where water would be sent from wells along the Ohio River in Clark County through Scott County and up to Bartholomew County. Sending the water to Bartholomew County would be part of a more extended regional system, where water would be made available to 11 of the 14 counties in the study from a regional pipeline. The more targeted regional system would send water from Clark County to Scott County, where it would directly serve 8 of the 11 counties. In either scenario, water would be provided wholesale to utilities who would in turn provide it to users.

Sewer capacity and needed improvements are also a factor limiting future growth in our region. As local municipalities struggle to upgrade old and aging infrastructure, projects that expand capacity become more difficult. Many of our region's high growth areas are near capacity or cannot provide the needed capacity for residential, commercial, and industrial growth that is an economic driver of the region.

# OUR Assets

## RECREATIONAL AND CULTURAL AMENITIES

### RECREATIONAL AND CULTURAL AMENITIES

The region is full of parks, open spaces and natural amenities that are easily accessible to the area's residents. These same amenities are regional destinations, pulling visitors from Louisville, Cincinnati, Indianapolis and beyond.

#### OUR Recreational Opportunities:

##### ACCESS TO PARKS AND OPEN SPACE

**The Our Southern Indiana region has over 116,000 acres of parks, open space and recreational amenities in addition to its vast network of regional and local trails which equates to nearly 10% of the region's area. The majority of the incorporated and unincorporated areas are within 10 miles of a recreational facility which is a unique feature to any region.** These amenities are the primary draw in attracting new residents, and the main tools used to improve quality of life. They offer ways to spend leisure time, act as community gathering points, and help boost economic activity both in the commercial and housing markets. Residents will often pay a premium price to be in close proximity to their amenity of choice, both for service and location.

The region's residents benefit directly from the wealth of recreational

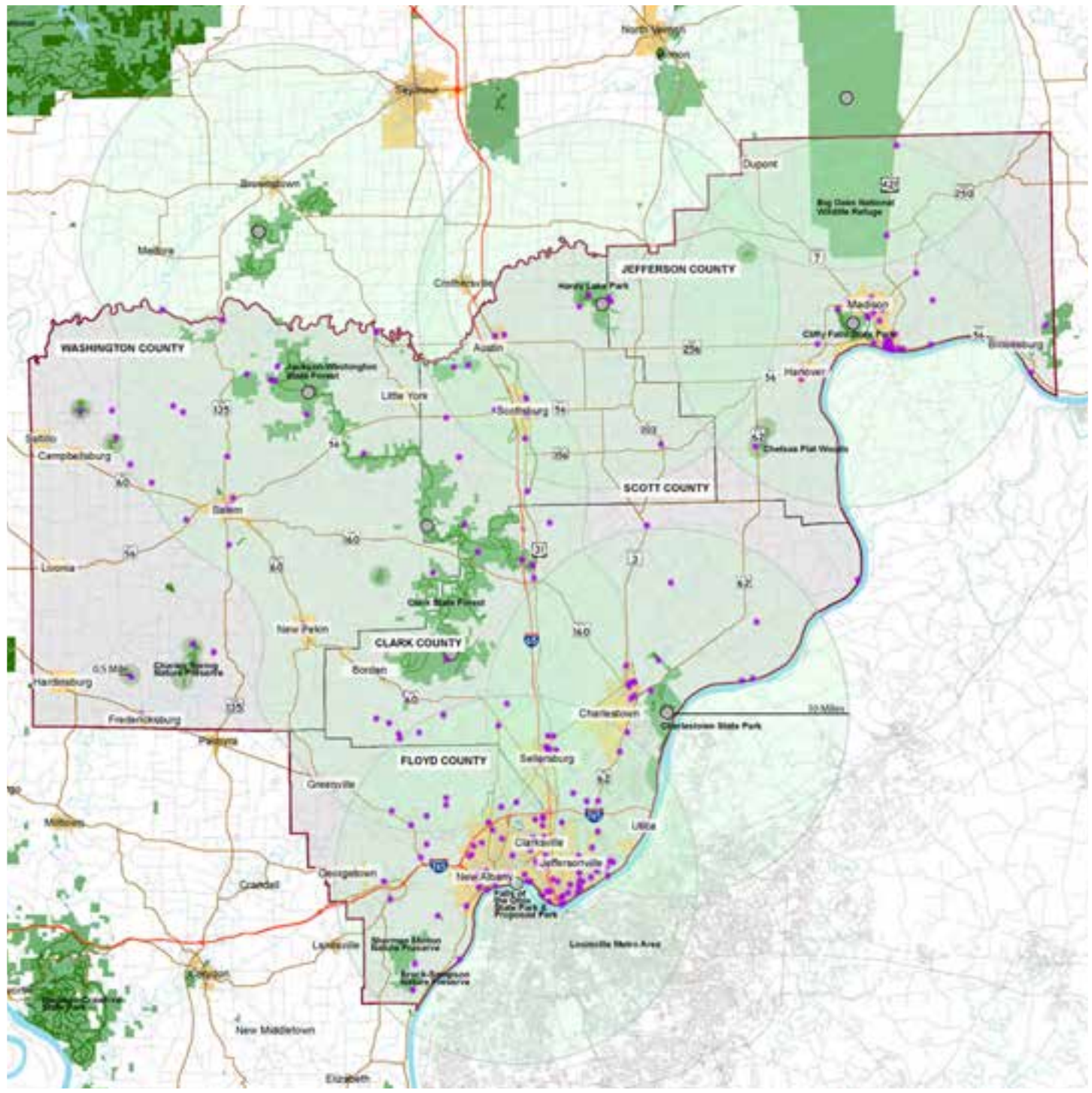
facilities—as gathering places to meet with friends and family, open spaces to exercise and reconnect with nature or as community resources where they can get a nutritious meal. Additionally, these local and regional destinations add significant value and benefits to their communities in terms of Conservation, Health & Wellness and Social Equity. Beyond that, local and regional park agencies can also be engines of economic activity in their communities. Amenities such as trails provide a more tangible effect on the community, and are a main tool for redevelopment. Businesses are often attracted to locations with high levels of traffic and visibility, and a successful trail brings both. New businesses in a blighted neighborhood attract redevelopment, which brings new home buyers. Visibility and proximity to the trail provides its own publicity to possible buyers. New businesses arrive to capitalize on the new users living on the trail.

#### OUR Recreational Challenges:

##### LEVERAGE RECREATION TO DRIVE ECONOMIC DEVELOPMENT

**The Our Southern Indiana region is in a unique position to leverage their existing network of parks, open space, natural features and trails and drive increases in tourism related spending, increased property values, and improvements in the health of the region's residents.** Collectively, the region's recreational amenities can be a critical path to evolving into a high-quality place that attracts workers, employers and jobs.





### MAP LEGEND

- Our Southern Indiana Region
- Incorporated area
- Interstate corridor
- Highway
- Roads
- +++++ Railroad
- River, Lakes, Ponds and Reservoirs
- Wetlands
- Floodplains
- IDNR Managed Lands
- National Natural Landmarks
- \* Recreation Facility

\*Data obtained from IndianaMap GIS database. <http://maps.indiana.edu/layerGallery.html>



# OUR Assets

## COMMUNITY HEALTH NETWORK



### COMMUNITY HEALTH NETWORK

The abuse of illegal and prescription drugs has been an ongoing issue for many counties in southern Indiana and the state as a whole. The abuse of opioids and methamphetamine have been particularly severe. In 2016, of the 5,000 illegal methamphetamine labs shut down, 945 were from the state of Indiana. Today, Indiana is considered to have the 5th worst drug problem in the nation, mainly due to the abuse of opioid pain relievers. However, the region and its communities have begun creating opportunities to reverse the impact drug abuse has on the individuals and perception of the community. Partnerships with local healthcare providers to expand services, creating ways to get past users back into the workforce, and using local recreational amenities to support healthy lifestyles are all pieces of the greater health initiatives within Our Region.

## OUR Community Health Challenges:

### COMMUNITY HEALTH STATISTICS

To understand the relationship between health and economic prosperity, it is important to recognize that health isn't only about the absence of illness, but it is also about the ability for people to develop to their full potential. According to Indiana Indicators<sup>1</sup>, an average of 19% of adults per county have reported poor to fair health in 2021. Investing in community health can increase economic development in the long term, reduce poverty, and contribute to the general physical, mental, and social well-being of the population. In some instances, the community health has a direct impact in economic development. For example, Indiana Indicators reveals that workers take off an average of 4 days per month for physical and/or mental health. Their absence from work is negatively impacting labor productivity. On the other hand, there are indirect impacts that can be demonstrated through a child's performance in school. Healthy and well-nourished children will perform better in school which can be tied to their future job and income.

<sup>1</sup> <http://www.indianaindicators.org/about.aspx>

### OPIOID USE

Of the five counties, Scott County has been hit particularly hard, leading or placing in the top 5 of every category for recorded opioid use and their outcomes within Indiana. This is especially true of reported soft tissue infections, new and prevalent diagnosed HIV/AIDS, and deaths from opioid drug poisoning. In 2015 there were 73 cases per 100,000 people (17 actual) reported for soft tissue infections associated with drug use in Scott County, with a state average of 3.7 per 100,000. Scott County led new HIV outbreaks with 135.1 cases per 100,000 (32 actual), and Indiana averaging 8 cases per 100,000 people. Scott County had and continues to have the highest prevalence of HIV/AIDS, with 648.6 cases per 100,000 residents (153 actual). The state average, by comparison, was at 176.7 per 100,000, though this average was raised considerably by Scott County itself. In terms of deaths from drug poisoning, Scott County was still the leader at 25.2 per 100,000 residents (6 actual), with the Indiana average being 3.5 per 100,000.

# OUR Assets

## COMMUNITY HEALTH

In comparison with the other counties within the Our Southern Indiana study, only Clark County also placed in the top 5 within Indiana, and this was in the single category of HIV/AIDS prevalence. All other counties are closer to the state average, or have so few cases as to be declared unstable and not a regular occurrence.

Policy makers and healthcare officials have not been idle, however, and have repeatedly taken steps to combat the epidemic at both the state and the county levels. Regional care facilities have been setup, community training workshops hosted, and programs for emergency responders expanded. While considered being the 5th worst in the nation, Indiana also boasts being 12th best at providing access to substance abuse treatment and after care. As fast as the epidemic grows, community efforts grow to match it.

### **RESILIENCY TO EVER CHANGING HEALTH IMPACTS**

**If the COVID-19 pandemic has taught us anything, it is resiliency should be a top priority. Resiliency refers to the ability for something to return to its original condition after being compressed or deformed.** The Our Southern Indiana region should work together to not only be reactive to the current health crisis but also be proactive in creating a resilient environment and preparedness for whatever may come next. Community resilience should focus on enhancing the day-to-day health and wellbeing of communities to reduce the negative impact of the unexpected. In many ways, health is a key foundation of resilience because almost everything we do to prepare for disaster and protect infrastructure is ultimately in the interest of preserving human health and welfare.

## OUR Community Health Opportunities:

### RECREATION FACILITIES AND CONNECTIVITY

**Parks and recreational opportunities are vital to community health and wellbeing.** By providing access to park space, facilities, and programming, we can advance healthy equity, improve individual and community-level health outcomes, and enhance quality of life. Southern Indiana is home to a regional network of parks and trails that encourage people to get outside and be active. This asset can be enhanced and expanded to provide active recreation options that make exercising more exciting and trail connections that provide a connected, convenient alternative mode of transportation.

### FIGHTING BACK THROUGH TRAUMA-INFORMED COMMUNITIES

Counties in southern Indiana have taken steps to push back against rising drug abuse, and the following are some of the programs and actions taken by Clark, Floyd, Jefferson, Scott, and Washington counties.

- **Pulse Point App.** An app that allows the dispatch system to immediately alert nearby CPR-trained bystanders of a Sudden Cardiac Arrest (SCA) event, allowing them to provide life sustaining treatment until emergency responder personnel can arrive.
- **Essence System.** This system can monitor emergency room visits and detect possibly dangerous outbreaks.

This information can then be pushed out to first responders and the public to make them aware geographic areas with high-risk groups.

- **Everbridge Mass Notification System.** Mass communication system that pushes alerts to individuals through the best response method, that being phone, text, email, or others.
- **Drug Tip Line.** An open phone line for Clark, Floyd, Harrison, Scott, and Washington county residents to report any suspected drug activity to the All Crimes and drug enforcement personnel. (812) 248-4378.
- **Clark County CARES.** A grass-roots organization established in response to the heroin epidemic in Louisville and southern Indiana.
- **CEASE.** Coalition to Eliminate the Abuse of Substances of Scott County
- **Washington Comprehensive Community Plan (2014).** This plan is entirely dedicated to the elimination of drug abuse within Washington County.
- **PRIME for Life.** 20-hour substance abuse class in Jefferson, Floyd County.
- **Flex Module Substance Abuse Program.** Floyd County
- **Southern Indiana Comprehensive Treatment Center.** Charlestown, Indiana.



A black and white photograph of children in a field, possibly a farm or a natural area. In the foreground, a young girl with a ponytail is looking towards the right. In the background, another child is visible. The image has a teal overlay at the bottom containing text.

The region is rich with amenities  
**We must leverage these amenities  
so we can build OUR future**

*Image credit: Joe Huber*

## STATE OF THE REGION

### OUR TRENDS

The Southern Indiana of tomorrow can leverage national and regional trends to achieve its overarching goals of 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. These national trends include the continued 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 including a greater demand for walkable, urban, mixed use environments.

**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:

- Population Growth
- Median Age
- Employment & Jobs
- Wages & Earning Differential
- Job Opportunities Requiring Education
- Housing Growth
- Connectivity for Commuting

# OUR Trends

## POPULATION GROWTH

### GROWING POPULATION

**The Our Southern Indiana region and the 1.3 million MSA are both outpacing Indiana and the US in 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. Furthermore, the 1.3 million person bi-state metropolitan region is also projected to grow by almost 1% more than Indiana (3.2%) by 2026.

Clark County and Floyd County are projected to experience the most population growth by 2026 at 4.2% and 2.8% respectively. Scott and Washington Counties are expected to grow at a slower rate of 0.72% to 1.3% respectively. Jefferson County is the only county projected to decrease in population by 0.28% by 2026.

Metropolitan areas nationwide have experienced the majority of growth in the post WWII era, with suburban areas in particular experiencing strong population growth. As part of the Louisville metropolitan area, Southern Indiana has benefited from this trend. Within the past decade, the population growth of city cores and urban areas in the U.S. has reversed decades of decline. This trend reflects the shifting preferences of both younger generations and older 'empty nesters' for an urban lifestyle with access to cultural, recreational, and retail amenities.

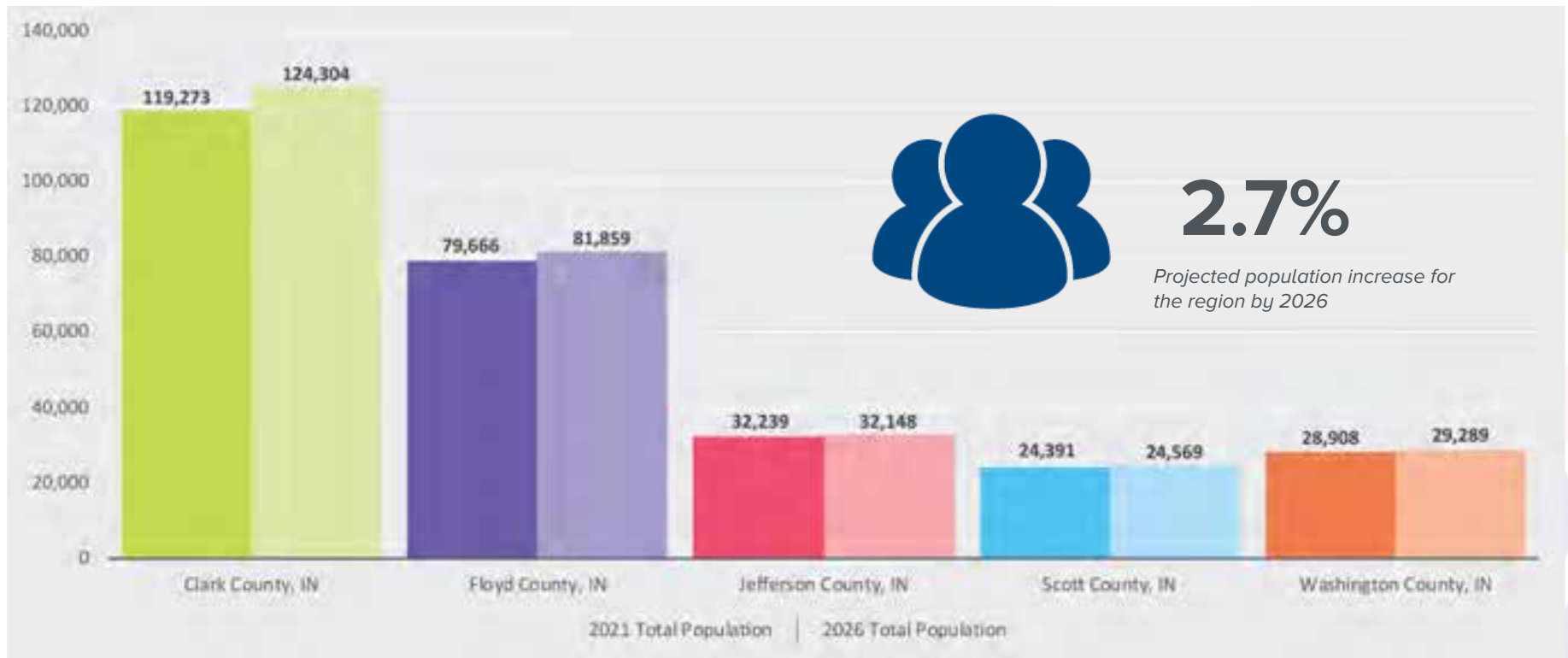
The forecasted growth of Clark and Floyd County, alongside the continued growth of more suburban areas, are aligned with that trend.

Our bi-state MSA is growing faster than Indiana and the country. Our region has an opportunity unlike any other in our state; the Southern Indiana region can welcome new Hoosiers to the state by simply bringing Kentucky residents across the river to Indiana. We can propel population growth through not only attracting new jobs and industries, but we can further capitalize on our bi-state region's population growth by merely showcasing our lower housing costs, better access to employment nodes, and quality of life amenities.

#### ASSETS, OPPORTUNITIES & CHALLENGES TO BE LEVERAGED

- An increase in residents directly impacts the tax base and the ability to fund improvements to services and infrastructure.
- Population growth means a more diverse workforce that can be leveraged to attract new businesses and industry.

*Data provided by ESRI Business Analyst, 2021 Estimates*





# OUR Trends

## MEDIAN AGE

### SHIFTING AGE GROUPS

**The Our Southern Indiana population is aging.** 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. The median age for the Our Southern Indiana region (40.4 years of age) is **1.6 years older** compared to Indiana. As the population pyramids illustrates, the proportion of the population aged 60-69 and 70-79 are forecast to grow relative to younger age cohorts in the region as a whole. This is due to residents staying in Southern Indiana as they age, which reflects positively on the region as a place to live, but it is also a reflection of the failure of the region to attract younger working aged individuals to maintain a balanced age distribution.

The declining proportion of younger working adults is a threat to the area's productivity and economic competitiveness. This trend presents a challenge to the future labor force and indicates that Southern Indiana is missing key amenities to retain and attract this age group. This labor force challenge is already affecting the region. A survey conducted by the Indiana Chamber, the largest broad-based business advocacy group in the state, indicated that for Indiana businesses and employers that workforce challenges are at an all time high. In the 2020 Indiana Chamber Employer Workforce Survey yielded nearly 940 responses from industry leaders from

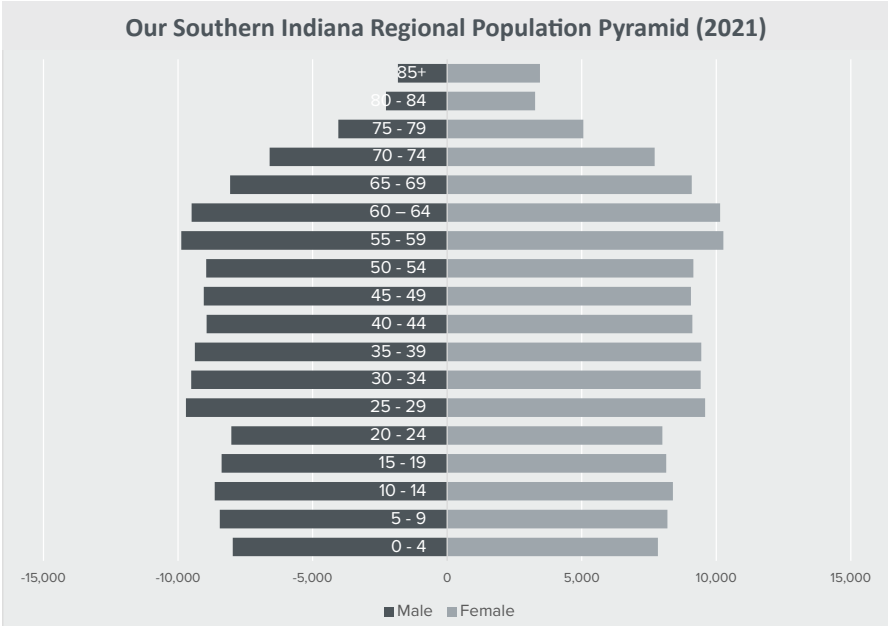
across the state and reported that 50% of respondents indicated that the supply of qualified applications does not meet the demand which was the same as in 2019.

Fortunately, there is much overlap between the amenities desired by the aging population as well as the young workers: both desire increased mobility options, cultural amenities, and social opportunities beyond what is possible in a car oriented suburban neighborhood. Additionally, enhanced educational opportunities for increasing the skill level of the workforce and attracting new workers to the area has a high potential payoff for the region. This plan identifies opportunities for Southern Indiana to provide mobility options, amenities, educational opportunities, and affordable housing options to this aging population and to attract young, talented workers.

#### ASSETS, OPPORTUNITIES & CHALLENGES TO BE LEVERAGED

- Expand housing, transportation, and amenities to accommodating for aging in place.
- Leveraging our existing assets (parks and recreation, bike and pedestrian infrastructure, higher education institutions) to retain the aging population while attracting the younger generation.

*Data provided by ESRI Business Analyst, 2021 Estimates*



**45%**

*Just over half of employers reported leaving a position open until an appropriate candidate was found.<sup>1</sup>*



**50%**

*More than five in ten indicated the supply of qualified applicants does not need demand.<sup>1</sup>*



**68%**

*All but 32% reported filling talent needs is their biggest (or among their biggest) challenge.*

# OUR Trends

## EMPLOYMENT AND JOBS

### INCREASING EMPLOYMENT AND JOBS

**Southern Indiana is part of a major, growing regional economy.** There are more than 837,000 jobs within the Louisville MSA. The region was hit hard by the 2008 national recession. But since then, employment in the region has increased by approximately 2% annually, a rate that outpaces both the state of Indiana and the nation. In all, the region has added more than 124,000 jobs since 2010.

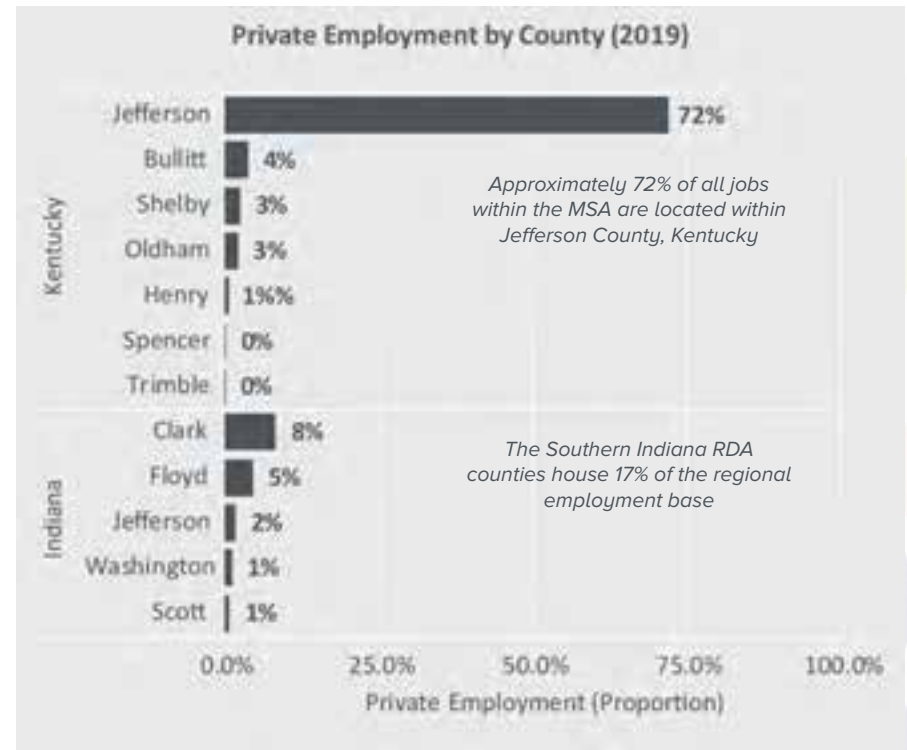
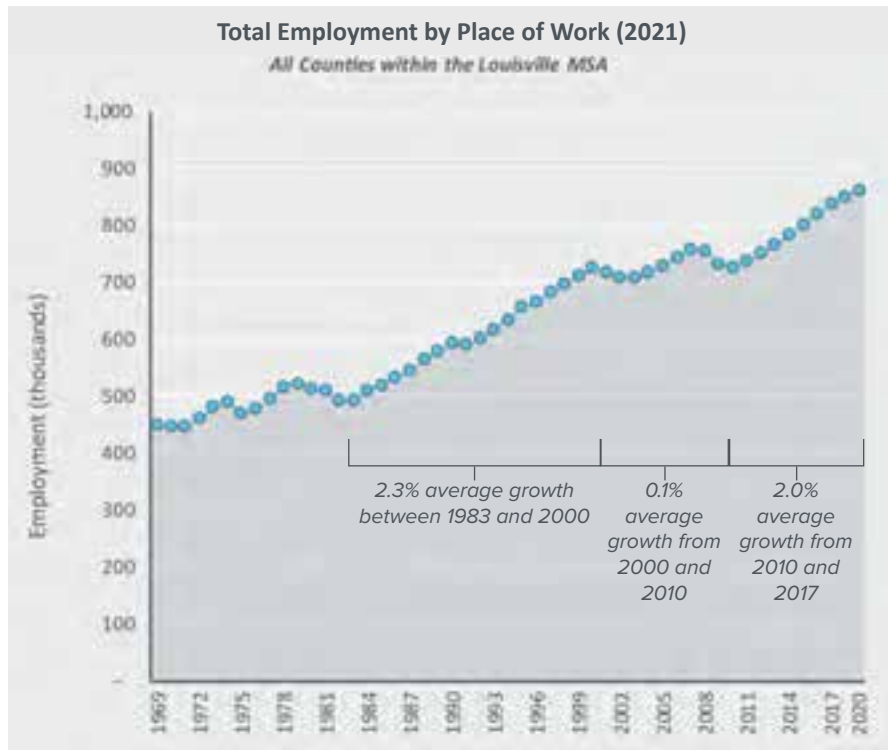
The Southern Indiana region is a key component in the Louisville regional economy. Being situated next to a massive employment center affords the Southern Indiana region opportunities available to only a few other areas of the state. Jefferson County, Kentucky, Louisville's economic core, employs approximately 72% of the regional workforce. In fact, the Louisville central core contains four times as many jobs as all five of the Southern Indiana counties combined.

This close proximity to a major employment base presents an important strategic opportunity for Southern Indiana residents that is present in only a few other areas of the state. Furthermore, the economic activity within the Louisville business core also provides a robust market for Southern Indiana firms to sell goods and services.

### ASSETS, OPPORTUNITIES & CHALLENGES TO BE LEVERAGED

- Location is one of our greatest assets. Our region can benefit from the proximity to Louisville but can market the availability of land and high-quality utility infrastructure.
- Our transportation network is an asset that makes accessibility and connectivity easy for commuters.
- The Our Southern Indiana region offers a different, more laid-back lifestyle, as opposed to the urban lifestyle offered in Louisville.

*Data provided by ESRI Business Analyst, 2021 Estimates and Woods and Poole Inc.*





# OUR Trends

## WAGES AND EARNING DIFFERENTIAL

### RAISING WAGES AND EARNINGS

**The average wage of the Our Southern Indiana region is increasing, but on average, jobs in central Louisville pay 35% more than Southern Indiana jobs within the same industry classification.** Connectivity between Southern Indiana is critical because of the advantageous wage differential offered by jobs in the Louisville central economic core. This wage differential is amplified for high tech jobs in information technology and the financial services sector.

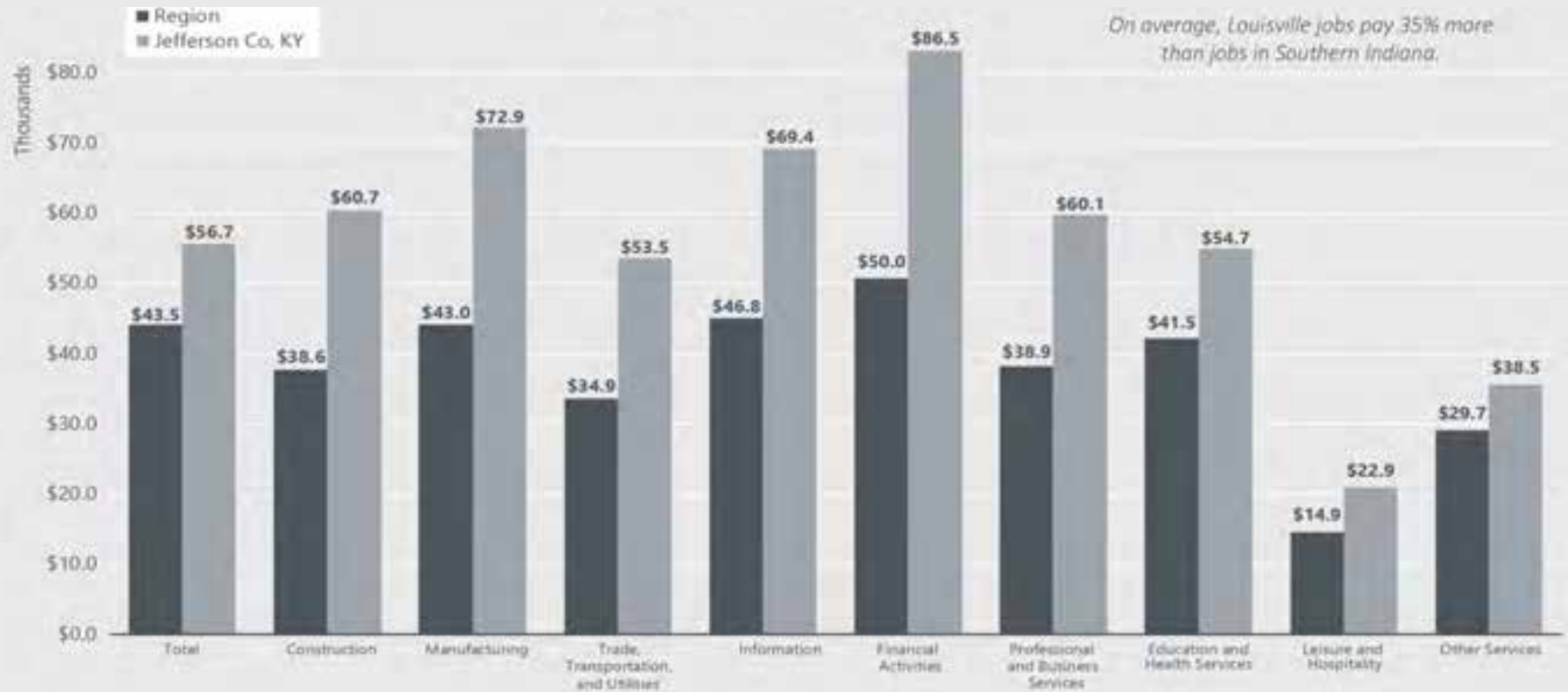
The Southern Indiana region must leverage this wage differential to its advantage and capitalize on being located next to a major metropolitan area. The Southern Indiana region offers low cost of living, high quality of life, and a range of lifestyle choices, all within close commuting distance to high paying metro area jobs. This makes Southern Indiana an attractive choice as Louisville workers make decisions about where to live.

### ASSETS, OPPORTUNITIES & CHALLENGES TO BE LEVERAGED

- The Southern Indiana region must leverage this wage differential to its advantage and capitalize on being located within one mile of downtown Louisville.
- The Our Southern Indiana region can leverage its lower cost of living and high quality of life to attract and retain residents.

*Data provided by ESRI Business Analyst, 2021 Estimates and Bureau of Labor Statistics, QCEW*

Average Annual Income by Industry (2019)



# OUR Trends

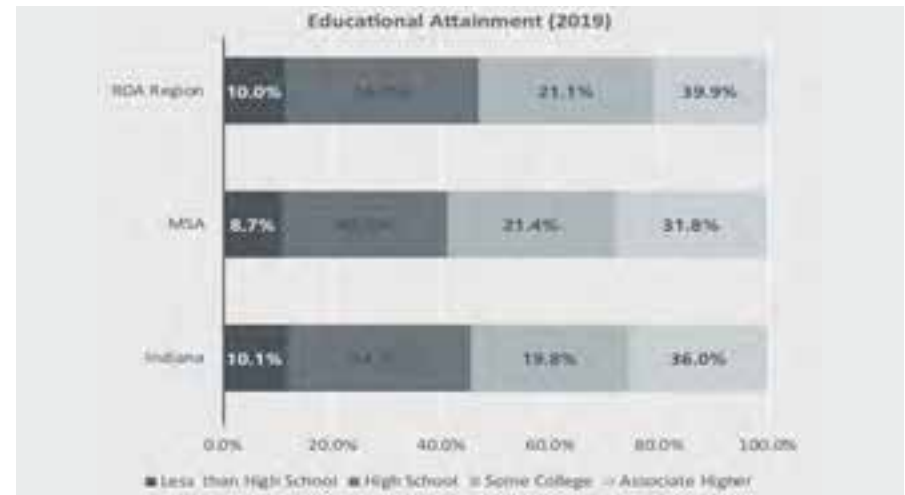
## JOB OPPORTUNITIES REQUIRING EDUCATION

### DIVERSIFYING JOB OPPORTUNITIES REQUIRING EDUCATION

**Employment growth has been much stronger for jobs that require advanced training with Associate or Bachelor Degrees.** The number of those earning an Associate or Bachelor Degree is increasing in Our Southern Indiana. Training, attracting and maintaining a competitive workforce is a top priority for the region. As market dynamics change, the workforce must also adapt. A workforce with skills that are not matched to available jobs will breed unemployment, underemployment and derail the progress of the region. Further, a dynamic workforce is a key competitive advantage when attracting and competing for new businesses and jobs. Southern Indiana has a strong employment base with at least a high school diploma, but lags behind the State and MSA with regard to college and professional degrees.

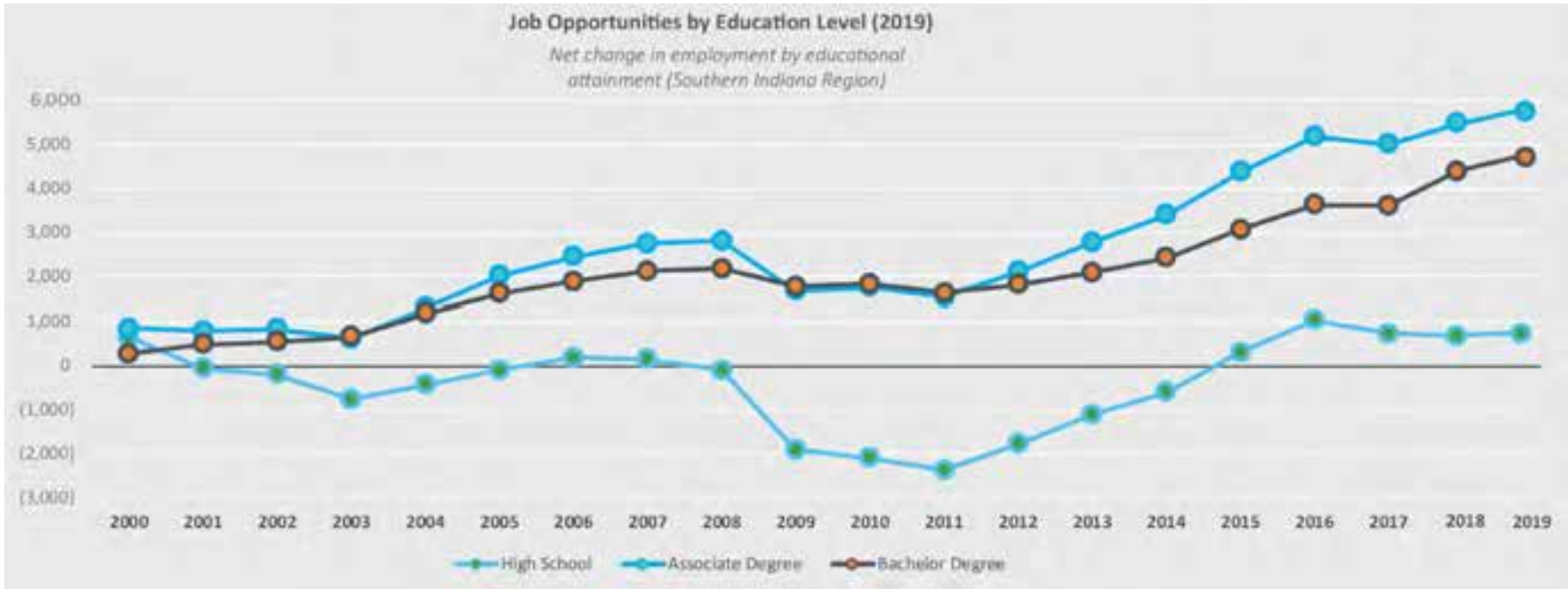
Job opportunities for those without post-high school education were significantly impacted in the 2008 recession. Since 2000, there has been a net increase of only 820 jobs for workers without at least an associate degree.

*Data provided by ESRI Business Analyst, 2021 Estimates and U.S. Census Bureau (Quarterly Workforce Indicators)*



#### ASSETS, OPPORTUNITIES & CHALLENGES TO BE LEVERAGED

- The Our Southern Indiana region has several higher educational institutions including Indiana University Southeast, Ivy Tech, and Purdue Extension that provide well-rounded, affordable education opportunities.
- Our region can leverage our partnerships with educational institutions.





# OUR Trends

## HOUSING GROWTH

### DEVELOPING HOUSING

**Total housing growth within the Our Southern Indiana region is outpacing Indiana's growth.** Between 2010 and 2021, the Our Southern Indiana region experienced a 6% increase in households, which is similar to the State of Indiana at 6.1%. However, the housing stock is also aging. The 2015-2019 American Community Survey revealed that a considerable portion of the region's housing stock (40.1%) was built before 1970, which is lower than Indiana at 44.7%. The 2021 median home value in the Our Southern Indiana region was \$179,868. This is consistent with the State of Indiana but is 11.7% lower than the Louisville MSA median home value. Over 16,000 units or 21% of the existing housing stock is valued between \$49,000 - \$100,000. Our region can leverage our rapid housing growth and competitive home values to attract residents.

Southern Indiana will need to increase its variety of high-quality housing and retail options with clustered amenities to attract and retain a talented workforce, reverse the decline of young professionals, and accommodate the aging population. This means increasing connectivity to existing assets, increasing density with multi-unit developments, and investing in public infrastructure for pedestrians and cyclists.

Demand for walkable urban areas is continuing to increase rapidly, and much of the demand remains unmet. The national trend of young adults moving back to the cities began in the 1990's and has yet to show signs of reversing. Quite the opposite in fact, as those original young professionals have remained in urban centers even after having children, rather than eventually moving to the suburbs like previous generations. Millennials (Born 1981-1996) and Gen X (Born 1965-1980) have followed this pattern, creating even higher demand for well-planned and connected communities. Research has shown a correlation between metropolitan areas with extensive walkable urban areas and a higher average GDP per capita and educational attainment.

A 2016 study completed by the Purdue Center for Regional Development for Washington County identified a lack of moderate working-class housing, and highlighted several key housing issues. Much of the existing housing stock is made up of single-family homes, lacking the desired density of urban living. Apartment rentals were focused around schools and were found to have extensive waiting lists stretching into years. Upper income housing was typically found to be older, larger homes, often in need of extensive repair. A shortage of senior housing units was also identified. The Southern Indiana region has made significant progress with new urban and suburban apartments as well as townhomes and more dense living options.

What Southern Indiana currently lacks is referred to as Missing Middle housing. Housing styles found between the standard single-family house, and the multi-unit apartment complexes. These units provide much more variety in housing price and options and are favored by developers as they allow more units to be built in each development. The increased density also helps maintain communities, with amenities reaching more people and residents building bonds with many more of their neighbors. Providing diverse housing is merely the first step, as available housing simply puts Southern Indiana on equal footing with surrounding areas.

#### ASSETS, OPPORTUNITIES & CHALLENGES TO BE LEVERAGED

- Location is one of our greatest assets. Our region can benefit from the proximity to Louisville but can market the lower cost of living to potential residents.
- Many of the incorporated areas have land available for infill, redevelopment, and greenfield development and have recently revised regulations to allow for density.
- With increased housing demand, our region can diversify the housing stock to address the needs of current and future residents.

*Data provided by ESRI Business Analyst, 2021 Estimates*



# OUR Trends

## CONNECTIVITY FOR COMMUTING

### EXPANDING CONNECTIVITY FOR COMMUTING

The interconnected nature of the Southern Indiana/Louisville economy has enhanced and eased commuting options for local workers within the larger metropolitan area. This accessibility has been greatly enhanced by recent investment in the Ohio River Bridges project, which has resulted in reduced congestion on the I-65 bridge crossing and a new Ohio River crossing with the Lewis and Clark Bridge, as well as the current I-64 bridge improvements.

With these improvements, many residents are within a five-minute rush-hour commute of the Downtown Louisville Area. Even more significant portions of the region fall within a 15 to 30 minute commute. This proximity puts Southern Indiana on a competitive playing field with Louisville’s most popular suburban communities.

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.

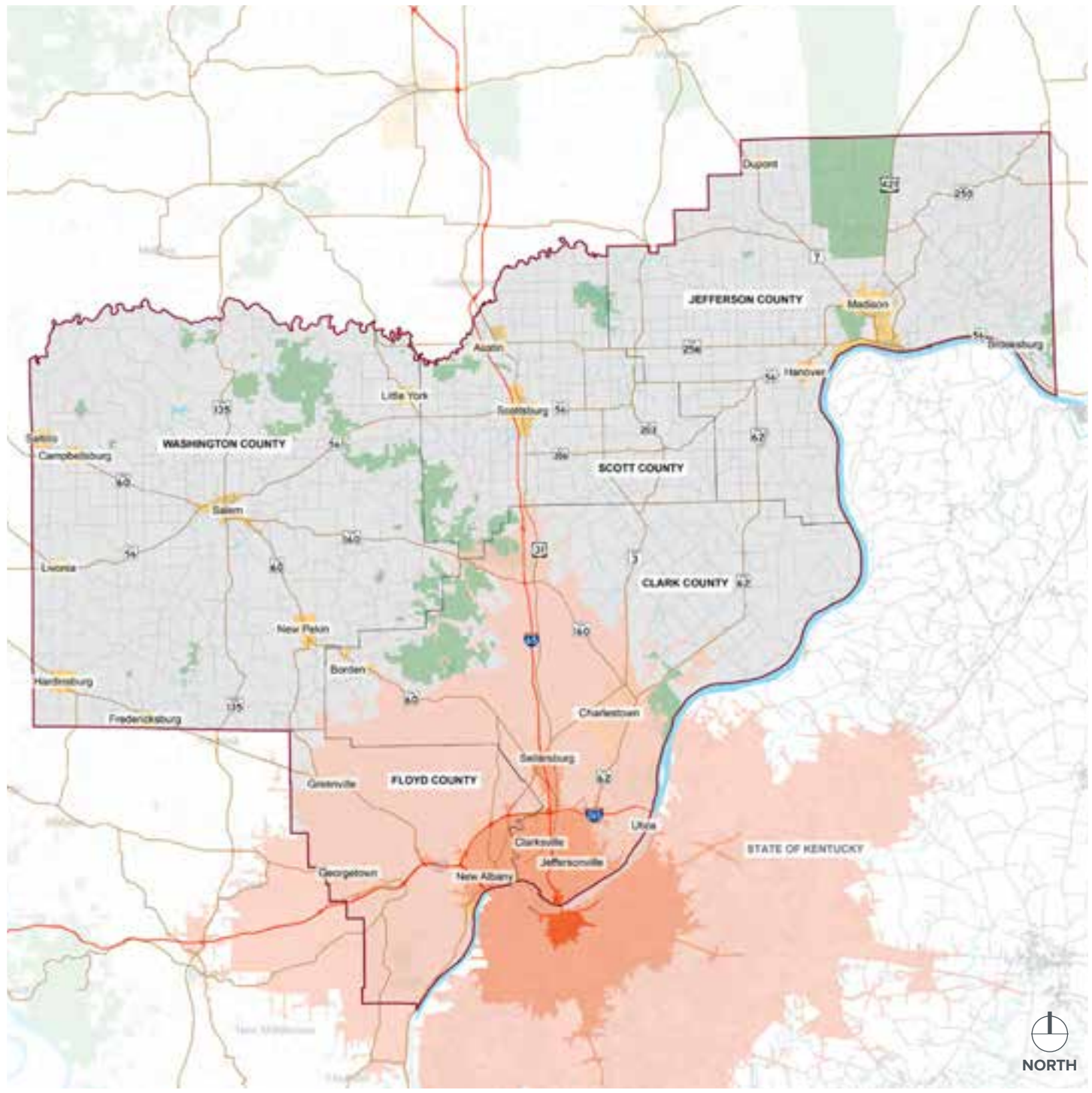
Commuting Patterns: Regional Commute to Work Comparison (2019)

		COMMUTE TO				
		Clark	Floyd	Jefferson	Scott	Washington
COMMUTE FROM	Clark	25933	6647	177	473	175
	Floyd	7010	15216	39	51	78
	Jefferson	367	45	10352	370	9
	Scott	1020	429	421	4910	42
	Washington	1262	1405	11	527	5394

#### ASSETS, OPPORTUNITIES & CHALLENGES TO BE LEVERAGED

- Our transportation network and proximity puts the Our Southern Indiana region on a competitive playing field with other suburban communities surrounding Louisville.
- With a desirable housing stock and a convenient transportation network, the Our Southern Indiana region can attract people to live in Southern Indiana while working in Louisville.

Data provided by STATS Indiana, 2019 Estimates. On the Map Series



**MAP LEGEND**

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

**DRIVETIME**

(From downtown Louisville)

- 5 Minutes
- 15 Minutes
- 30 Minutes



# REGIONAL IMPLICATIONS

## OBSERVATIONS, ISSUES AND OPPORTUNITIES WITHIN CLARK COUNTY

**An aging population.** Clark County residents are aging in place, meaning that the county's residents are making a deliberate choice to stay in the area as long as they can. Aging in place is often a sign that a community has a strong offering of amenities. This perception can be used to fuel economic growth and revitalization if the community is able to market these amenities to young professionals and families as an opportunity to grow, age, and transition without moving to a new city, town or region. While the statistics can be a positive for the area, future efforts will need to focus on ensuring that the residents have access to appropriate healthcare and transportation options to accommodate their changing needs.

**More residents, more households, and more services .** Clark County is expected to see more growth when compared to the other four Southern Indiana counties and the state of Indiana. With more residents and households comes an increase in income tax, which is the County's primary funding source for projects ranging from roads and utilities to police and economic development.

An increase in residents could also mean a stronger support for the area's existing retail and entertainment establishments. The growing population could also indicate a greater demand or attraction for these types of establishments, which could then promote the expansion of the county's community centers and downtowns.

As the population grows within the county, there will be a pressing need to ensure that public services, including roadways, utilities, schools, and public safety services, can meet the needs of the growing population.

**More residents, more need for more housing choices .** While Clark County's median home value is in alignment with the state of Indiana, efforts should be made in the future to ensure that the county has a diverse offering in housing type, size, and value. Clark County residents are aging, and the projected growth likely includes new families and young professionals, all of which will necessitate specific housing options. The needs of the current and future residents will differ, and the market will need to respond accordingly.

**Income and connectivity .** While Clark County's poverty rate is lower than that of the Southern Indiana region, Indiana, and the Louisville area, specific communities within the county could benefit from stronger connectivity and an increase in transportation options. The communities of Clarksville, Charlestown, and Borden all have poverty rates that are higher than that of the county (12.80%, 15.12%, and 13.99% respectively). These areas likely see lower vehicle ownership rates, meaning their residents rely on alternative transportation to access the area's employment centers. As development increases in these areas, special attention should be given to providing these communities well-connected activity centers that easily connect them to employment and housing options along with the goods and services they need on a daily basis.

**Connectivity and Character.** While the county boasts a substantial number of transportation corridors, at times traveling between destinations and to adjacent county areas can take a considerable amount of time due to the geography, topography, natural features, and the capacity of the existing transportation network. To improve on the existing transportation amenities, efforts should be made to improve upon the corridors that exist and provide new routes to increase access to the area's major employment centers. The guiding principles and goals recently adopted as a part of the 2019 Clark County Comprehensive Plan will allow for growth, development, and prioritization across the entire transportation network.

**Ports.** The Port of Indiana-Jeffersonville is a vital component of the region's workforce, providing competitive advantages to multiple businesses and industries in the region. To maintain and increase the regional impacts of this facility, the Port Authority should continue to collaborate with Clark County, the incorporated cities and towns, and the region's employment leaders to coordinate services and expansion plans.

**Airports.** With the recent improvements at the Clark County Regional Airport, the facility is prepared to become a vital piece of the region's economic engine. By continuing to work with entities such as the River Ridge Commerce Center as well as surrounding businesses, the airport will continue to benefit from the growth in the broader region. Moving forward, efforts should be made to ensure that the region's rural communities have access to the airport's facilities.

**Rail.** The Louisville-Indiana Railroad is a prime economic driver that provides functional service and development opportunity within Clark County and beyond. Efforts should be made to preserve this corridor, the connections that it makes to other regional railroad corridors, and the connections to the numerous development sites that the corridor serves.

**Trails.** The existing facilities available found in Clark State Forest and along the Ohio River are models for both connectivity and regionalism. The Knobstone Trail, the Ohio River Greenway, and the Big Four Bridge are all projects that connect multiple jurisdictions and required long-range planning and collaboration to ensure their implementation. Additionally, these amenities are unique and a valuable component of the Clark County culture, offering benefits to the area's residents and to the tourism industry.

**The Clark County water demand is growing.** As identified in the 2018 Southeastern Indiana Regional Water Supply Feasibility and Cost Analysis report, Clark County is projected to see a 34% increase in their population and a 32% increase in their maximum day utility demand. In addition to an increase in population and overall utility demand, Clark County is facing challenges related to their water sources.

# REGIONAL IMPLICATIONS

## OBSERVATIONS, ISSUES AND OPPORTUNITIES WITHIN CLARK COUNTY

**Clark County is and will continue to experience both source and regulatory challenges.** Water source vulnerability is related to susceptibility to drought or contamination of the source. Twenty-eight percent of the utilities in Southeastern Indiana, including Clark County, rely primarily on surface water supplies. The utility systems using ground and surface water sources generally are more susceptible to drought or contamination resulting from spills. The risks of contamination dramatically increase treatment costs. The Indiana Department of Environmental Management (IDEM) monitors and enforces public water supply compliance with state and federal regulations. In 2015, 44% of the Southeastern region utilities, including Clark County, have been subject to enforcement actions. The most common violation is for inadequate control of disinfection byproducts (DBPs), a challenge that predominantly impacts utilities that rely on surface water supplies.


**Infrastructure and service costs will continue to increase.** With increased pressure on demand, protection from drought and contamination, and the ever-increasing costs related to enforcement methods and infrastructure, Clark County and their water customers will likely experience affordability challenges related to the county's water utilities. High levels of reinvestment will be necessary to ensure that services remain optimal and abundant, and to offset those capital costs, water rates will need to be adjusted, causing customer bills to increase.

**Residential vs commercial high-speed internet.** While the majority of Clark County is advertised to have access to high-speed internet, at times the speeds and configuration are only adequate for a small residential family. Employment centers, such as offices, industrial, or hospitals, look for symmetrical connections in the range of 50 Mbps/50 Mbps or greater.

**Digital literacy efforts will improve access.** While infrastructure improvements can be made to ensure that optimal speeds are available to residents and employers, efforts should also be made to improve digital literacy in the county's at-risk populations, including those individuals with limited education and financial resources. Coupled with infrastructure improvements, social services aimed at improving the condition of the residents should be emphasized in the future.

**Multiple providers, multiple ways to improve.** Throughout Clark County, several providers are available with various technologies. Encouraging participation and collaboration with the existing service providers will be critical as the area's demand for service increases.

**Diversify amenity location.** While there is an abundance of municipal and state parks in Clark County, the county's north and northeastern portions have limited access to local or state parks. By working to add new facilities and open space to these rural areas the Clark county population will be better served.



**Connect the amenities you have.** While establishing new facilities and areas can take time, complementary efforts can be undertaken to connect the parks and open space features that already exist throughout the county and the broader region. By implementing multi-use trails at a local, county, and regional level, the area's assets will be available to all residents.

**Improve existing amenities to better benefit the region.** Existing amenities such as the Charlestown State Park could be improved and expanded in an effort to provide a greater benefit to the region. A 2008 master plan for the park includes improvements to the entrance, multi-use path connections, an aquatic center, interpretive center with river amphitheater, flexible open spaces, tent camping areas, mountain bike trails, lodge, marina, and picnic areas. While under the control of the state, the park is one of the largest amenities in Clark County and could be used to attract residential and employment growth to the region. Local and regional support should be provided to this initiative to ensure its completion.

**Established tourism efforts.** Southern Indiana "SoIN" Tourism is a convention tourism bureau for Clark and Floyd counties. The mission of SoIN Tourism is to promote and develop the unique Southern Indiana visitor experience. This organization's website is a great resource for directions, maps, upcoming events, things to do, places to eat, and recommendations on where to stay for visitors. The SoIN tourism website breaks down things to do in categories including events, arts and culture, local flavor, shopping, recreation, family fun, and free things to do in Southern Indiana. This resource offers visitors pages of recommendation including the destination name, short description, location, and contact information.



# REGIONAL IMPLICATIONS

## OBSERVATIONS, ISSUES AND OPPORTUNITIES WITHIN FLOYD COUNTY

**An aging population.** Similar to Clark County, Floyd County residents are aging in place, meaning that the county's residents are making a deliberate choice to stay in the area as long as they can. Aging in place is often a sign that a community has a strong offering of amenities. This perception can be used to fuel economic growth and revitalization if the community is able to market these amenities to young professionals and families as an opportunity to grow, age, and transition without moving to a new city, town or region. While the statistics can be a positive for the area, future efforts will need to focus on ensuring that the residents have access to appropriate healthcare and transportation options to accommodate their changing needs.

**More residents, more households, and more services.** Floyd County's projected population growth is second only to Clark County when compared to the Southern Indiana region. With more residents and households comes an increase in income tax, which is the County's primary funding source for projects ranging from roads and utilities to police and economic development.

An increase in residents could also mean a stronger support for the area's existing retail and entertainment establishments. The growing population could also indicate a greater demand or attraction for these types of establishments which could then promote the expansion of the county's community centers and downtowns.

As the population grows within the County, so too will a pressing need to ensure that public services, including roadways, utilities, schools and public safety services, can meet the needs of the growing population.

**More residents, more need for more housing choices.** While Floyd County's median home value is high, efforts should be made in the future to ensure that the county has a diverse offering in housing type, size, and value. Floyd County residents are aging and the projected growth likely includes new families and young professionals, all of which will necessitate specific housing options. The needs of the current and future residents will differ, and the market will need to respond accordingly.

**Income and connectivity.** While Floyd County's poverty rate is lower than that of the state of Indiana and the Louisville area, New Albany could benefit from infrastructure improvements aimed at providing an increase in transportation options and enhanced connectivity. New Albany has a poverty rate of 18.64 percent and likely sees lower vehicle ownership rates, meaning its residents rely on alternative transportation to access the area's employment centers. As development increases in these areas, special attention should be given to providing these communities well-connected activity centers that easily connect them to employment and housing options along with the goods and services they need on a daily basis.

**Connectivity and Character.** While the county boasts a substantial number of transportation corridors, at times traveling between destinations and to adjacent county areas can take a considerable amount of time due to the geography, topography, and natural features and the capacity of the existing transportation network. To improve on the existing transportation amenities, efforts should be made to improve upon the corridors that exist, and provide new routes to increase the access to the area's major employment centers.

**Rail.** The CSX rail line that runs through Floyd County is an important industrial asset for adjacent counties. While the portion of the corridor within Floyd County is inactive, it can become a critical recreational asset in the future. This corridor should be preserved as the rail activity ends or transitions to allow for future development as either a regional utility corridor or as a multi-use trail/greenway. Preserving the corridor will take long-term and persistent negotiations with CSX representatives.

**Trails.** The existing segments of the Ohio River Greenway are a model for both connectivity and regionalism. The Ohio River Greenway ultimately connects multiple jurisdictions and require long-range planning and collaboration to ensure their implementation. Additionally, this amenity, along with the local multi-use paths and sidewalks, are a valuable component of the Floyd County culture, offering benefits to the area's residents and to the tourism industry.

**The Floyd County water demand is growing.** As identified in the 2018 Southeastern Indiana Regional Water Supply Feasibility and Cost Analysis report, Floyd County is projected to see a 4.9 percent increase in their population and a 3 percent increase in their maximum day utility demand. In addition to an increase in population and overall utility demand, Floyd County is facing challenges related to their water sources.

**Floyd County is and will continue to experience regulatory challenges.** The Indiana Department of Environmental Management (IDEM) monitors and enforces public water supply compliance with state and federal regulations. In 2015, 44 percent of the Southeastern region utilities, including Floyd County, have been subject to enforcement actions. The most common violation is for inadequate control of disinfection by-products (DBPs), a challenge that predominantly impacts utilities that rely on surface water supplies.

**Infrastructure and service costs will continue to increase.** With increased pressure on demand, protection from drought and contamination, and the ever-increasing costs related to enforcement methods and infrastructure, Floyd County and its water customers will likely experience affordability challenges related to the county's water utilities. High levels of reinvestment will be necessary to ensure that services remain optimal and abundant, and to offset those capital costs, water rates will need to be adjusted, causing customer bills to increase.

# REGIONAL IMPLICATIONS

## OBSERVATIONS, ISSUES AND OPPORTUNITIES WITHIN FLOYD COUNTY

**Residential vs commercial high-speed internet.** While the majority of Floyd County is advertised to have access to high-speed internet, at times the speeds and configuration are only adequate for a small residential family. Employment centers, such as offices, industrial, or hospitals look for symmetrical connections in the range of 50 Mbps/50 Mbps or greater.

**Digital literacy efforts will improve access.** While infrastructure improvements can be made to ensure that optimal speeds are available to residents and employers, efforts should also be made to improve digital literacy in the county's at-risk populations, including those individuals with limited education and financial resources. Coupled with infrastructure improvements, social services aimed at improving the condition of the residents should be emphasized in the future.

**Multiple providers, multiple ways to improve.** Throughout Floyd County, there are several providers with various available technologies. Encouraging participation and collaboration with the existing service providers will be critical as the area's demand for service increases.

**Diversify amenity location.** While there is an abundance of recreational facilities in Floyd County, only two facilities are large enough to serve the broader population. Sam Peden Community Park and Kevin Hammersmith Memorial Park are large in scale and provide diverse amenities, but they are centrally located within New Albany. By working to add new facilities and open space to these rural areas, the Floyd County population will be better served.

**Connect the amenities you have.** While establishing new facilities and areas can take time, complementary efforts can occur to connect the parks and open space features that already exist throughout the county and the broader region. By implementing multi-use trails at a local, county, and regional level, the area's assets will be available to all residents.

**Established Tourism Efforts.** Two predominate organizations strive to promote Floyd County. Develop New Albany is a Main Street Organization with a mission that focuses on economic revitalization, historic preservation, and promotion of the historic city. This organization oversees the farmers market and hosts several events throughout the year. The "Be Local Business Expo" is just one example of how they strive to promote the city and local businesses in Floyd County. Another popular event hosted by Develop New Albany is the Jingle Walk in downtown New Albany the weekend before Thanksgiving. This event attracts people from all over the region.

Southern Indiana "SoIN" Tourism is a convention tourism bureau for Clark and Floyd counties. SoIN Tourism's mission is to promote and develop the unique Southern Indiana visitor experience. This organization's website is a great resource for directions, maps, upcoming events, things to do, places to eat, and recommendations on where to stay for visitors.

In addition to the efforts of the Southern Indiana Tourism organization, Floyd County has two large events that bring many people into the county. Harvest Homecoming is a fall festival each October with arts and crafts booths, food, carnival rides, live music, and more. Thunder over Louisville happens each year in April at the kickoff to the Kentucky Derby events that follow. Floyd County's riverfront is flooded with residents and visitors each year to watch the one-of-a-kind firework show.





# REGIONAL IMPLICATIONS

## OBSERVATIONS, ISSUES AND OPPORTUNITIES WITHIN JEFFERSON COUNTY

**An older population and aging faster.** Between 2000 and 2010, Jefferson County's median age increased from 36.6 to 39.7 years, an increase of 8.5 percent. This is higher than the state's median age which rose to 37 over this same period. The median age in Jefferson County is also increasing at a faster rate compared to the state's 5 percent increase. Aging in place is often a sign that a community has a strong offering of amenities. This perception can be used to fuel economic growth and revitalization if the community is able to market these amenities to young professionals and families as an opportunity to grow, age, and transition without moving to a new city, town or region. While the statistics can be a positive for the area, future efforts will need to focus on ensuring that the residents have access to appropriate healthcare and transportation options to accommodate their changing needs.

**Stagnant and slow population growth stalls economic growth.** Areas with little to no population growth often struggle to maintain quality retail and entertainment establishments. These developments, including restaurants, shops, theatres, and entertainment venues, need a local population base to thrive. While some establishments can rely on commuting or visiting traffic, locally owned and operated facilities need an influx of people. As the local population ages and population growth is diminished, the ability for these retail-oriented services to thrive is diminished as well.

In addition to supporting the development with dollars, the dwindling and aging populations also impact the labor pool from which local and regional business pull. With limited access to quality workers, businesses (both locally owned and regionally operated) will often find an alternative market that provides them with a higher quantity of skilled laborers.

**Continued investment in public services.** Even in areas where the population growth is projected to be slow, investment into public services and amenities should occur. Without additional residents, the revenue pools stay small and continue to be stretched. While difficult, the county should remain focused on finding innovative ways to improve local amenities, infrastructure, and public services so that those investments can be leveraged for greater economic development efforts.

**Need for more housing choices.** Jefferson County's median home value is lower than the state average and is lower than nearby Clark and Floyd counties. Efforts should be made in the future to ensure that the county has a diverse offering in housing type, size, and value, especially within the incorporated communities. Additional efforts should be made to reinvest in areas with high vacancy rates such as the Town of Dupont and the Town of Brooksbury. Within these communities the housing stock exists, but is currently vacant, which could indicate poor quality or inhabitable conditions.

Because the residents of the county are aging, efforts should also continue to ensure that housing development responds to the varied needs of the current and future residents, and the market will need to respond accordingly.

**Income and connectivity.** While Jefferson County's poverty rate is similar to the state of Indiana and is lower than the Louisville area, areas within the county could benefit from infrastructure improvements aimed at providing an increase in transportation options and enhanced connectivity across the county. Madison, Hanover, and Brooksbury have poverty rates above the county, and their residents likely have lower vehicle ownership rates. These residents could rely on alternative transportation to access the area's employment centers. As development increases in these areas, special attention should be given to providing these communities well-connected activity centers that easily connect them to employment and housing options along with the goods and services they need on a daily basis.

**Connectivity and Character.** While several state routes provide access to and through Jefferson County, the county does not have direct access to an interstate corridor. While the communities are connected to one another, and to the I-65 corridor to the west, the roadways are rural cross sections with limited capacity. As growth occurs within the county, these corridors will need to be improved to ensure efficient and safe movement of traffic.

**Rail.** The CMPS mainline corridor that runs through Jefferson County is an important industrial asset and can likely be improved to provide additional economic benefit to the county and the region. Efforts should be made to preserve this corridor and the connections that it makes to other railroad corridors and spurs and to the numerous development sites that sit adjacent to the corridor.

**Trails.** Jefferson County currently has limited trail amenities, but is poised to improve upon the connectivity in the future. The goals and priorities outlined in the *2015 Jefferson County Strategic Action Plan* would allow the county, and connected communities to fully leverage community investment opportunities to build out a pedestrian network in the future.

**The Jefferson County water demand will ultimately decline.** As identified in the *2018 Southeastern Indiana Regional Water Supply Feasibility and Cost Analysis* report, Jefferson County is projected to see a 3.5 percent decrease in its population and a 3 percent decrease in its maximum day utility demand.

# REGIONAL IMPLICATIONS

## OBSERVATIONS, ISSUES AND OPPORTUNITIES WITHIN JEFFERSON COUNTY

**Infrastructure and service costs will continue to increase.** With fluctuating pressure on demand, the protection from drought and contamination, and the ever-increasing costs related to enforcement methods and infrastructure, Jefferson County and its water customers will likely experience affordability challenges related to the county's water utilities. High levels of reinvestment will be necessary to ensure that services remain optimal and abundant, and to offset those capital costs, water rates will need to be adjusted, causing customer bills to increase.

**Residential vs commercial high-speed internet.** While the majority of Jefferson County is advertised to have access to high-speed internet, at times the speeds and configuration are only adequate for a small residential family. Employment centers, such as offices, industrial, or hospitals, look for symmetrical connections in the range of 50 Mbps/50 Mbps or greater.

**Digital literacy efforts will improve access.** While infrastructure improvements can be made to ensure that optimal speeds are available to residents and employers, efforts should also be made to improve digital literacy in the county's at-risk populations, including those individuals with limited education and financial resources. Coupled with infrastructure improvements, social services aimed at improving the condition of the residents should be emphasized in the future.

**Multiple providers, multiple ways to improve.** Throughout Jefferson County, several providers are available with various technologies.

Encouraging participation and collaboration with the existing service providers will be critical as the area's demand for service increases.

**Diversify amenity location.** Currently, the existing recreational facilities serve the most populated areas within Jefferson County. Limited opportunities exist for the rural portions of the County. As population grows, and new areas of Jefferson County are developed, efforts should be made to ensure that these rural areas have access to recreational lands and facilities.

**Connect the amenities you have.** While establishing new facilities and areas can take time, complementary efforts can be undertaken to connect the parks and open space features that already exist throughout the county and the broader region. By implementing multi-use trails at a local, county and regional level the area's asset will be available to all residents.

**Improve and advertise existing amenities and benefit regionally.** Existing amenities with the county could be improved and expanded in an effort to provide a greater benefit to the region. While many facilities under the control of the state, areas such as the Big Oaks National Wildlife Refuge could be marketed more strategically to create an attraction and regional destination. By amplifying the resources and assets that exist within the county, population and employment growth could increase within the region.

**Limited County tourism efforts.** The City of Madison and broader Jefferson County does have a tourism organization aimed at improving the quality of life and economy within Jefferson County. Visit Madison, the organization's website is an excellent resource for directions, maps, events, activities, restaurants, and overnight accommodations. By name the organization appears to focus only on Madison; however, the resources available on the website point visitors to attractions and activities within surrounding communities and the county. As growth and development occurs within other portions of Jefferson County, this tourism platform can adapt and accommodate to serve the broader region.





# REGIONAL IMPLICATIONS

## OBSERVATIONS, ISSUES AND OPPORTUNITIES WITHIN SCOTT COUNTY

**An aging population.** Similar to the rest of the Southern Indiana counties, Scott County residents are making a deliberate choice to stay in the area as long as they can. Aging in place is often a sign that a community has a strong offering of amenities. This perception can be used to fuel economic growth and revitalization if the community is able to market these amenities to young professionals and families as an opportunity to grow, age, and transition without moving to a new city, town or region. While the statistics can be a positive for the area, future efforts will need to focus on ensuring that the residents have access to appropriate healthcare and transportation options to accommodate their changing needs.

**Stagnant and slow population growth stalls economic growth.** Areas with little to no population growth often struggle to maintain quality retail and entertainment establishments. These developments, including restaurants, shops, theatres, and entertainment venues, need a local population base to thrive. While some establishments can rely on commuting or visiting traffic, locally owned and operated facilities need an influx of people. As the local population ages and population growth is diminished, the ability for these retail-oriented services to thrive is diminished as well.

In addition to the supporting the development with dollars, the dwindling and aging populations also impact the labor pool from which local and regional business pull. With limited access to quality workers, businesses (both locally owned and regionally operated) will often find an alternative market that provides them with a higher quantity of skilled laborers.

**Continued investment in public services.** Even in areas where the population growth is projected to be slow, investment into public services and amenities should occur. Without additional residents, the revenue pool stays small and continues to be stretched. While difficult, the county should remain focused on finding innovative ways to improve local amenities, infrastructure, and public service so that those investments can be leveraged for greater economic development efforts.

**Need for more housing choices.** Scott County's median home value is the lowest when compared to adjacent Southern Indiana counties, the state of Indiana and the Louisville metro area. While difficult when also dealing with population stagnation, efforts should be made in the future to ensure that the county has a diverse offering in housing type, size, and value, especially within the incorporated communities.

Since the residents of the county are aging, efforts should also continue to ensure that housing development responds to the varied needs of the current and future residents that will differ, and the market will need to respond accordingly.

**Income and connectivity.** While Scott County's poverty rate is lower than the state of Indiana and the Louisville metro area, areas within the county could benefit from infrastructure improvements aimed at providing an increase in transportation options and enhanced connectivity. The City of Austin has a poverty rate that is significantly above the county, state, and Louisville metro region, and its residents likely have lower vehicle ownership rates. These residents could rely on alternative transportation to access the area's employment centers. As development increases in these areas, special attention should be given to providing these communities well-connected activity centers that easily connect them to employment and housing options along with the goods and services they need on a daily basis.

**Connectivity and Character.** While both Austin and Scottsburg are well connected to the I-65 and US 31 corridors, the connectivity between Scott County communities and other regional activity centers is limited due to roadway facilities and amenities. While Scottsburg is only 20 miles from Sellersburg (via US 31) and only 30 miles from Clarksville/Jeffersonville (via US 31), these corridors provide limited capacity and safety concerns due to the 2 travel lanes and narrow shoulders.

**Airports.** While Scottsburg does boast a public serving airfield, major improvements in infrastructure and facilities would be needed to increase capacity in to better serve the development community.

**Rail.** The Louisville-Indiana Railroad is a prime economic driver that provides functional service and development opportunity within Scott County and beyond. In addition, this corridor is an asset to the developing Smith Farm Industrial Park. Efforts should be made to preserve this corridor and the connections that it makes to other regional railroad corridors, as well as to the numerous development sites that it serves.

**Trails.** The existing hiking trail system available in Clark State Forest is a model for connectivity and regionalism. The trail system, which connects local, county, and state amenities, is a unique and valuable asset to Scott County and its tourism base.

# REGIONAL IMPLICATIONS

## OBSERVATIONS, ISSUES AND OPPORTUNITIES WITHIN SCOTT COUNTY

**The Scott County water demand will remain consistent.** As identified in the *2018 Southeastern Indiana Regional Water Supply Feasibility and Cost Analysis* report, while Scott County is projected to see close to a 3 percent increase in their population, the maximum day utility demand is projected to remain constant.

**Scott County is and will continue to experience both source and regulatory challenges.** Water source vulnerability is related to susceptibility to drought or contamination of the source. Twenty-eight percent of the utilities in Southeastern Indiana, including Scott County, rely primarily on surface water supplies. The utility systems using ground and surface water sources generally are more susceptible to drought or contamination resulting from spills. The risks of contamination dramatically increase treatment costs. The Indiana Department of Environmental Management (IDEM) monitors and enforces public water supply compliance with state and federal regulations. In 2015, 44 percent of the Southeastern region utilities, including Scott County, have been subject to enforcement actions. The most common violation is for inadequate control of disinfection byproducts (DBPs), a challenge that predominantly impacts utilities that rely on surface water supplies.

**Infrastructure and service costs will continue to increase.** With fluctuating pressure on demand, the protection from drought and contamination, and the ever-increasing costs related to enforcement methods and infrastructure, Scott County and its water customers will likely experience affordability challenges related to the county's water utilities. High levels

of reinvestment will be necessary to ensure that services remain optimal and abundant, and to offset those capital costs, water rates will need to be adjusted, causing customer bills to increase.

**Residential vs commercial high-speed internet.** While the majority of Scott County is advertised to have access to high-speed internet, at times the speeds and configuration are only adequate for a small residential family. Employment centers, such as offices, industrial, or hospitals, look for symmetrical connections in the range of 50 Mbps/50 Mbps or greater.

**Digital literacy efforts will improve access.** While infrastructure improvements can be made to ensure that optimal speeds are available to residents and employers, efforts should also be made to improve digital literacy in the county's at-risk populations, including those individuals with limited education and financial resources. Coupled with infrastructure improvements, social services aimed at improving the condition of the residents should be emphasized in the future.

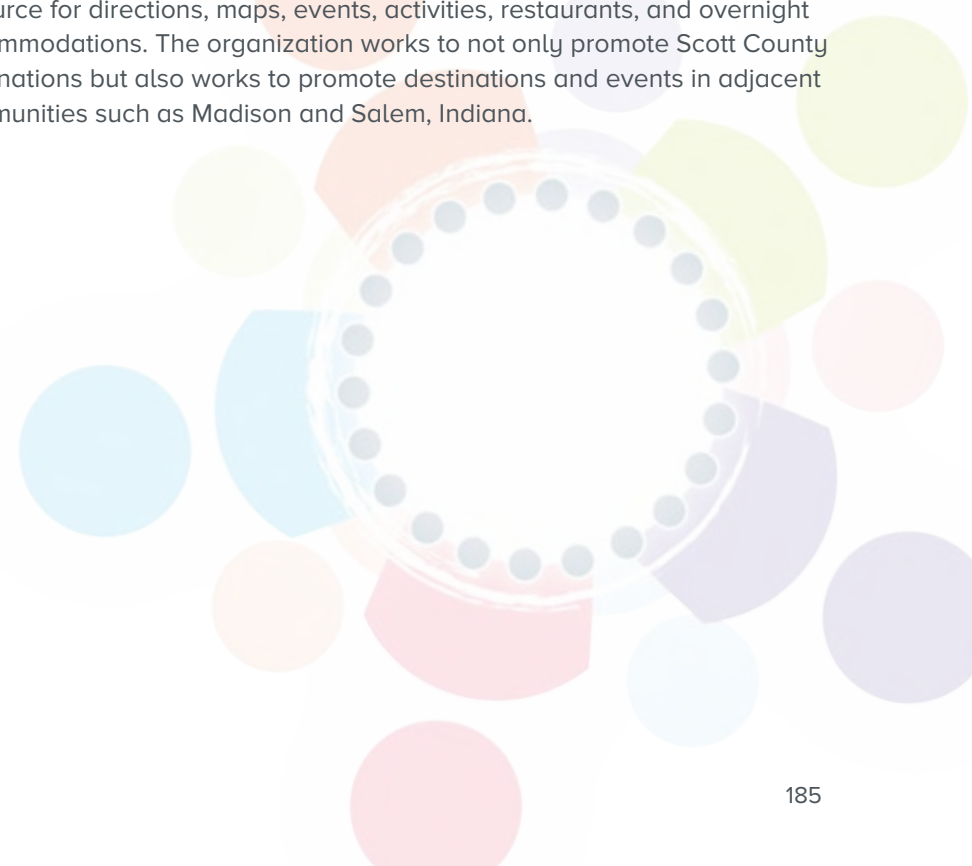
**Multiple providers, multiple ways to improve.** Throughout Scott County, several providers are available with various technologies. Encouraging participation and collaboration with the existing service providers will be critical as the area's demand for service increases.

**Diversify amenity location.** While an abundance of municipal and state parks exists in Scott County, the rural portions of the county (to the east of Scottsburg and Austin) have limited access to local or state parks. By working to add new facilities and open space to these rural areas, the Scott County population will be better served.

**Connect the amenities you have.** While establishing new facilities and areas can take time, complementary efforts can be undertaken to connect the parks and open space features already existing throughout the county and the broader region. By implementing multi-use trails at a local, county, and regional level, the area's assets will be available to all residents.

**Improve and advertise existing amenities and benefits regionally.** Existing amenities with the county could be improved and expanded to provide a greater benefit to the region. While many facilities are under the control of the state, such as Hardy Lake and Clark State Forest, they could be marketed more strategically to create an attraction and regional destination. By amplifying the resources and assets that exist within the county, population and employment growth could increase within the region.

**Established tourism efforts with a limited reach.** Scott County does have a local tourism organization that works to promote local attractions and events. The Scott County Visitors Commission works to promote activities likely to bring tourists to Scott County. The organization's website is a resource for directions, maps, events, activities, restaurants, and overnight accommodations. The organization works to not only promote Scott County destinations but also works to promote destinations and events in adjacent communities such as Madison and Salem, Indiana.





# REGIONAL IMPLICATIONS

## OBSERVATIONS, ISSUES AND OPPORTUNITIES WITHIN WASHINGTON COUNTY

**An aging population.** Similar to the rest of the Southern Indiana counties, Washington County residents are making a deliberate choice to stay in the area as long as they can. Aging in place is often a sign that a community has a strong offering of amenities. This perception can be used to fuel economic growth and revitalization if the community is able to market these amenities to young professionals and families as an opportunity to grow, age, and transition without moving to a new city, town or region. While the statistics can be a positive for the area, future efforts will need to focus on ensuring that the residents have access to appropriate healthcare and transportation options to accommodate their changing needs.

**Stagnant and slow population growth stalls economic growth.** Areas with little to no population growth often struggle to maintain quality retail and entertainment establishments. These developments, including restaurants, shops, theatres, and entertainment venues, need a local population base to thrive. While some establishments can rely on commuting or visiting traffic, locally owned and operated facilities need an influx of people. As the local population ages and population growth is diminished, the ability for these retail-oriented services to thrive is diminished as well.

In addition to the supporting the development with dollars, the dwindling and aging populations also impact the labor pool from which local and regional business pull. With limited access to quality workers, businesses (both locally owned and regionally operated) will often find an alternative market that provides them with a higher quantity of skilled laborers.

**Continued investment in public services.** Even in areas where the population growth is projected to be slow, investment into public services and amenities should occur. Without additional residents, the revenue pool stays small and continues to be stretched. While difficult, the county should remain focused on finding innovative ways to improve local amenities, infrastructure, and public services so that those investments can be leveraged for greater economic development efforts.

**Need for more housing choices.** Washington County's median home value is one of the lowest when compared to adjacent Southern Indiana counties, the state and the Louisville metro area. While difficult when also dealing with population stagnation, efforts should be made in the future to ensure that the county has a diverse offering in housing type, size, and value, especially within the incorporated communities.

Because the residents of the county are aging, efforts should also continue to ensure that housing development respond to the varied needs of the current and future residents that will differ, and the market will need to respond accordingly.

**Income and connectivity.** While Washington County's poverty rate is similar to the state of Indiana and lower than the Louisville metro area, areas within the county could benefit from infrastructure improvements aimed at providing an increase in transportation options and enhanced connectivity. The Town of Saltillo, New Pekin, Little York, Hardinsburg, Campbellsburg, and the City of Salem all have poverty rates that are significantly above the county, state, and Louisville Metro region, and their residents likely have lower vehicle ownership rates. These residents could rely on alternative transportation to access the area's employment centers. As development increases in these areas, special attention should be given to providing these communities well-connected activity centers that easily connect them to employment and housing options along with the goods and services they need on a daily basis.

**Connectivity and Character.** While several communities within Washington are well connected to the I-65 corridor, the connectivity between Washington County communities and other regional activity centers is limited due to roadway facilities and amenities. While only 30 miles from both Sellersburg (via SR 60) and New Albany (via SR 60 and SR 111), these corridors provided limited capacity and safety concerns due to the two travel lanes and narrow shoulders.

**Airports.** The proposed runway expansion project would allow for an increase in light- to medium- sized aircraft and specifically corporate aircraft in and out of Washington County. Enhancing the airport could become a key factor in facilitating corporate and industrial relocation to the Salem area and could become an alternative to corporate air traffic in and out of Louisville.

**Rail.** The CSX rail line that runs through Washington County is an important industrial asset now and will continue to be an important recreational asset in the future. This corridor should be preserved as the rail activity ends or transitions to allow for future development as either a regional utility corridor or as a multi-use trail/greenway. Preserving the corridor will take long-term and persistent negotiations with CSX representatives.

**Trails.** The existing hiking trail system available in Jackson-Washington State Forest is a model for connectivity and regionalism. The trail system, which connects local, county, and state amenities, is a unique and valuable asset to Washington County and their tourism base.

The alternative transportation goals outlined in the 2010 Washington County Comprehensive Plan would allow the county and the connected communities to fully leverage this trail system and the amenities within the surrounding parks.

# REGIONAL IMPLICATIONS

## OBSERVATIONS, ISSUES AND OPPORTUNITIES WITHIN WASHINGTON COUNTY

**The Washington County water demand will remain consistent.** As identified in the *2018 Southeastern Indiana Regional Water Supply Feasibility and Cost Analysis*, Washington County is projected to see close to a 3.0 percent increase in its population; the maximum day utility demand is projected to remain constant.

**Washington County is and will continue to experience both source and regulatory challenges.** Water source vulnerability is related to susceptibility to drought or contamination of the source. Twenty-eight percent of the utilities in Southeastern Indiana, including Scott County, rely primarily on surface water supplies. The utility systems using ground and surface water sources generally are more susceptible to drought or contamination resulting from spills. The risks of contamination dramatically increase treatment costs. The Indiana Department of Environmental Management (IDEM) monitors and enforces public water supply compliance with state and federal regulations. In 2015, 44 percent of the Southeastern region utilities, including Scott County, have been subject to enforcement actions. The most common violation is for inadequate control of disinfection byproducts (DBPs), a challenge that predominantly impacts utilities that rely on surface water supplies.


**Infrastructure and service costs will continue to increase.** With fluctuating pressure on demand, the protection from drought and contamination, and the ever-increasing costs related to enforcement methods and infrastructure, Washington County and its water customers will likely experience affordability challenges related to the county's water utilities.

High levels of reinvestment will be necessary to ensure that services remain optimal and abundant, and to offset those capital costs, water rates will need to be adjusted, causing customer bills to increase.

**Residential vs commercial high-speed internet.** While the majority of Washington County is advertised to have access to high-speed internet, at times the speeds and configuration are only adequate for a small residential family. Employment centers, such as offices, industrial, or hospitals, look for symmetrical connections in the range of 50 Mbps/50 Mbps or greater.

**Digital literacy efforts will improve access.** While infrastructure improvements can be made to ensure that optimal speeds are available to residents and employers, efforts should also be made to improve digital literacy in the county's at-risk populations, including those individuals with limited education and financial resources. Coupled with infrastructure improvements, social services aimed at improving the condition of the residents should be emphasized in the future.

**Multiple providers, multiple ways to improve.** Throughout Washington County, several providers are available with various technologies. Encouraging participation and collaboration with the existing service providers will be critical as the area's demand for service increases.



**Diversify amenity location.** While there is an abundance park land in Washington County, the rural portions of the county (to the north and east of Salem and to the west of New Pekin) have limited access to local or state parks. By working to add new facilities and open space to these rural areas the Scott county population will be better served.

**Connect the amenities you have.** While establishing new facilities and areas can take time, complementary efforts can be undertaken to connect the parks and open space features that already exist throughout the county and the broader region. By implementing multi-use trails at a local, county, and regional level, the area's assets will be available to all residents.

**Improve and advertise existing amenities and benefit regionally.** Existing amenities with the county could be improved and expanded in to provide a greater benefit to the region. While many facilities are under the control of the state areas, such as the Clark State Forest, they could be marketed more strategically to create an attraction and regional destination. By amplifying the resources and assets that exist within the county, population and employment growth could increase within the region.

**Established tourism efforts with a limited reach.** Washington County has a local tourism organization that works to promote local attractions and events. The Washington County Tourism Commission works to promote activities likely to bring tourists to Washington County. The organization's website is a resource for directions, maps, events, activities, restaurants, and overnight accommodations. The organization focuses predominately on Washington County activities and destinations.






# 5

CHAPTER FIVE

# OUR Future Vision

OUR



**A community is a mesh of places where people live, learn, work, play, and do business.**

**Collectively, these places— their physical forms, the connections and relationships between them— shape a community.**

A community vision reflects the highest aspirations of an area and its residents. It represents the best of the best ideas shared by residents, business owners, community organizations, and governmental leaders. Through one-on-one conversations, focus groups, leadership roundtable discussions, and public engagement, the Our Southern Indiana Regional Development Authority sought to understand the concerns, ideas, and aspirations of the entire five-county area and not just one single community. To date, beginning with the *2015 Regional Development Plan* effort, the board has reached out and brought together more than 400 stakeholders and representatives in areas critical to the success of the region such as infrastructure, economic development, workforce, higher education, utilities, community services, natural resources, arts and culture, and governmental leadership. It was true in 2015 and it is still true today, our people are our strength. With a pride of place and a deep commitment to our communities, the people of Southern Indiana maintain a proactive optimism about the future that is the engine for our current and future success. We cherish and celebrate our unique regional identity, shaped by a compelling history and remarkable natural setting. As an integral part of the Louisville metropolitan area, we are unified in our pursuit of a successful, thriving region. We also recognize the value in Southern Indiana's diversity of people, places, and perspectives. **Together, we have set the bar high and are working hard to achieve our shared vision for the future of Our Southern Indiana.**



**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 Regional Vision

The *Our Region | Our Plan* regional vision statement outlines common aspirations for fostering a strong and diverse economy, efficient and collaborative governments, a strong sense of community, high-quality public services, improved mobility and connectivity, and vibrant downtowns and destinations. All of the desired elements result in ways to enhance livability and regional quality of life. The *Our Region | Our Plan* document is not merely a picture of what's possible, but it is an action plan to make sure the Our Southern Indiana region can get there.

The regional vision was intentionally designed to be an aspirational statement that would apply for generations. While the vision and the seven goal topics outline regional ambitions, the *Our Region | Our Plan Regional Economic Development Plan* and complementary *Organizational* and *County Work Plans* are structured to set the region up for success incrementally by all participating entities. This approach and organization ensure that the pursuit of the regional vision and supporting goals is a renewable process which will allow for continuous input from new residents, business owners, emerging leaders and community partners over time. This strategy also allows for each of the incorporated communities, the five counties, the Our Southern Indiana RDA board, and any of the numerous regional partners to help update the action plan as other projects and programs are completed.

The Our Southern Indiana regional vision has seven goal topics:

- Destinations
- Workforce
- Economic Development
- Natural Assets
- Connections
- Government
- Infrastructure

Each goal topic contains a series of targets or objectives that our region desires to achieve as part of the goal. Throughout the planning process, the *Our Region | Our Plan* team worked to use the region's assets to address the region's challenges. Each of the target objectives identifies ways to use the various assets of the region, including people, places, skills, and organizations to organize the region around issues that move its members into action. This method uses the community's own assets to empower stakeholders by encouraging them to utilize what they already possess. Accomplishing the regional goals and the target objectives may take a decade, but the following pages contain the roadmap for actions and guidelines that can be implemented to move the needle starting today. No one is coming to improve the region for us. We, the Our Southern Indiana community, must work together to chart a new course using the amazing resources we have. These goals, target objectives, and proposed projects are the building blocks for our future.



## 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

# DESTINATIONS



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

## Strategies to achieve our region's vision will include:

### **Enhancing Downtown and Small-Town Quality of Place**

Building upon the charm and authenticity of the region's distinctive downtowns and small towns by promoting investment and appropriately scaled redevelopment. Promoting new development that is consistent with the existing character of these places. Providing infrastructure to ensure these local gems are accessible to the entire region, both as unique destinations and as locations for urban and small-town living.

### **Promoting Unique Visitor Experiences**

Highlighting and promoting the kinds of experiences that can only happen in Southern Indiana. These experiences attract visitors from the Louisville region and beyond, and give them reasons to stay and explore Southern Indiana. The visitor experience begins with arrival, and a series of unique gateways can create an enticing welcome to the region. A signature outdoor music venue, museums and cultural facilities, natural amenity destinations, and riverfront attractions are a few of the opportunities to attract visitors to Southern Indiana.

### **Expanding Regional Entertainment Offerings**

Where do people go when they aren't at home and they aren't at work? From destination recreation opportunities in Southern Indiana's beautiful natural settings, to regional sporting venues, to lively urban public spaces, expanding regional entertainment offerings can enhance the quality of life for residents and attract new visitors, strengthening local economies in the process.

#### **TRENDS IMPACTED BY ACHIEVING THIS GOAL**

**Population Growth** | **Median Age** | **Employment and Job Growth** | Wages & Earning Differential |  
Job Opportunities Requiring Education | **Housing Growth** | Connectivity for Commuting





# 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.

Strategies to achieve our region's vision will include:

## Investing in Higher Education and Research

A number of universities and higher-education institutions have an existing presence in Southern Indiana. However, Southern Indiana lags behind the rest of the nation in post-secondary degree attainment, a fact which has serious labor market implications. At the same time, the landscape of higher education is changing. Increasing the strength of existing higher-educational institutions in the region by building partnerships and growing the investment in these institutions, especially in advanced degree programs and research capabilities.

## Supporting Quality Schools to Enhance Competitiveness

Everyone recognizes the importance of education in both the long-term economic competitiveness of the region and in its ability to attract residents and maintain a high quality of life. With funding challenges to education at the state and local level, a strategy to enhance critical educational resources positions the region to respond to an evolving demand for high skill jobs and maintain its attractiveness as a place to live.

## Creating a Nurturing Environment for Entrepreneurs

Making strategic investments in the current built environment to foster a culture of entrepreneurship. Using existing downtown assets creates a place where entrepreneurs of all ages and backgrounds come together to share their ideas and realize their enterprises. Identifying a flexible and affordable space in a walkable neighborhood where start-up companies can locate temporarily for little or no cost, with access to high-speed internet and other amenities that startups crave.

## Developing Complete Workplaces

The River Ridge Commerce Center and other key regional employment districts are acknowledged as leading economic engines for the region with tremendous future potential. A complete workplace approach, integrated with surrounding communities, builds upon the foundation of these employment centers and makes them even more desirable destinations for employers and employees alike. Features ranging from public transit, access to natural amenities, childcare, health and fitness facilities, adequate workforce housing, and places to eat lunch are examples of features and services that can improve worker productivity and define signature employment campuses that are nationally competitive.

## Supporting the Viability of Agricultural Businesses in the Region

Food and agriculture has been a driving force in Indiana's economy for over 200 years. Agriculture remains one of the state's and the region's leading industries and its ongoing success is critical, both now and in the future. Using existing coalitions and initiatives to build upon the area's existing food/agricultural industries and businesses. Identifying ways to increase the awareness of the region's agriculture history and its future in the industry.

## Attracting High-Skill, High-Wage Jobs

In order to fully participate in the new economy and provide a better quality of life for regional residents, Southern Indiana requires sophisticated workforce development training that results in growing and attracting high-skill, high-wage jobs. Economic development initiatives builds healthy economies and opportunities throughout Southern Indiana to support a stronger community at large, while increasing the overall standard of living of residents throughout the region. Not only should a higher standard of livable wages be established, but we should also expect higher corporate engagement in building community and promoting local wealth creation.

## TRENDS IMPACTED BY ACHIEVING THIS GOAL

Population Growth | Median Age | Employment and Job Growth | Wages & Earning Differential | Job Opportunities Requiring Education | Housing Growth | Connectivity for Commuting



# ECONOMIC DEVELOPMENT SITES

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

## Strategies to achieve our region's vision will include:

### **Transforming Underutilized Sites into Community Anchors**

A number of large assemblies of vacant, abandoned, or underutilized property exist throughout Southern Indiana. These strategic sites can be transformed from blighted sites that negatively impact nearby properties and “first impressions” into anchors that have a catalytic effect on the surrounding community.

### **Repositioning Regional Retail Centers**

Southern Indiana includes some of the Louisville region's largest retail centers, which together represent a significant economic engine. While these retail centers are extremely important for local economies, they are ideally positioned to capture evolving retail preferences and opportunities for more diverse economic activity. Transforming conventional retail destinations into mixed-use, walkable, rejuvenated retail centers can attract visitors, increase economic impact, provide amenities for area residents, offer unique housing options, and ensure that these regional destinations thrive for many years to come.

### **Creating Active, Vital Downtown Destinations**

Building upon the uniqueness of Southern Indiana's downtowns by enhancing streetscapes and the public realm, promoting and supporting historic building renovation and façade repair, coordinating parking needs, supporting downtown businesses and entertainment, and developing other projects. While the use of these projects may

vary from place to place, it is important to build upon the uniqueness of these places to attract and retain new residents, businesses, and visitors.

### **Enhancing Livability of Existing and Future Neighborhoods**

Developing and promoting diverse, affordable, and amenity-rich neighborhoods that attract and retain the diverse workforce needed to power a 21st century economy. This includes providing a diversity of housing options to respond to evolving trends and ensure the availability of affordable and mixed-income housing throughout the region. Other regional assets can also be leveraged by promoting density in high-amenity areas.

### **Forming Economic Growth Hubs**

Developing a site can result in many economic impacts, both direct and indirect, but strategic investment with a regional strategy can develop hubs for innovation and economic development that not only have a local impact but can build upon regional assets for an even larger impact. Sites and campuses that can build upon, compliment, and support each other are necessary for a regional approach to economic development. These campus, sites, and hubs should not compete for the same tenets, but rather should work in tandem for job attraction to support population growth.

## **TRENDS IMPACTED BY ACHIEVING THIS GOAL**

Population Growth | Median Age | Employment and Job Growth | Wages & Earning Differential |  
Job Opportunities Requiring Education | Housing Growth | Connectivity for Commuting





# NATURAL ASSETS

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

## Strategies to achieve our region's vision will include:

### Developing a World-Class Greenway System

A regional greenway system is an initiative that literally ties the region together, encouraging active living and recreation through a system of trails and greenways that connect urban and rural destinations to a single, easy to-navigate system. Beyond connecting destinations, a regional greenway system functions as a signature amenity that attracts visitors, supports small businesses, serves adjacent neighborhoods, and provides a framework for new investment and development.

### Transforming the Ohio River

For many, the Ohio River functions as a physical and psychological barrier that separates Southern Indiana from the rest of the Louisville region. With new highway crossings and the Big Four pedestrian bridge now open and linking Louisville to Southern Indiana, Southern Indiana is more accessible than ever before. A renewed focus on the River through programming, recreational amenities, and new development opportunities can transform the Ohio River into a unique destination and regional asset.

### Promoting the Region's Natural Features and Destinations

Local residents know that Southern Indiana offers a unique and beautiful natural setting. Efforts to enhance and market these unique natural amenities can enhance quality of life and attract new visitors to the region. Eco-tourism opportunities exist at the four state forests, multiple nature preserves, the Knobs, Ohio River Fossil Beds, area cave systems, and other locales within the 5-county planning area. Area parks and forests can be enhanced and connected to provide destination recreation experiences. There are also opportunities to improve recreational access to the Ohio River and its scenic tributaries at strategic sites throughout the region. Outdoor events are another strategy to promote the region's natural assets.

### Recognizing and Build Upon Our Agricultural Heritage

Promoting the rich agricultural heritage of the Southern Indiana region can be achieved by protecting and preserving natural and agricultural assets, and by connecting local agriculture to broader regional opportunities. Specific initiatives could include a farmland preservation strategy or the creation of a rural and agricultural land conservancy. Local agriculture can be promoted by connecting local farms to healthy food initiatives and destination dining. There are also opportunities to expand regional agritourism through tours, festivals, wineries, and farmers' markets.

## TRENDS IMPACTED BY ACHIEVING THIS GOAL

Population Growth | Median Age | Employment and Job Growth | Wages & Earning Differential | Job Opportunities Requiring Education | Housing Growth | Connectivity for Commuting

# 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.

## Strategies to achieve our region's vision will include:

### **Connecting Infrastructure to Strategic Industries**

Southern Indiana has a comparative and competitive advantage in key industries, such as manufacturing, transportation, and logistics. These industries can be supported and strengthened by strategic investments in public infrastructure or through public-private partnerships. Examples include improvements to Clark Regional Airport, connections to river ports, and the construction of high-quality infrastructure to support development of strategic employment centers throughout the region.

### **Strengthening Transit to Expand Access to Opportunity**

Transit provides people with mobility options, expands the capacity of the region's transportation infrastructure, and supports investment and development on high-frequency corridors, but most importantly, transit connects people to jobs. By investing in a truly regional transit system, Southern Indiana can expand access to opportunity for those who need it most and connect the region in a manner that brings a multitude of benefits. Reliable, easy-to-use public transportation connects people to destinations within Southern Indiana and to Louisville using a combination of bus-rapid transit, high-frequency bus, local circulator bus, paratransit systems, and potentially high speed rail.

### **Providing Complete, Livable Streets**

Complete Streets investments provide an opportunity to connect the region with street design that is welcoming and friendly for all users including pedestrians, bicyclists, transit users, and motorists. From major arterial connectors to small town main streets, Complete Streets can enhance the connectivity and livability of Southern Indiana's communities while functioning as a catalyst for new private investment and economic development along strategic corridors.

### **Developing Gateways that Welcome and Market to Visitors**

Local commuters and travelers from Indianapolis, Cincinnati, Nashville, Chicago, and beyond pass through Southern Indiana. New river crossings and new interchanges on I-65 present an opportunity to be strategic about how visitors are welcomed to Southern Indiana, and what can entice them to stay and explore. As entry points and transportation hubs, Southern Indiana's gateway locations must take full advantage of their economic potential as they help to define the region's image.

## **TRENDS IMPACTED BY ACHIEVING THIS GOAL**

**Population Growth** | **Median Age** | **Employment and Job Growth** | Wages & Earning Differential |  
Job Opportunities Requiring Education | **Housing Growth** | **Connectivity for Commuting**



# 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.

## Outcomes from achieving our region's vision will include:

### **Upgrading Critical Infrastructure**

Without adequate infrastructure, new businesses cannot develop, neighborhoods cannot grow, and existing urban areas and retail centers cannot reposition for future success. Across the region, upgrades of critical infrastructure are the first steps to realizing the area's growth potential. A regional approach to infrastructure should begin by creating a database of infrastructure systems that identifies existing systems, (roads, sidewalks, water, stormwater, sewer, and CSOs) age of infrastructure, and replacement prioritization. This effort would serve as a tool to better visualize potential system synergies among municipalities and identify weaknesses at a regional scale.

### **Providing Universal Access to High-Speed internet and Wi-Fi services**

In the information economy, reliable and affordable access to high speed internet is critical. If Southern Indiana is to remain competitive in a 21<sup>st</sup>-century global economy, internet access must be ubiquitous in the region. Beyond its essential role in the future of the region's economy, high-speed internet becomes a key element of livability for Southern Indiana's regional communities. The potential for high-speed internet to support tech job growth and the viability of high speed as a public utility are other avenues to support the development of this critical regional service.

### **Developing Regional Solutions to Water Supply Challenges**

A regional approach can provide creative, holistic solutions to water shortages in Southern Indiana. Through a coordinated partnership between water service companies and local governments, there is an opportunity to reduce the impacts of regional water shortages and to think critically about how to best use available resources to both address local needs and provide broader economic benefit. Opportunities to connect sustainable water supply projects to industry attraction and long-term population growth are particularly important for Southern Indiana.

## **TRENDS IMPACTED BY ACHIEVING THIS GOAL**

**Population Growth** | Median Age | **Employment and Job Growth** | Wages & Earning Differential | Job Opportunities Requiring Education | **Housing Growth** | **Connectivity for Commuting**



# GOVERNMENT

Encourage collaboration among organizations, agencies, and local government.

Outcomes from achieving our region's vision will include:

## **Coordinating Public Services**

By working together, counties, municipalities, agencies, and other service providers can realize greater efficiencies, reduce costs, and provide an increased public benefit. This collaboration can strengthen Southern Indiana's business climate to make it regionally, nationally, and globally competitive in the future. Examples of service coordination could include emergency response, water and wastewater, a unified address-number convention, shared access or management of regional facilities, resident reciprocity for local programs, or coordinated street improvements.

## **Pursuing Cross-Jurisdictional Partnerships**

Often, a coalition of civic, political, and private leadership can address regional issues in a manner that may not be possible for local governments alone. Entities such as chambers of commerce, non-profit organizations, educational institutions, and conservancies already function in a regional manner. With strong leadership, this regional capacity can be leveraged to pursue more flexible and timely solutions to regional challenges. This cross-jurisdictional coordination includes connections within Southern Indiana, as well as competing globally alongside Louisville as a unified region.

## **TRENDS IMPACTED BY ACHIEVING THIS GOAL**

Population Growth | Median Age | Employment and Job Growth | Wages & Earning Differential |  
Job Opportunities Requiring Education | Housing Growth | Connectivity for Commuting





**Our resources are finite and we don't  
want to waste them.**

**This plan is our commitment to  
working together, as one team,  
for the betterment of all of  
Southern Indiana**

## ACHIEVING THE REGIONAL VISION

The *Our Region | Our Plan* document provides a framework for both balancing and achieving all of the goals and target objectives well into the future. The Our Southern Indiana RDA is only one of many partners who will move the vision forward with a sense of shared ownership. The Regional Development Plan's name says it all. **Our Region | Our Plan.** While the Our Southern Indiana RDA initiated this planning effort, it is not solely the board's plan, but instead it is the region's plan. The *Our Region | Our Plan* document is the RDA's down-payment and long-term commitment to bringing the Southern Indiana regional vision to life.

In order to succeed, the regional development plan needs both a vision generated by the people in the community and rooted in careful analysis of existing conditions, and a clear course of action to show how best to achieve the community's vision. To ensure that finite resources are being spent efficiently, the clear course of action needs to identify specific roles and responsibilities that will both empower stakeholders and provide them guidelines on how to use its time, talents, and capital. While the regional projects included on the following pages will take the support and guidance of many, the *Our Region | Our Plan* document focuses on providing a focused action-oriented plan for the Our Southern Indiana Regional Development Authority board of directors. Regional development authorities are often created to partner with others in the "heavy lifting" that is often required to move projects forward. These partnerships are often critical on initiatives that span multiple jurisdictions, multiple years, and have high costs. The projects included in this plan are intended to capture the diversity of ongoing initiatives throughout the region and to provide the Our Southern Indiana RDA board of directors with direction on its role and its responsibilities on the identified projects. The information included is NOT intended to provide specific direction or action timelines to all regional projects. It is only intended to direct and focus the work of the Our Southern Indiana RDA.



## Regional Project Methodology

The projects included in the *Our Region | Our Plan* document build upon those identified in the *2015 and 2019 Regional Development Plans*. While some initiatives from these planning processes have since been completed, many are still in need of a champion. In addition to the projects identified within the previous regional development plans, the projects included in this document are highly influenced by the ongoing planning work of the 22 incorporated communities, the five counties, the state of Indiana, and the various community organizations. This *Our Region | Our Plan* effort was not intended to purely identify new projects, but instead it was to empower the Our Southern Indiana RDA to encourage collaboration among the various regional leaders and organizations and to provide a framework for implementation of regional projects.

## The RDA's Place in Regional Projects

The 2019 regional development plan builds upon the previous 2015 effort by providing the Our Southern Indiana RDA board of directors a focused set of roles for each proposed project. The newly defined roles and responsibilities are designed to be fluid, allowing the RDA to lead, partner, and support efforts and tasks as its resources and organizational powers allow. The fluidity in roles and responsibility allows the board to lead those projects that fit within its wheelhouse, while also providing them the opportunity to partner with or support groups on regional projects that are beyond the scope of the RDA's original purpose. This organizational divide-and-concur approach not only allows the RDA to focus its resources, but it also requires and reinforces the collaboration and regional approach the RDA was built upon. By working with the RDA board of directors, the regional stakeholders, and the Project Leadership Group, three clear project role descriptions were defined that are intended to guide the development of projects and to allow for clear channels of communication and collaboration. As a part of this *Our Region | Our Plan* effort, the newly defined roles and its associated responsibilities were then used to define the Our Southern Indiana RDA's role in the various regional projects. The following descriptions work to define the three roles, its various responsibilities and the rationale behind the applicability to the RDA.

To further reinforce the need for collaboration, the *Our Region | Our Plan* process worked to define the benefits or value added of the RDA organization. The *County Work Plans* seek to identify how the RDA can better connect with the five counties and how its organization can aide the incorporated cities, towns, and counties in moving forward locally significant projects.

### Project Leaders:

A **project leader** is an individual, organization, or governmental entity that has the authority to use its various resources for completion of a given project that falls within its jurisdiction. **Project leaders have primary financial responsibility** of a given project meaning that the responsibility to secure funding for the project (from start to finish) lies with them. The project leader is responsible for implementing the project, securing all funding, addressing project obstacles, and also coordinating project partners (or stakeholders). Project leaders should seek to align its organizational purpose, powers, and goals with identified projects to ensure effective implementation.

### Project Partners:

A **project partner** is an individual, organization, or governmental entity that can provide input, guidance, and assistance in the implementation of a given project and potentially limited or focused financial resources. Project partners also benefit in the implementation of a project by seeing increased revenues, increased development opportunities, increased connectivity, and improvements in overall quality of life. Project partners are not primarily responsible for implementing the project, but should be involved in the development process of the proposed initiatives and implementation.

### Project Supporter:

A **project supporter** is an individual, organization, or governmental entity that could benefit from the project/ initiative. Project supporters can provide input into the planning/development process and can be used as project advocates during the process or provide political support. Project supporters are not intended to be part of the implementation process of any proposed project or initiative.

#### PROJECT LEADERSHIP: What does it mean for Our Southern Indiana RDA?

Proposed projects identified as being led by the Our Southern Indiana RDA align with the organization's purpose and powers. For these initiatives, **the RDA board would be the primary decision-maker** while collaborating with the identified project partners and supporters. The RDA would also utilize their staff, revenue, and administrative processes to lead and complete the initiative.

RDA leadership was identified for proposed initiatives that had the ability to include, reach, and benefit multiple counties, cities, towns, and community organizations. The identified strategies do not currently have a leader and are not within the authority or ownership of any local community or county. These initiatives will benefit from having a project leader that focuses on regional assets, challenges, needs, and benefits.

#### PROJECT PARTNERSHIP: What does it mean for Our Southern Indiana RDA?

While several proposed initiatives align with the purpose and powers of the Our Southern Indiana RDA, the project's scale, location, and implementation process are better suited to be led by local parties. However, these projects would benefit from the input, guidance, and implementation assistance that the RDA can offer.

For these initiatives, the RDA board would be a project partner, offering input and thought throughout the project planning or development process. As a component of the process, the RDA would determine the best way to use their staff, revenue, and administrative processes to complete portions of the initiative in partnership with the project champion.

RDA partnership was identified for proposed initiatives that had the ability to include, reach, and benefit multiple counties, cities, towns, and community organizations but were within the control of local organizations or agencies. The RDA could provide targeted resources but is not responsible for securing funding for the project.

#### PROJECT SUPPORTER: What does it mean for Our Southern Indiana RDA?

Proposed projects identified as being supported by the Our Southern Indiana RDA may align with the organization's purpose and powers; however, they are locally focused with the main impact at the county or city/town level and under the ownership or control of existing local and state organizations.

For these initiatives, the RDA board would be a project supporter, offering input and thought as necessary throughout the project planning or development process or providing political support (such as letters of support). In these instances, the RDA board would primarily serve as a vocal advocate for the project and its intended outcomes but would not provide financial resources.

## Process Assumptions

The roles and responsibilities of the Our Southern Indiana RDA assumes one thing- that the organization has the staff and revenue streams to support the development and implementation of the project. At the time of this *Our Region | Our Plan* publication, the RDA board is supported by allied organizations and staff that are offering their services on a part-time, pro-bono basis. While these individuals, organizations, and firms are allowing the RDA board to make headway on regional efforts, the projects outlined in this plan, in order to proceed efficiently, will require more time and resources than the current staff can provide. As a complement to this *Our Region | Our Plan* document, the *Our Region | Our Plan Organizational Work Plan* identifies both short- and long-range opportunities that the board should consider to assist in the development of revenue streams that could then fund full-time staff and ultimately extend the reach of the board itself.

## Regional Projects Organization

During the *Our Regional | Our Plan* in 2018-2019, nearly 50 projects were identified that would ultimately improve the quality of life at either local or regional levels and drive economic investment and reinvestment in the region. This project list was updated in 2021 and 62 projects were submitted to the RDA through a Call for Projects. These submissions, in addition to projects that were still applicable from the 2019 plan, were included in the update. These projects not only improve the quality of life, but they can be used to neutralize and overcome the regional demographic, economic, and infrastructure challenges outlined in Chapter Three: Our Present Condition. **The projects outlined in this section are NOT organized by priority.** Priority often infers that all components and benefits of a project are equal, and in this instance, the projects outlined are diverse in scale, scope, and regional benefit. Priority also typically assumes that one cannot start an initiative until the preceding initiatives are complete, or at the very least, underway. **Instead, the proposed projects are categorized by the RDA's proposed role in an effort to provide guidance and flexibility.** Of the 62 projects outlined in this document, only four are identified as efforts the Our Southern Indiana RDA board should lead. The remaining projects lie with either local municipalities, counties, or community organizations, and this planning effort did not intend to dictate a proposed priority or timeline for those initiatives. The provided information for the proposed projects is intended to provide ample insight into the effort, resources required, and ultimate impacts. Project priority and implementation timeline should be a collaborative decision among all parties and should be discussed at the beginning of each effort.

The project summary pages are designed to provide the reader with a concise, written, and graphic summary of the proposed project. To further understand the project summaries, the provided information, and how the information should be used moving forward, refer to the listing below.

### **Regional Goal Target**

Improving the region will mean that efforts will be needed from multiple sectors and from multiple disciplines. Each proposed project was chosen because it met the intent of at least one goal topic. Success for the region will mean that diverse efforts are being made at local, county, and regional levels. For each project, a series of goal icons are used to denote whether or not the proposed project can be used to achieve the identified regional goal topic and the identified target objectives. For specific information on each of the identified goals and target objectives, refer to pages 195-201.

### **Role and Responsibilities**

While the projects identified in this document require the participation and support of multiple jurisdictions and organizations, this planning effort intended to provide specific information on the ways the Our Southern Indiana RDA board should be involved on regional efforts. To aid the RDA moving forward, known project leaders, partners and supporters were also identified by using existing planning documents as a guide. For more information on the documents used during this process refer to Chapter Two: Our Past Efforts.

### **Potential Resources**

Each regional project will require a variety of resources including time, skills, technical guidance, and monetary support. Money is often the keystone of all projects- without it, these great ideas sit on the shelf. As identified above under 'Project Assumptions', each of the identified projects assumes that the Our Southern Indiana RDA will have an ongoing revenue stream and a development toolbox in addition to professional staff. Where possible, supplemental funding sources have been identified.

### **Implementation Steps**

For the four projects that were identified to be led by the Our Southern Indiana RDA, a series of specific action steps were identified to provide the board with a clear path to implementation. The action steps provide a focused framework to progress the projects but are also intentionally vague when it comes to specific process details. This organization allows the board to move forward, but it also allows flexibility in the process so that the needs of each supporting partner can be encompassed in the effort. Each of the identified lead projects are projects include action steps that should be completed by the RDA, beginning with securing the project funding. Project funding options are further outlined in the *Our Southern Indiana Regional Development Authority Organizational Work Plan*.

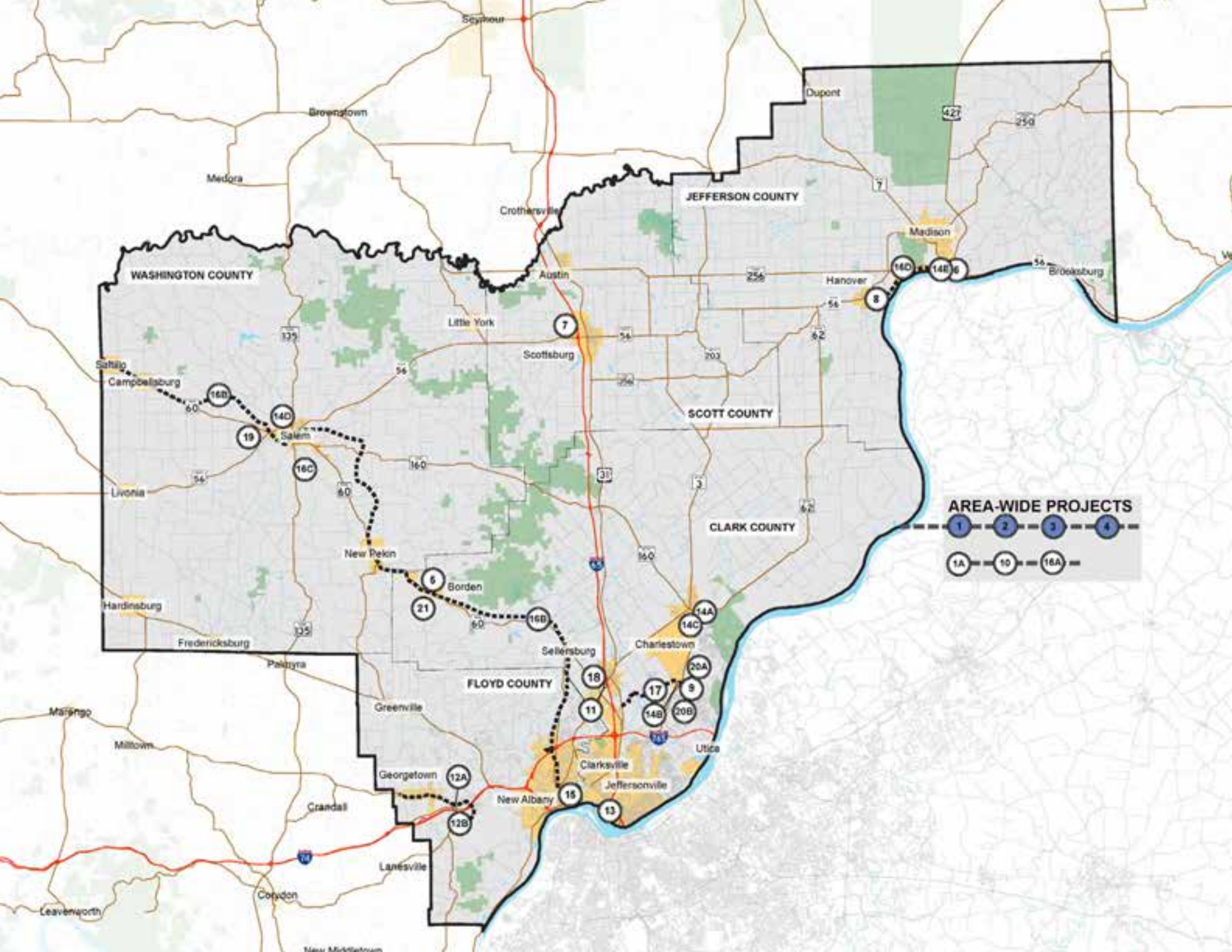
### **Case Studies**

While each of the four projects identified to be led by the Our Southern Indiana RDA include a path to implementation and a listing of additional project partners and supporters, there are times when learning from others is as helpful as having an action plan. For each of the identified lead projects, a case study has been provided so that the RDA board has an example of a previously completed initiative that is similar in scale, reach, and scope. Prior to or during implementation of the identified project, the RDA board should be encouraged to reach out to the identified community or organization to learn from them and their past work.

### **Past Plans or Related Efforts**

As outlined above, the projects included in this document are influenced by over by hundreds of local, county, and local, county, and regional plans previously completed in the area. Nearly all of these plans include projects and initiatives that will improve both the local and regional quality of life. When applicable, the local, county, or regional plan has been identified in the project profile to provide the RDA with the applicable history and justification of local recommendations.





- AREA-WIDE PROJECTS**
- 1
  - 2
  - 3
  - 4
  - 1A
  - 10
  - 16A

### LEADER PROJECTS

1. Regional Broadband
- 1A. Regional Broadband Initiative
2. Regional Collaboration
3. Regional Marketing and Branding
4. Regional Trails Initiative

### PARTNER PROJECTS

5. Star Valley Destinations - Tourism Events Center & Muddy Fork Reservoir
6. Destination Madison Quality of Place Projects
7. Southern Indiana Youth Sports Complex at Scott County
8. Veterinary Teaching Center at Hanover College & Ivy Tech Madison
9. River Ridge Learning Center Early Childhood Education & Workforce Development Initiative
10. The ONE Fund - Entrepreneurial Support
11. Family Scholar House & Ivy Tech Sellersburg Initiative
12. Novaparke Innovation Corridor
- 12A. Entrepreneurial and Laboratory Space at Novaparke
- 12B. Highway 64 Corridor Infrastructure Projects
13. South Clarksville's Riverfront - Mixed Use Redevelopment

14. Workforce Housing - Infrastructure & Property Acquisition

*14A. Depot Street Revitalization Housing*

*14B. The Landings at River Ridge*

*14C. Market Street Commons*

*14D. Shelby Street Housing*

*14E. The Scott Block Lofts*

15. Origin Park, Phase I

16. Regional Trails Initiative

*16A. Regional Trails Align Master Plan*

*16B. South Monon Freedom Trail*

*16C. Lake Salinda Trail Connection & Bath House*

*16D. Hanover-Madison Connector Trail*

17. Commerce Connector (River Ridge to US 31)

18. Sellersburg Town Center District

19. Salem Municipal Airport Hanger & Fueling Improvements

20. Wastewater Capacity at River Ridge

*20A. Charlestown Wastewater Capacity Expansion*

*20B. Jeffersonville North Wastewater Capacity Expansion*

21. Star Valley Destinations - Wastewater Capacity for Residents & Tourism

# Our Projects





**SUPPORTER PROJECTS**

- |  |
|--|
| 22. Workforce; Madison, IN   |
| 23. Jefferson Proving Ground Airport & Infrastructure Development, Jefferson County              |
| 24. Indoor Recreation Center at the Washington County YMCA, Salem                                |
| 25. Madison Ohio Theatre   |
| 26. Mid America Science Park High School & Adult Training  |
| 27. SoIN Conference & Event Center   |
| 28. Infrastructure Development for Southwest Jefferson, Northeast Clark & Southeast Scott County |
| 29. New Pekin Apartments   |
| 30. Building 40 Lofts - 1201 North Clark Blvd., Clarksville                                      |
| 31. Memphis Blue-Lick Corridor   |
| 32. Coding for the future: Jeffersonville & Clarksville  |
| 33. Star Valley Destinations - Project 2 - History   |
| 34. Wisdom Workshop / 4H Purdue Extension Building   |
| 35. CR-403 Improvements from Sellersburg to Charlestown  |
| 36. Building 8 Loft - 1201 North Clark Blvd., Clarksville  |
| 37. Eleven Fifty Academy Coding Bootcamp   |
| 38. Town of New Pekin (Park Updating)  |
| 39. Innovate WithIN Pitch Competition  |
| 40. Small starts. Big finishes.  |

- |  |
|--|
| 41. Empower Southern Indiana   |
| 42. Southern Indiana Regional Public Safety Training Center                    |
| 43. Mardi Gras in Southern Indiana   |
| 44. Fields for All - 404 Durgree Road, New Albany                              |
| 45. 180 Skills online skills training to employers, educators, and workforce   |
| 46. Southern Indiana Maker Network   |
| 47. Talent Pipeline Development Targeting the Local Justice System             |
| 48. LifeSpan Resources   |
| 49. Clark County Regional Airport Improvements                                 |
| 50. Downtown Redevelopment   |
| 51. Industrial Redevelopment   |
| 52. Jeff Boat Redevelopment  |
| 53. Regional Water Supply  |
| 54. Retail Redevelopment   |
| 55. SR 60 Improvements (Salem to Grant Line Road)                              |
| 56. Scottsburg Bypass  |
| 57. Charlestown State Park Improvements  |
| 58. Intermodal Facilities (Port of Indiana, River Ridge, and Industrial Sites) |
| 59. Outer Loop By-Pass for Austin and Scottsburg                               |
| 60. Regional Commuter System (Salem, Madison, Scottsburg)                      |
| 61. SR 56 Improvements   |
| 62. Substance Abuse Programs   |

# Our Projects



# Regional Broadband Initiative

**Ensure that Southern Indiana retains its competitive edge and provides for residential amenities by improving regional high speed broadband infrastructure and services in urban, suburban, and rural areas. In partnership with the regional service providers, plan for short-, mid-, and long-term improvements.**

Reliable and fast internet service has become an essential part of our everyday lives. From researching a school assignment, ordering groceries, applying for a job, and filing a critical work deadline. While the world seems to revolve around the internet and its supporting infrastructure, 24 percent 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. Southern Indiana is not immune to the nationwide concerns centered on broadband infrastructure. Within the last year, 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. Broadband services are provided through any of the following methods: fiber optic cable, digital subscriber line (DSL), cable modem, wireless, or satellite devices.

Access to broadband and other communication services in rural, suburban, and urban areas is, and will continue to remain, critical for a functioning 21<sup>st</sup>-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. Much like the highway infrastructure that connects communities today, high-speed internet allows an increasing number of people to work remotely from their home, saving travel costs and boosting worker morale and productivity. Internet access is also critical to education and workforce development, as many resources for learning new skills are available on the internet. 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.





## PROJECT PROFILE

### PROJECT LEADER

---

- Our Southern Indiana Regional Development Authority

### PROJECT PARTNERS

---

- Broadband service providers
- Clark County Council and Commissioners
- Floyd County Council and Commissioners
- Jefferson County Council and Commissioners
- Scott County Council and Commissioners
- Washington County Council and Commissioners

### PROJECT SUPPORTERS

---

- Municipal leaders from all incorporated cities and towns within Clark, Floyd, Jefferson, Scott, and Washington counties
- Anchor institutions and businesses

### ANTICIPATED FUNDING SOURCES

---

- READI
- Indiana's Next Level Connections Program
- County Governments (American Rescue Plan)
- Service Providers



## 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



## PROJECT 1A

# 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.





# Regional Broadband Initiative

## Implementation Steps

The following action steps are recommended for the completion of a proposed Regional Broadband Readiness Plan.

### 1. Assemble an advisory committee or working group | 0-3 Months

Work with identified project partners and project supporters to assemble an ad hoc advisory committee or working group that will guide the analysis of needs and the development of solutions. It is recommended that the advisory committee or working group consist of at least one RDA board member and leaders from each of the identified partner organizations, including the primary broadband providers that will need to implement infrastructure improvements. To provide structure and practicality to the working group, it is recommended that the group be overseen and facilitated by the Our Southern Indiana Redevelopment Authority's staff.

### 2. Prepare a Regional Broadband Readiness Plan | 3-12 Months

The group must prepare a detailed Regional Broadband Readiness Plan that takes into account the region's infrastructure assets and potential growth areas. The plan should seek to find innovative ways to encourage and facilitate both physical infrastructure improvements and digital literacy advancement in the region's rural areas. An outside consultant can be hired to assist in facilitating this effort. At a minimum the plan should include:

#### **Existing Conditions: What is the state of broadband in the region?**

Through on-site investigation and data analysis, the plan should document the existing broadband assets in the region, including known infrastructure and existing and potential customers (both residential and commercial). It is critical to understand the current availability including known service providers, current speeds, existing service areas, and known gaps in provider service areas.

To ensure that the unique needs of each community are represented, the analysis of region's broadband capability will be supplemented with demographic and socioeconomic information such as population, educational attainment, and income.

#### **Visioning and Key Goals: What do we want broadband service to look like?**

The broadband readiness initiative should include the development and adoption of a realistic, yet inspiring, vision of the future. To provide consensus around the region's needs, it is recommended that this step include various stakeholders from each community and county as well as notable organizations and businesses. Together, the vision and supporting goal and objectives should seek to address service gaps, service needs, and broadband access to residents and employers.

#### **Action Plan: How do we close the infrastructure gaps?**

Using the vision and goals as a guide, the plan should identify a series of strategic recommendations to improve broadband access, and to provide locations for new or upgraded infrastructure. The recommendations should include information on costs, land requirements, implementation timelines, funding opportunities, and responsible parties.

### 3. Coordinate with broadband providers to execute improvements to the region's broadband infrastructure | 12+ Months

Following the completion of the readiness plan, the RDA should continue to coordinate improvements with the region's various service providers. As necessary, the RDA should assist in funding applications, progress communication, and community outreach.



## BROADBAND CASE STUDY

### Main West Regional Technology Plan

Oxford Hills, River Valley and Bethel, Maine

Maine West is a partnership of local and regional organizations that have a dedicated focus on addressing issues traditionally seen in rural areas while also enhancing the communities in which they live and work. The organization's three primary focus topics are active communities, broadband access, and educational aspirations and attainment.

To address the region's rural access to broadband internet services, the organization partnered with a telecommunication and professional services company, residents, municipal leaders, and members of the business community to complete a Regional Technology Plan in 2018.

The plan, which produced a series of regional recommendations and community action plans, also features a Digital Inclusion & Regional Workforce Plan that provided recommendations on ways to improve the region's digital literacy.

## 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 roundtable, and together, advocate for regional initiatives at the state and local level.**

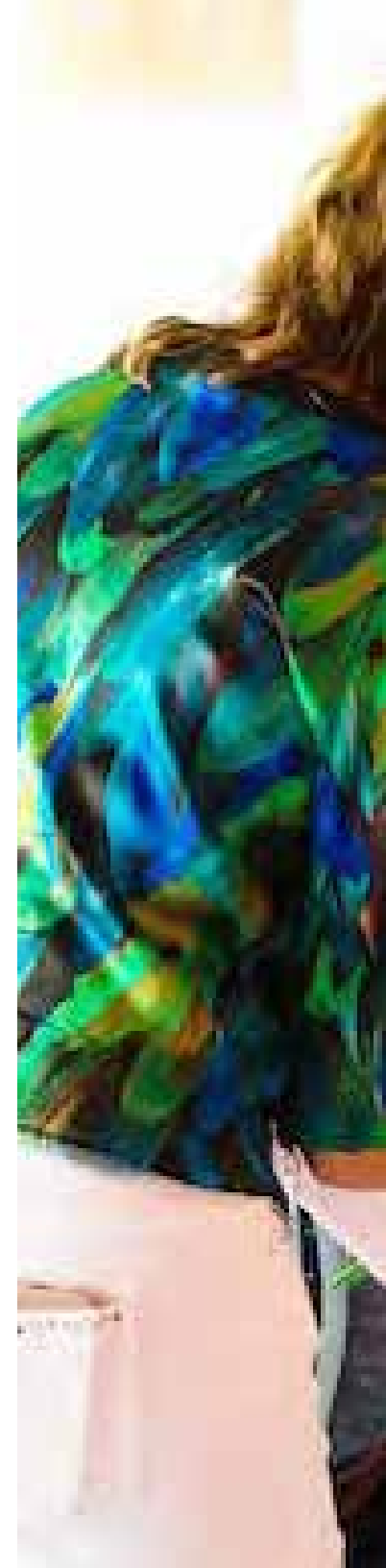
Southern Indiana has a rich history and set of cultural assets that set this area apart from Central Indiana or even Northern Kentucky. More specifically, each of the five counties, each city, and each town all have a host of strengths that create a distinct and separate identity from one another. While the region itself is a melting pot of unique destinations, amenities, and people, the region is unified by the threats and challenges they face on a daily basis. Challenges such as public health, aging and incomplete infrastructure, aging populations, educational attainment and funding within the region impact each resident, business owner, and community leader. These challenges span multiple jurisdictions and see no boundary line and therefore, the solutions to mitigate these challenges should not be compartmentalized.

The idea of regionalism- a movement that focuses on the interests of a particular region- provides Southern Indiana with 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 leverage the gifts and resources of its governments and social organizations to better the whole. As a regional development authority, the Our Southern Indiana RDA was formed under the premise that by collaborating, the region as a whole would benefit at multiple scales. The Our Southern Indiana RDA has the interests of the region at the forefront of its mind and should be a driving force in ensuring that the five- county area- along with all of the cities and towns- have a unified voice, especially when the message is being delivered to state governments. Without a unified voice, the communities within Southern Indiana may miss out

on vital opportunities to raise revenue, or to share in regional priorities.

Thinking and acting regionally, while important, can often be incredibly difficult. The counties, cities, and towns are not single governments, but rather are governed by dozens of elected officials, CEOs, philanthropists, educators, skills providers, neighborhood groups, and other civic actors, all of which have different goals, interests, and priorities. Gathering these leaders together to agree on shared challenges and potential solutions—with action—requires significant time and resources. Empowering one single entity to lead this collaborative forum will allow for the organization's staff and resources to be focused on organizing, communicating, and implementing the roundtable forum and subsequent discussions. Choosing an entity that already has its roots in identifying ways to better the region ensures that the primary goal of collaboration for the region's betterment will not get lost in the process.

Under the RDA's leadership, unifying the leaders of Clark, Floyd, Jefferson, Scott and Washington counties, along with the local cities and towns, will allow for each entity to discuss local challenges, collaborate on solutions, and leverage their individual assets and resources to drive change in infrastructure, quality of life improvements, and economic development policies. By empowering and channeling the strength of these leaders, the group can work together to grow and change the Southern Indiana region.





## PROJECT PROFILE

### PROJECT LEADER

- Our Southern Indiana Regional Development Authority

### PROJECT PARTNERS

- Clark County Council and Commissioners
- Floyd County Council and Commissioners
- Jefferson County Council and Commissioners
- Scott County Council and Commissioners
- Washington County Council and Commissioners
- Municipal leaders from all incorporated cities and towns within Clark, Floyd, Jefferson, Scott, and Washington counties

### PROJECT SUPPORTERS

- Community organizations and anchor institutions

### ANTICIPATED FUNDING SOURCES

- 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 Collaboration Implementation Steps

The following action steps are recommended for the completion of a proposed Regional Roundtable Forum.

## 1. Assemble a roundtable champion working group | 0-3 Months

Work with identified project partners and project supporters to assemble an ad hoc leadership committee or roundtable champion working group that will guide development and implementation of a series of regional roundtable discussions. It is recommended that the leadership committee or working group consist of at least one RDA board member and at least one key leader from each of the Southern Indiana counties. Members of the working group should be passionate about the region, be able to collaborate, and should be able to communicate with local leaders. The primary purpose of this leadership group is to identify ways to increase/encourage collaboration across the region, to set the agenda for each roundtable session, and to advocate for the roundtable forum within their community. To provide structure and practicality to the working group, it is recommended that the group be overseen and facilitated by the Our Southern Indiana Redevelopment Authority's staff.

## 2. Identify and convene regional leaders | 3-12 Months

On a quarterly basis, convene regional leaders for a roundtable forum. The forum should be used as a platform to discuss regional issues, challenges, and solutions so that together, appropriate action plans can be created and advocated for state and local levels. It is recommended that the meetings be held in a facility or in a location, perceived to be "neutral territory." The One Southern Indiana offices, in New Albany, Indiana, is a prime example for an optimal facility due to its focus on the region's residents and business owners.

In preparation of each quarterly meeting, it is recommended that the Our Southern Indiana RDA publish an agenda that outlines a clear meeting topic. To fully understand the local impacts, each meeting

should feature short presentations from local leaders that highlight local challenges or the solutions local communities are implementing. To maintain transparency, and to allow for the broader public to have access to the meeting's information, it is recommended that each meeting be recorded and/or summarized.

In preparation of each quarterly meeting, it is also recommended that the roundtable champion group work to ensure that all local leaders participate in the quarterly meeting. As an advocate for the process, the roundtable champions should be encouraged to identify topic presenters, assist in the facilitation of the meeting, and share the meeting summary following the event.

## 3. Evaluate and adjust | 12+ Months

At the end of the first year, the roundtable champion working group should meet to evaluate the programs' success, identify new regional leaders that should be included, and identify necessary changes in the program's organization or facilitation.

The roundtable program's success should be based on metrics such as the number of regional leaders involved, growth in the number of regional leaders involved, and the ability to identify action-oriented solutions for the region.

While the initial meetings of the roundtable should focus on unifying members of local government, as the program grows and shows metrics of success, leaders of community organizations and community foundations should also be included.



## COLLABORATION CASE STUDY

### Northeast Indiana Regional Partnership

Adams, Allen, DeKalb, Huntington, Kosciusko, LaGrange, Noble, Steuben, Wabash, Wells and Whitley counties, Indiana

The Northeast Indiana Regional Partnership is a collaborative organization made up of leaders and representatives from the 11 counties within the area. The group's primary goal is to work together to make Northeast Indiana a magnet for business and talent and to ensure prosperity for the entire region.

The partnership encourages collaboration through three separate forums: The Local Economic Development Organization (LEDO) Council, the Regional Opportunities Council and the Mayors and Commissioners Caucus of Northeast Indiana. The Mayors and Commissioners Caucus provides government leaders from the 11 counties the opportunity to build consensus on issues and to advocate for economic development policies at the state level.

## PROJECT 3

# Regional Marketing and Branding Plan

**Recognize the region's talent pool, improve both capital and business attraction efforts while also increasing tourism in the region by creating a regional marketing and branding plan.**

In regards to the Southern Indiana region, branding is simply a way of clearly highlighting what makes the region different from, and more desirable than, surrounding areas. Effective branding cannot only visually elevate people, places, and things, but the branding can also create an emotional response or connection to the place. Together, the visual perception and the emotional response are generally what assist users in making decisions such as which job to take, where to build a home, where they spend their free time, where their national organization holds their annual convention, or even which restaurant they should choose for dinner. Without an identity or brand, a unique place, business, or even a larger regional initiative could struggle to gain the critical mass of support it needs to succeed.

Branding, especially at a regional level, should take into account the area's unique assets. In the case of Southern Indiana, the area's rich history, natural features, and unique destinations create a powerful platform that sets the five-county region apart from Louisville, Indianapolis, and the surrounding Indiana counties. A true value of a branding effort, either local or regional, is that the strategy makes it possible to sell the future or aspirations of an area now, even while they are still working to achieve the goal. It allows remote regions to sell what they intend to become, not just what they are.

Marketing often serves as a complement to branding since marketing generally means the method by which you promote or sell your unique services or brand. Conveying a branded message to the public can occur in a variety of ways, but in the

case of Southern Indiana, the area's features are centralized in digital formats including websites, social media, and press kits. The Clark-Floyd Counties Convention Tourism Bureau (SoIN) is a prime example of an online resource providing marketing information on the history of Clark and Floyd County, the area's events, recreational opportunities, restaurants, hotels, and retail destinations.

While the Southern Indiana region has several individual entities working to market portions of the area's assets, the information presented through each platform is often only specific to certain geographical areas. While the branding or messages are similar, the campaigns could be perceived as competitive to one another. The branding and marketing efforts currently utilized have been successful by bringing attention to the area's activity centers and destinations. While these efforts should continue, the region should also work to harness the power of those individual entities by also approaching branding and marketing at a regional scale. By creating a consistent visual and verbal aspirational narrative and promoting assets in all geographical areas, the five-county area and all of the incorporated cities and towns will benefit from increased tourism rates and greater recognition of regional talent. Additionally, a coordinated regional branding and marketing program could work to improve both capital and business attraction efforts in the five-county area.





## PROJECT PROFILE

### PROJECT LEADER

- Our Southern Indiana Regional Development Authority

### PROJECT PARTNERS

- Clark-Floyd Counties Convention Tourism Bureau
- Scott County Visitors Commission,
- Washington County Indiana Tourism Bureau
- Visit Madison

### PROJECT SUPPORTERS

- 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
- Anchor institutions and businesses

### ANTICIPATED FUNDING SOURCES

- 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 Marketing and Branding Plan Implementation Steps

The following action steps are recommended for completing the proposed Regional Marketing and Branding Plan.

## 1. Assemble an advisory committee or working group | 0-3 Months

Work with identified project partners and project supporters to assemble an ad hoc advisory committee or working group that will guide the analysis of needs and the development of solutions. It is recommended that the advisory committee or working group consist of at least one RDA board member, leaders from each of the identified partner organizations, and leaders from those organizations, groups, or commissions that will need to deliver or implement the branding and marketing strategy. To provide structure and practicality to the working group, it is recommended that the group be overseen and facilitated by the Our Southern Indiana Redevelopment Authority's staff.

## 2. Prepare a Regional Branding and Marketing Action Plan | 3-12 Months

Prepare a detailed Regional Marketing and Branding Plan that is aspirational and takes into account the region's unique assets. The plan should also find innovative ways to encourage collaboration and resource sharing. An outside consultant can be hired to assist in the facilitation of this effort. At a minimum, the plan should include:

### Development of the vision, mission, and objectives

The regional branding initiative should start with the development and adoption of a realistic, yet inspiring, vision of the future. To provide consensus around the regional messaging, it is recommended that this step include various stakeholders from each community and county as well as notable organizations and businesses. Together, the vision, mission, and objectives should seek to define the region's competitive advantages, the market focus for the future, and the local benefits the area hopes to gain.

### Analysis of the existing local and regional identity

This portion of the effort should focus on identifying and understanding the region's assets. It is recommended that the analysis include on-site investigations, supporting community data and a robust community outreach program to ensure that physical assets as well as the thoughts and opinions of residents and visitors are incorporated into the process.

### Identification of strategic branding and marketing tools and techniques

To support the delivery of the regional brand, identify strategic action steps and necessary tools so that the project partners and supporters can consistently communicate the regional brand.

## 3. Implement the Regional Branding and Marketing Action Plan | 12-18 Months

Using the projects and recommendations as a guide, provide each project partner organization the tools and materials they need to share the identified regional brand. As necessary, adjust marketing tools, cross-collateral materials and techniques based on technology advances.

## 4. Monitor and Report Regional Metrics | 18+ Months

While the regional brand should be in place for a broader time horizon, marketing efforts should be continuous and ongoing. To ensure that the marketing methods are successful, both qualitative and quantitative testing should occur at regular intervals following implementation.



## MARKETING AND BRANDING CASE STUDY

### Indiana Dunes Strategic Branding, Development and Marketing Plan

Porter County, Indiana

In 2008, Porter County officials began a process of completing a county-side assessment of their physical assets so that they could determine how to better leverage their proximity to Chicago, their natural assets, and their local communities. At the time, nearly three million people were visiting the county's Indiana Dunes each year, but due to various challenges, these same visitors were leaving before visiting adjacent communities to the south.

The plan, completed in 2010, integrated onsite assessments, SWOT exercises, public engagement, and design charrettes to provide strategic input on the development of a regional brand, a series of marketing recommendations, and a series of inter-related recommendations and initiatives designed to increase visitor spending and promote a healthy economy.

## PROJECT 4

# 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.

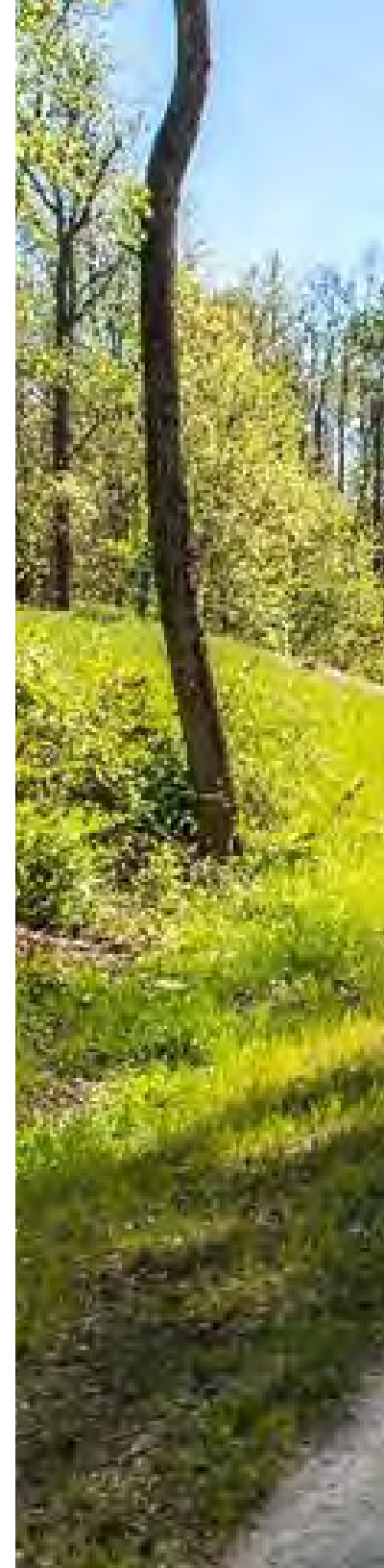
A comprehensive system of hard and soft pavements, natural and rugged trails, greenways, blueways, parks, and outdoor recreation venues also provides new ways for Southern Indiana residents and visitors to explore natural and historic landmarks, stay active, and access a connected set of regional destinations.

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.\*





# 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.

Project 16A 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.

Projects 16B, 16C, and 16D 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 16A), 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

- 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



## PROJECT 5

# 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.





## 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



## PROJECT 6

# 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.



## 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



## PROJECT 7

# 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.





## 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



## PROJECT 8

# 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

### 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



## PROJECT 9

# 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

### 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



## PROJECT 10

# 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

### 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



## PROJECT 11

# 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

### 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



PROJECT 12A | 12B

# 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.



## 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



## PROJECT 13

# 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.**

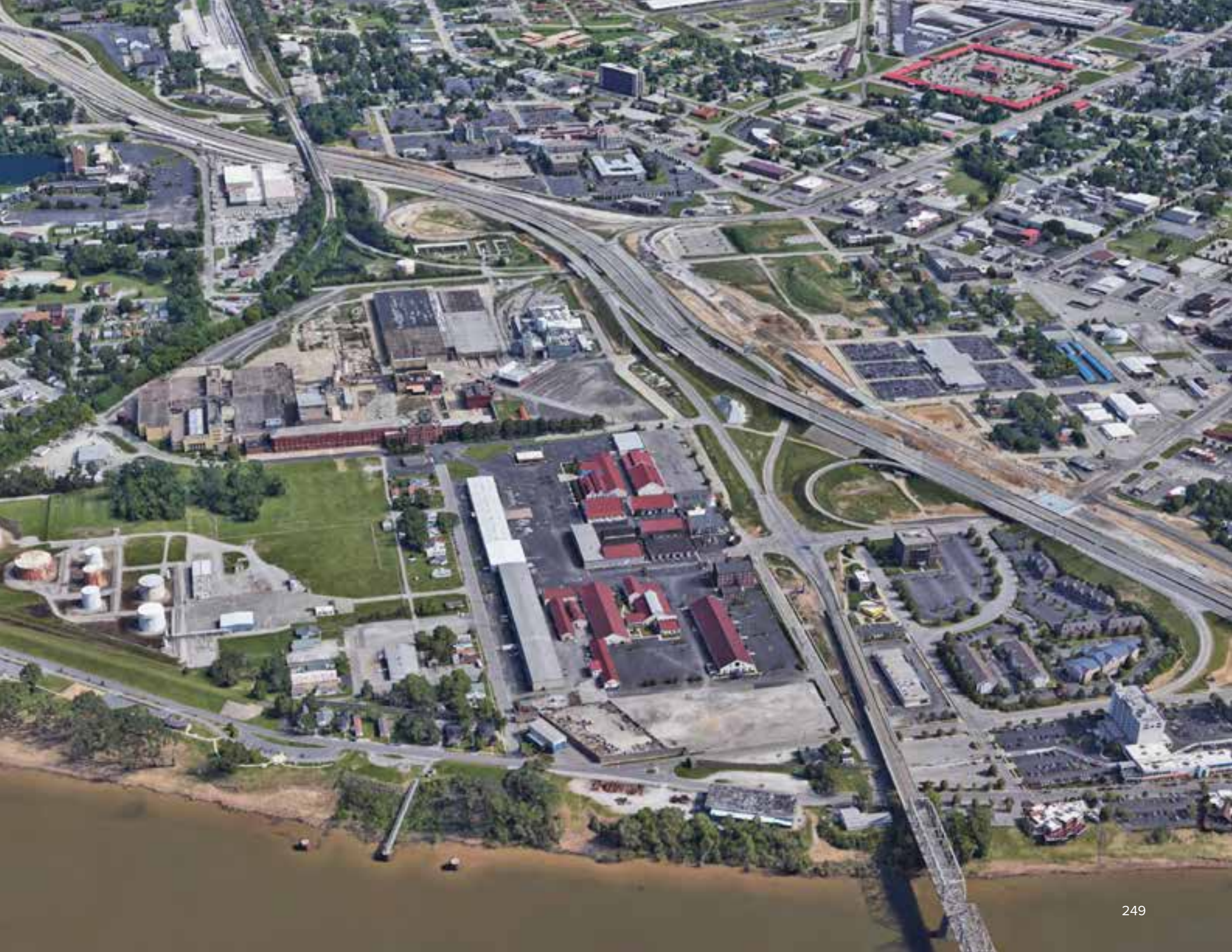
For the remainder of 2021, the Town is currently finishing construction on a new \$7 million Main Street and planning to close on two acres and 11 houses (to be demolished) for \$2 million to create a new pad site for development. The Town will expend an estimated \$2 million on modifying the Main St.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







## 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



PROJECT 14A | 14B | 14C | 14D | 14E

# 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.
- 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.

## 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



## PROJECT 15

# 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

### 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



## PROJECT 16A

# 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

### 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



## PROJECT 16B

# 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

### 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



## PROJECT 16C

# 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

### 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



## PROJECT 16D

# 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

### 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



## PROJECT 17

# 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

### 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



## PROJECT 18

# 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

### 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



## PROJECT 19

# 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.





## 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



PROJECT 20A | 20B

# Wastewater Capacity at River Ridge

*Charlestown & Jefferson 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 plan 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 plan 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.





## 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



## PROJECT 21

# 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>).



## 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*.

Project	Key Players	Previous Plans and Studies	REGIONAL GOAL TOPICS						
			Government	Economic Development Sites	Workforce & Entrepreneurism	Destinations	Natural Assets	Connections & Gateways	Infrastructure
Workforce; Madison, IN	Madison, Jefferson County	Madison Comprehensive Plan	X	X	X				
Jefferson Proving Ground Airport & Infrastructure Development, Jefferson County	Jefferson County, Madison, INDOT (Aviation), FAA	<i>Jefferson County Comprehensive Plan</i>	X	X	X			X	X
Indoor Recreation Center at the Washington County YMCA, Salem	City of Salem, WCCF, WCEGP, Washington County Council/Commissioners			X	X	X		X	
Madison Ohio Theatre	Jefferson County, Madison	Madison Stellar	X	X		X		X	
Mid America Science Park High School & Adult Training	Mid America Science Park			X	X				
SoIN Conference & Event Center	SoIN Tourism, Floyd County, Town of Clarksville, River Ridge	<i>Feasibility Study</i>	X	X	X	X			
Infrastructure Development for Southwest Jefferson, Northeast Clark & Southeast Scott County	Jefferson, Clark and Scott County, Building and Development Association of Southern Indiana	<i>Jefferson County Comprehensive Plan</i>	X	X	X	X		X	X
New Pekin Apartments	New Pekin			X					X
Building 40 Lofts - 1201 North Clark Blvd., Clarksville	Encore Multi-Family, Clarksville			X	X	X		X	
Memphis Blue-Lick Corridor	Clark County	<i>Clark County Transportation Plan</i>	X	X		X		X	X



Project	Key Players	Previous Plans and Studies	REGIONAL GOAL TOPICS						
			Government	Economic Development Sites	Workforce & Entrepreneurism	Destinations	Natural Assets	Connections & Gateways	Infrastructure
Coding for the future: Jeffersonville & Clarksville									
Star Valley Destinations - Project 2 - History	Koetter Woodworking; Joe Huber's Family Farm & Restaurant; Huber's Orchard, Winery, & Vineyards; Smith's Creek Holding		X			X	X	X	X
Wisdom Workshop / 4H Purdue Extension Building	IU Ctr for Rural Eng; City of Salem; Salem Senior Ctr; Purdue Ext; WCCF, Fair Board, EGP		X			X		X	
CR-403 Improvements from Sellersburg to Charlestown	Sellersburg, Charlestown, Clark County	<i>Clark County Transportation Plan, Charlestown Comprehensive Plan</i>	X	X				X	X
Building 8 Loft - 1201 North Clark Blvd., Clarksville	Encore Multi-Family, Clarksville			X	X	X		X	
Eleven Fifty Academy Coding Bootcamp	Eleven Fifty Academy			X	X				
Town of New Pekin (Park Updating)	New Pekin			X					X
Innovate WithIN Pitch Competition	Indiana Department of Education, Indiana Economic Development Corporation		X	X	X	X		X	
Small starts. Big finishes.									
Empower Southern Indiana	Community Action of Southern Indiana, One Southern Indiana		X	X	X			X	

Project	Key Players	Previous Plans and Studies	REGIONAL GOAL TOPICS						
			Government	Economic Development Sites	Workforce & Entrepreneurism	Destinations	Natural Assets	Connections & Gateways	Infrastructure
Southern Indiana Regional Public Safety Training Center	Clark Co EMA, fire districts, police departments		X		X				X
Mardi Gras in Southern Indiana	Taylor's Cajun Meat Company, Prosser Career Education Center			X	X	X			
Fields for All - 404 Durgee Road, New Albany	Southern Indiana United Soccer Club						X		X
180 Skills online skills training to employers, educators & workforce	180 Skills			X	X				
Southern Indiana Maker Network	Southern Indiana Maker Network			X	X				
Talent Pipeline Development Targeting the Local Justice System	American Prison Data Systems		X	X	X				
LifeSpan Resources	LfeSpan								X
Clark County Regional Airport Improvements	Clark County, Airport Board, FAA	<i>Clark County Comprehensive Plan</i>	X	X	X	X		X	X
Downtown Redevelopment	All cities and towns		X	X	X	X		X	X
Industrial Redevelopment	All counties, cities ,and towns		X	X	X	X			X

Project	Key Players	Previous Plans and Studies	REGIONAL GOAL TOPICS						
			Government	Economic Development Sites	Workforce & Entrepreneurism	Destinations	Natural Assets	Connections & Gateways	Infrastructure
Jeff Boat Redevelopment	Jeffersonville			X	X	X	X	X	X
Regional Water Supply	All counties, cities ,and towns		X	X			X		X
Retail Redevelopment	All counties, cities ,and towns			X	X	X		X	
SR 60 Improvements (Salem to Grant Line Road)	Washington County, Clark County		X	X				X	X
Scottsburg Bypass	Scott County	<i>Scott County Comprehensive Plan</i>		X				X	X
Charlestown State Park Improvements	Indiana Department of Natural Resources, Clark County	Indiana Department of Natural Resources		X		X	X	X	X
Intermodal Facilities (Port of Indiana, River Ridge & Industrial Sites)	Port of Indiana, INDOT, River Ridge Commerce Center, Clark County	<i>River Ridge Strategic Plan</i> <i>2015 Our Southern Indiana Regional Development Plan</i>	X	X	X			X	X
Outer Loop By-Pass for Austin and Scottsburg	Scott County	<i>Scott County Comprehensive Plan</i>		X		X		X	X
Regional Commuter System (Salem, Madison, Scottsburg)	Jefferson County, Scott County, Washington County	<i>Scott County Comprehensive Plan</i>		X	X	X		X	X
SR 56 Improvements	INDOT, Scott County	<i>Scott County Comprehensive Plan</i>		X		X		X	X
Substance Abuse Programs	Clark County, Floyd County, Jefferson County, Scott County, Washington County	Align Southern Indiana	X		X				







# 6

CHAPTER SIX

## OUR Path for Success

OUR



## OUR PATH FOR SUCCESS

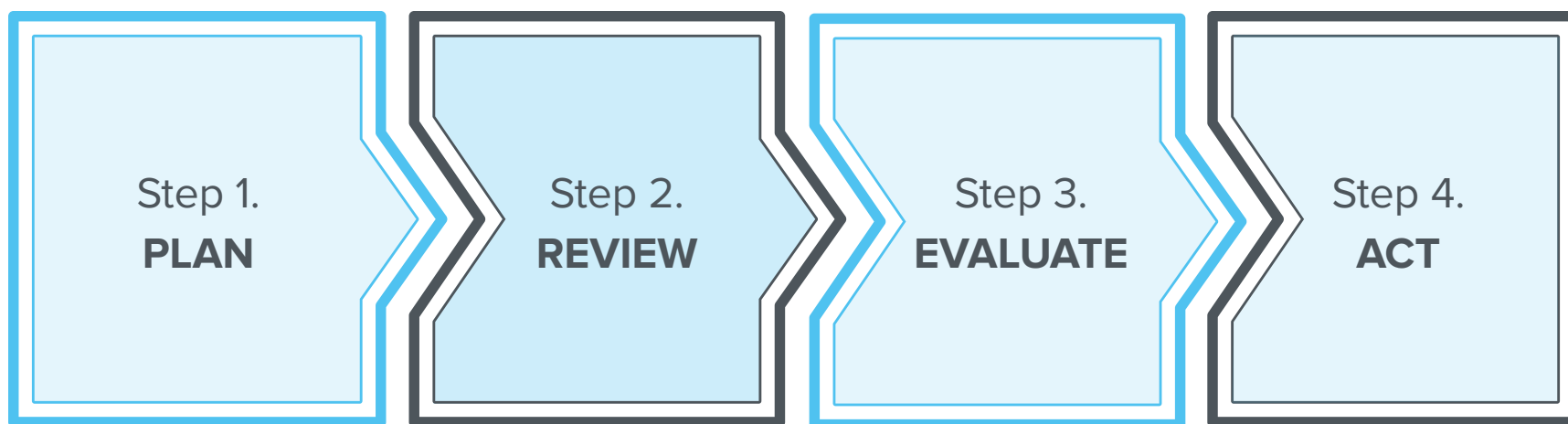
Implementation is not a one-time event. Instead, implementation is a prescriptive set of steps designed to put into practice an activity or program. These activities occur over time, in stages that sometimes overlap and are revisited as necessary based on evolving needs, trends, and funding availability. While implementation of one project may have a start and an end, implementation of a vision can last well beyond the projects outlined in a plan. With implementation being an unending cycle, the plan that guides implementation needs to be just as unending. While the *Our Region | Our Plan* effort had a clear start and end, the plan's framework is designed to allow for flexibility, modifications, and future additions. The plan is a living document meant to guide the region for years.

As outlined in Chapter Five: Our Future Vision and Projects, the regional vision was intentionally designed to be an aspiration that would apply for generations. While the vision isn't intended to change in the foreseeable future, the specific projects outlined in this plan will. Each project outlined in Chapter Five is either in the early stages of development or is ready for implementation in some form. The nearly 70 regional projects outlined in this plan will be achieved. To ensure that continued investment can be made across the region, this planning document is designed to be renewable, meaning that new projects can be developed, vetted, and added to the Our Southern Indiana RDA's list of regionally significant projects. This approach and organization ensure that the pursuit of the regional vision and supporting goals is a process that allows for continuous input from new residents, business owners, and community partners over time. It also allows for each of the incorporated communities, the five counties, and the Our Southern Indiana RDA board to continually update the action plan as other projects and programs are completed.



# Long-term Implementation Framework

The long-term implementation framework developed during the *Our Region | Our Plan* process includes the following four key steps which should be initiated by the Our Southern Indiana RDA board:



### STEP 1: PLAN

Working with local and/or county officials and stakeholders, the RDA board should participate in regional planning initiative discussions and in developing regionally significant projects. Planning should occur throughout each county and should be spearheaded by the specific RDA board member representing each area. For additional information on engaging with leaders and stakeholders at the local and county level, refer to any of the specific *Our Region | Our Plan County Work Plan* documents. Planning efforts should be continuous.

### STEP 2: REVIEW

While the planning and development of local and county projects should be spearheaded by the specific RDA board representative, the review and decision on a project's regional significance is the responsibility of the entire Our Southern Indiana RDA board. On a monthly basis, at the board's standard public meeting, the board should invite local or county leaders to present new or updated projects. Presentations should be focused on a project's scope, scale, costs, and anticipated impact. Following the presentation, the RDA board should utilize the project scorecard outlined on the following pages to review how the provided information meets the identified needs of the region. Following the review and completion of the project scorecard, the RDA board should discuss the project together, come to a consensus, and vote on the project's regional significance and the RDA's role in the effort. At a minimum, review efforts should occur monthly.

### STEP 3: EVALUATE

As a component of the broader review process, the RDA board should use the return on investment framework to evaluate a project's regional significance and anticipated return on investment to ensure that resources are being allocated wisely. A project's return on investment should be included in the board's discussion as outlined in the "Review" step. At a minimum, evaluation efforts should occur monthly in partnership with a projects review.

### STEP 4: ACT

Following review, evaluation, and consensus on new regionally significant projects, the RDA board should amend the *Our Region | Our Regional Economic Development Plan* by updating the listing of regional projects. While ultimately the administration process for the plan's amendment may be the responsibility of the RDA's professional staff (See the *Our Region | Our Plan Organizational Work Plan*), at the time of this document's publication it is the responsibility of the board's secretary and organizational support staff. At a minimum, the plan's amendment should include an updated listing of regional projects (Appendix 'A') that would then be posted on the RDA's website. Additional involvement in the project's implementation should occur based on the decided role of the RDA. Acting on identified projects should occur as necessary as a component of the board's monthly meeting. Actions can include amending the regional plan or moving forward with implementation.

# Implementation Tools

While much of the implementation work outlined previously can occur in the board's traditional monthly meeting, there are two specific tools that will facilitate its review, evaluation, and actions. Both the "Project Scorecard" and the "Regional Return on Investment Framework" are specifically designed for the Our Southern Indiana RDA and are based on its vision, goals, and objectives. The tools outlined below are intended to serve as a guide to compare projects; they are NOT intended to act as a threshold or a prioritization tool. The "Project Scorecard" and "Regional Return on Investment Framework" should be used together to determine a project's applicability and significance.



## Project Scorecard

The "Project Scorecard" is intended to be a tool used by each individual Our Southern Indiana Regional Development Authority board member. The scorecard is intended to guide the individual review of proposed projects of regional significance in a controlled way. While each board member will complete the scorecard separately, ahead of the regular board meeting, the criteria and supporting questions are the same, enabling the group to review things within the same frame of reference. When complete, the scorecard can be used to guide the board's discussion and deliberation process. The criteria and questions provided are only a guide and are meant to provoke thought and discussion. The questions provided are not meant to be an exhaustive list. Additional criteria can be added by any member of the board and can be used to inform conversations and deliberations.

## HOW TO USE THE SCORECARD:

Starting with organizational purpose and powers, consider each of the scoring criteria questions and those that might be added, and then determine, based on the information provided, whether the project meets (low) or exceeds (high) the region's needs.

For reference, based on Indiana State Statute IC 36-7.6-2-2, Regional Development Authorities are responsible for *"(1) acquiring, constructing, equipping, owning, leasing, and financing projects and facilities for lease to or for the benefit of eligible political subdivisions under this article; and (2) funding and developing:*

- *airport authority projects;*
- *commuter transportation district and other rail projects and services;*
- *regional transportation authority projects and services;*
- *economic development projects;*
- *intermodal transportation projects;*
- *regional trail or greenway projects;*
- *regional transportation infrastructure projects under IC 36-9-43; and*
- *any project that enhances the region with the goal of attracting people or business; that are of regional importance."*

Following the completion of the scorecard review, the proposed project should be discussed during an RDA board meeting. Project readiness, relevancy, and impacts should be reviewed and discussed collectively. To be deemed regionally significant, the project must gain the support of the majority of the voting board. The “Project Scorecard” should be referenced throughout the discussion and can be used as a tool to guide the discussion process.

REGIONAL IMPACT	SCORING RANGE					
	Low		Mid		High	
<b>Regional Impact and Community Inclusion</b>						
Does the project submission adequately describe the regional impact and benefit to multiple communities?						
<b>GENERAL CRITERIA</b>						
<b>General Information and Project Readiness</b>						
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?						
<b>Project Maintenance and Sustainability</b>						
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?						
<b>Diversity &amp; Equity</b>						
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	
<b>Destinations – Does the project create and nurture great destinations for present and future residents and visitors?</b>						
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?						
<b>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?</b>						
Does the project increase the quality of place to attract and retain residents within in 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?						
<b>Economic Development – Does the project pursue catalytic development that spurs investment in the region’s quality jobs, housing, public spaces, and infrastructure?</b>						
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	
<b>Natural Assets – Does the project promote the preservation and celebration of the region’s unique natural features and environmentally sensitive areas?</b>						
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?						
<b>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?</b>						
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?						
<b>Government &amp; Collaboration – Does the project encourage collaboration among organizations, agencies, and local government?</b>						
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?						
<b>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?</b>						
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?						
<b>Other Categories/Regional Considerations</b>						



## Regional Return on Investment Framework

The second implementation tool for use in evaluating projects is the Return on Investment (ROI) Framework. This tool complements the Project Scorecard by providing the groundwork for a quantitative evaluation of project parameters.

### WHY EVALUATE ROI?

- Separate big flashy projects from smart organizational investments
- Big, marquee projects attract a lot of attention, but sometimes smaller, more focused, and less visible projects provide more for the dollar in terms of regional investment. A consistent framework allows for an accurate, relative comparison of projects both big and small.
- Provide quantitative support for qualitative impressions
- Our first impressions and intuition are not always accurate when evaluating the regional economic returns of an economic development project. Quantitative measures are helpful to ground check the accuracy of claims and to calibrate expectations regarding a project.
- Set benchmarks and demonstrate progress
- Smart goals are measurable. The ROI framework will facilitate a process to set real goals and to track progress over time. Measuring returns on a consistent basis is critical to accurately tracking progress over time.
- Make smart regional investment choices
- The core purpose of the Return On Investment Framework is to maximize the effectiveness of the RDA's resources in promoting regional economic growth. The framework will allow the Board to understand the potential regional impact of each investment decision.

## RETURN ON IMPLEMENTATION FRAMEWORK

The Return on Investment Framework consists of three major components:

- **Financial Leverage**

The RDA will be most effective when its resources are leveraged with others' in order to bring capital investment to the Region. Attracting these dollars, especially from state, federal, and institutional sources will create investment that would have otherwise taken place elsewhere.

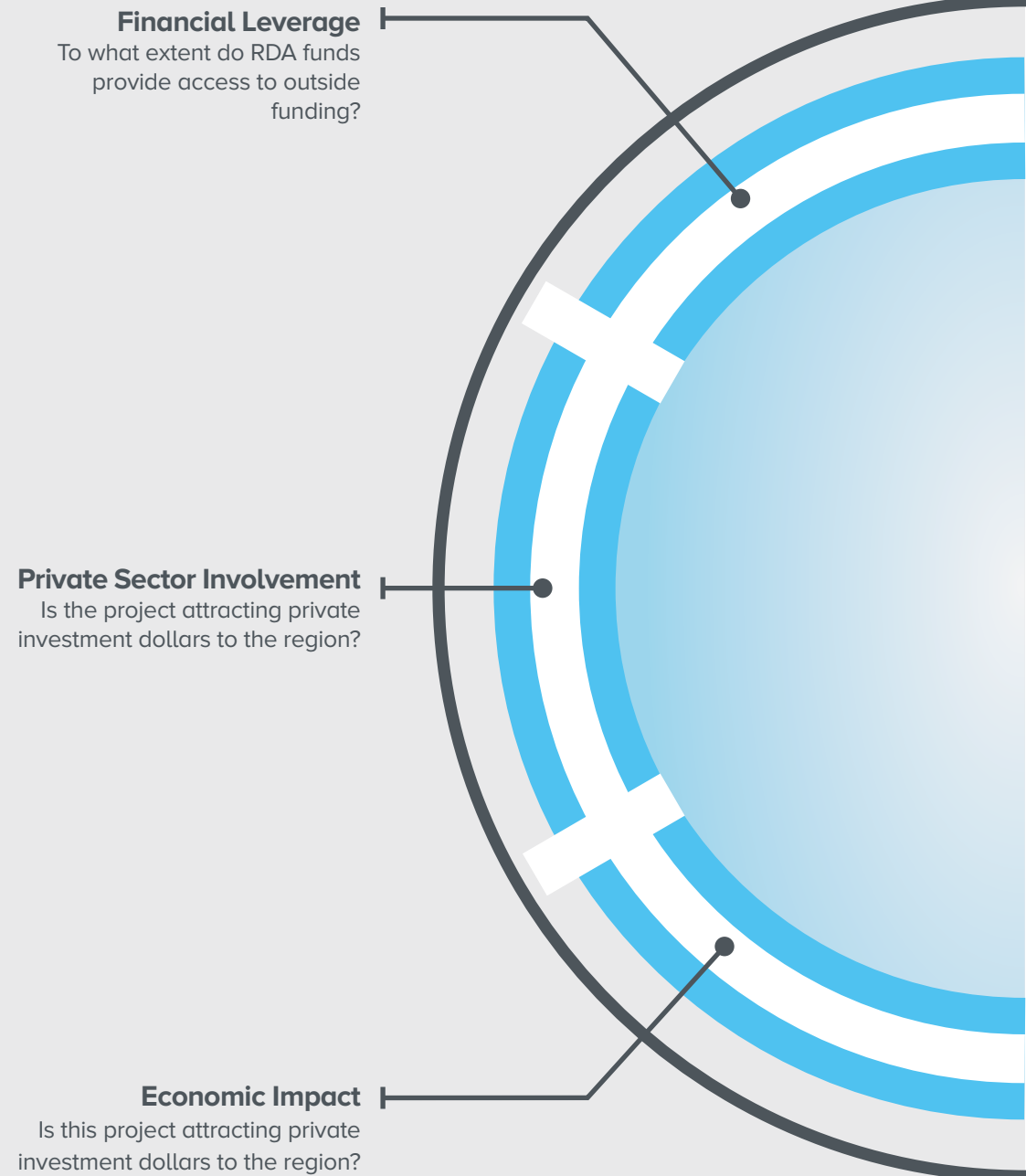
- **Private Sector Involvement**

The objective of economic development is to incentivize private investment, not just public sector spending. In some cases infrastructure development or redevelopment activities must be completed before the environment is right for private sector investment. In other cases, incentives may be required to stimulate demand. In any case, private sector investment should follow public economic development efforts.

- **Long Term Economic Impact**

Successful economic development projects will create jobs, improve wages, or improve housing options and other quality of life factors to allow the region to better compete for capital and human resources.

Each project should be evaluated on a case-by-case basis as detailed project operational and financial information becomes available. The Return on Investment Framework provides a generalized basis for evaluations, but the RDA will need to use discretion and skill to appropriately evaluate projects. In some instances, such as road transportation projects, parks, trails, and public amenities, the connection between the project and economic returns is indirect. The ROI framework is intended to be extensible and adaptable to appropriately adapt to these conditions as necessary. The full detail of the Return on Investment Framework are laid out in the *Our Southern Indiana Regional Development Authority Organizational Work Plan*.







**A**

APPENDIX 'A'

# Regional Projects

OUR



## REGIONAL PROJECTS

During the *Our Regional | Our Plan* process, nearly 70 projects were identified that would ultimately improve the quality of life at either local or regional levels and drive economic investment and reinvestment in the region. These projects not only improve the quality of life, but they can be used to neutralize and overcome the regional demographic, economic, and infrastructure challenges outlined in Chapter Three: Our Present Condition.

As outlined in Chapter Five: Our Future Vision and Projects, the regional vision was intentionally designed to be an aspiration that would apply for generations. While the vision isn't intended to change in the foreseeable future, the specific projects outlined in this plan will. Each project outlined in Chapter Five are either in the early stages of development or is ready for implementation in some form. The nearly 70 regional projects outlined in this plan will be achieved. To ensure that continued investment can be made across the region, this planning document is designed to be renewable, meaning that new projects can be developed, vetted, and added to the Our Southern Indiana RDA's list of regionally significant projects. This approach and organization ensure that the pursuit of the regional vision and supporting goals is a process that allows for continuous input from new residents, business owners, and community partners over time. It also allows for each of the incorporated communities, the five counties, and the Our Southern Indiana RDA board to continually update the action plan as other projects and programs are completed.

Appendix 'A' should be considered the accurate and complete listing of regional projects that have been reviewed by the Our Southern Indiana Regional Development Authority. This list will be amended as needed per the process outlined in Chapter Five: OUR Path to Success of the *Our Region | Our Plan Regional Economic Development Plan*.





# Regional Project Listing

Dated: September 14, 2021

PROJECT NAME	PROJECT LEADER	TIMELINE	ANTICIPATED BUDGET	RETURN ON INVESTMENT
1. Regional Broadband	Our Southern Indiana RDA			
1A. Regional Broadband Initiative	Our Southern Indiana RDA			
2. Regional Collaboration	Our Southern Indiana RDA			
3. Regional Marketing and Branding	Our Southern Indiana RDA			
4. Regional Trails Initiative	Our Southern Indiana RDA			
5. Star Valley Destinations - Tourism Events Center & Muddy Fork Reservoir				
6. Destination Madison Quality of Place Projects				
7. Southern Indiana Youth Sports Complex at Scott County				
8. Veterinary Teaching Center at Hanover College & Ivy Tech Madison				
9. River Ridge Learning Center Early Childhood Education & Workforce Development Initiative				
10. The ONE Fund - Entrepreneurial Support				
11. Family Scholar House & Ivy Tech Sellersburg Initiative				
12. Novaparke Innovation Corridor				
12A. Entrepreneurial and Laboratory Space at Novaparke				
12B. Highway 64 Corridor Infrastructure Projects				
13. South Clarksville's Riverfront - Mixed Use Redevelopment				



# Regional Project Listing

Dated: September 14, 2021

PROJECT NAME	PROJECT LEADER	TIMELINE	ANTICIPATED BUDGET	RETURN ON INVESTMENT
14. Workforce Housing - Infrastructure & Property Acquisition				
14A. Depot Street Revitalization Housing				
14B. The Landings at River Ridge				
14C. Market Street Commons				
14D. Shelby Street Housing				
14E. The Scott Block Lofts				
15. Origin Park, Phase I				
16. Regional Trails Initiative				
16A. Regional Trails Align Master Plan				
16B. South Monon Freedom Trail				
16C. Lake Salinda Trail Connection & Bath House				
16D. Hanover-Madison Connector Trail				
17. Commerce Connector (River Ridge to US 31)				
18. Sellersburg Town Center District				
19. Salem Municipal Airport Hanger & Fueling Improvements				
20. Wastewater Capacity at River Ridge				
20A. Charlestown Wastewater Capacity Expansion				
20B. Jeffersonville North Wastewater Capacity Expansion				
21. Star Valley Destinations - Wastewater Capacity for Residents & Tourism				





# Regional Project Listing

Dated: September 14, 2021

PROJECT NAME	PROJECT LEADER	TIMELINE	ANTICIPATED BUDGET	RETURN ON INVESTMENT
22. Workforce; Madison, IN				
23. Jefferson Proving Ground Airport & Infrastructure Development, Jefferson County				
24. Indoor Recreation Center at the Washington County YMCA, Salem				
25. Madison Ohio Theatre				
26. Mid America Science Park High School & Adult Training				
27. SoIN Conference & Event Center				
28. Infrastructure Development for Southwest Jefferson, Northeast Clark & Southeast Scott County				
29. New Pekin Apartments				
30. Building 40 Lofts - 1201 North Clark Blvd., Clarksville				
31. Memphis Blue-Lick Corridor				
32. Coding for the future: Jeffersonville & Clarksville				
33. Star Valley Destinations - Project 2 - History				
34. Wisdom Workshop / 4H Purdue Extension Building				
35. CR-403 Improvements from Sellersburg to Charlestown				
36. Building 8 Loft - 1201 North Clark Blvd., Clarksville				
37. Eleven Fifty Academy Coding Bootcamp				
38. Town of New Pekin (Park Updating)				
39. Innovate WithIN Pitch Competition				
40. Small starts. Big finishes.				
41. Empower Southern Indiana				
42. Southern Indiana Regional Public Safety Training Center				
43. Mardi Gras in Southern Indiana				
44. Fields for All - 404 Durgess Road, New Albany				
45. 180 Skills online skills training to employers, educators, and workforce				



# Regional Project Listing

Dated: September 14, 2021

PROJECT NAME	PROJECT LEADER	TIMELINE	ANTICIPATED BUDGET	RETURN ON INVESTMENT
46. Southern Indiana Maker Network				
47. Talent Pipeline Development Targeting the Local Justice System				
48. LifeSpan Resources				
49. Clark County Regional Airport Improvements				
50. Downtown Redevelopment				
<i>Borden Comprehensive Plan</i>	Town of Borden			
<i>Pearl Street Revitalization</i>	City Jeffersonville			
<i>Spring Street Master Plan</i>	City Jeffersonville			
<i>10th Street Strategic Investment Plan</i>	City Jeffersonville			
<i>Envision Court Avenue!</i>	City Jeffersonville			
<i>Jeffersonville Tree Walk</i>	City Jeffersonville			
<i>Jeffersonville Arts &amp; Cultural District</i>	City Jeffersonville			
<i>County Road 311 / US 31 Corridor Study</i>	Town of Sellerburg			
<i>Georgetown Downtown Plan</i>	Town of Georgetown			
<i>Madison Stellar Strategic Investment Plan</i>	City of Madison			
<i>One Madison Plan</i>	City of Madison			
<i>Scottsburg Downtown Plan</i>	City of Scottsburg			
<i>Washington County Quality of Life Plan</i>	City of Salem			
51. Industrial Redevelopment				
<i>Old Army Building/ 703 Building</i>	City of Charlestown			
<i>South Clarksville (Former Colgate)</i>	Town of Clarksville			
<i>River Ridge Commerce Park</i>	City Jeffersonville \ Charlestown			
<i>Jeff Boat</i>	City of Jeffersonville			
<i>Madison Industrial Park</i>	City of Madison			
<i>Purdue Research Certified Tech Park</i>	City of New Albany			
<i>Scott County Industrial Park</i>	Scott County			
<i>American Steel Cord Plant</i>	City of Scottsburg			
<i>Louisville/ Indiana Railroad Area</i>	City of Scottsburg			





# Regional Project Listing

Dated: September 14, 2021

PROJECT NAME	PROJECT LEADER	TIMELINE	ANTICIPATED BUDGET	RETURN ON INVESTMENT
52. Jeff Boat Redevelopment				
53. Regional Water Supply				
54. Retail Redevelopment				
<i>Highway 60/ Star Valley Road</i>	Town of Borden			
<i>Lewis and Clark Parkway</i>	Town of Clarksville			
<i>Clarksville Plaza</i>				
<i>Ryan Lane Infill</i>				
<i>Clapp Volkswagen</i>				
<i>Big Lots Strip Center</i>				
<i>Greentree Mapp</i>				
<i>River Falls Mall Property</i>				
<i>Broadway Heights</i>				
<i>Eastern Parkway</i>	Town of Clarksville			
<i>Gateway Crossing</i>				
<i>Eastern Parkway/ I-65 Interchange</i>				
<i>North Clark Hospital Redevelopment</i>				
<i>10th Street</i>	City of Jeffersonville			
<i>Youngstown/ Gateway Plaza</i>				
<i>Jeff Plaza/ Ben's Bargain</i>				
<i>Former Kroger at Allison Lane</i>				
<i>Census Bureau Campus</i>				
<i>Highway 31/ N. Indiana Avenue</i>				
<i>QRS Recycling</i>				
<i>Moser Tannery</i>				
<i>Charlestown Road Corridor</i>				
<i>Colonial Manor Shopping Center</i>				
<i>Stemwood</i>				
<i>Old CVS</i>				



# Regional Project Listing

Dated: September 14, 2021

PROJECT NAME	PROJECT LEADER	TIMELINE	ANTICIPATED BUDGET	RETURN ON INVESTMENT
<i>Highway 62 at Kuntz Road</i>				
<i>Madison Plaza Shopping Center</i>				
<i>Cotton Mill Adjacent Redevelopment</i>	City of Madison			
<i>Marble Hill</i>	City of Madison			
<i>SR 56/ I-65 Interchange Area</i>	City of Scottsburg			
<i>S. Lake Road, North of Mid- America Science Park</i>	City of Scottsburg			
<i>SR 60/ Highway 335</i>	Town of New Pekin			
<i>Jackson Street Area, 6 Parcels</i>	City of Scottsburg			
<i>SR 56, 13 Parcels</i>	City of Scottsburg			
<i>JF Helsel Commerce Park</i>	City of Scottsburg			
<i>Old Highway 60/ Highlander Drive</i>	City of Scottsburg			
<i>E. Hackberry Street, 40 Parcels</i>	City of Scottsburg			
<i>Parkview Drive</i>	City of Scottsburg			
<i>Old Highway 60/ N. of Aspen Drive</i>	City of Scottsburg			
55. SR 60 Improvements (Salem to Grant Line Road)				
56. Scottsburg Bypass				
57. Charlestown State Park Improvements				
58. Intermodal Facilities (Port of Indiana, River Ridge, and Industrial Sites)				
59. Outer Loop By-Pass for Austin and Scottsburg				
60. Regional Commuter System (Salem, Madison, Scottsburg)				
61. SR 56 Improvements				
62. Substance Abuse Programs				





**B**

APPENDIX 'B'

**Regional Score Card**

OUR



## **IMPLEMENTATION TOOLS: SCORECARD**

The “Project Scorecard” is intended to be a tool for each individual Our Southern Indiana Regional Development Authority board member. The scorecard is intended to guide the individual review of proposed projects of regional significance in a controlled way. While each board member will complete the scorecard separately, ahead of the regularly board meeting, the criteria and supporting questions are the same, enabling the group to review things within the same frame of reference. When complete, the scorecard can be used to guide the board’s discussion and deliberation process. The criteria and questions provided are only a guide and are meant to provoke thought and discussion. The questions provided are not meant to be an exhaustive list. Additional criteria can be added by any member of the board and can be used to inform conversations and deliberations.

Following the completion of the scorecard review, the proposed project should be discussed during an RDA board meeting. Project readiness, relevancy, and impacts should be reviewed and discussed collectively. To be deemed regionally significant, the project must gain the support of the majority of the voting board. The “Project Scorecard” should be referenced throughout the discussion and can be used as a tool to guide the discussion process.





# Regional Score Card

For use by the Our Southern Indiana Regional Development Authority

	SCORING RANGE					
REGIONAL IMPACT	Low		Mid		High	
<b>Regional Impact and Community Inclusion</b>						
Does the project submission adequately describe the regional impact and benefit to multiple communities?						
<b>GENERAL CRITERIA</b>						
<b>General Information and Project Readiness</b>						
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?						
<b>Project Maintenance and Sustainability</b>						
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?						
<b>Diversity &amp; Equity</b>						
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	
<b>Destinations – Does the project create and nurture great destinations for present and future residents and visitors?</b>						
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?						
<b>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?</b>						
Does the project increase the quality of place to attract and retain residents within in 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?						
<b>Economic Development – Does the project pursue catalytic development that spurs investment in the region's quality jobs, housing, public spaces, and infrastructure?</b>						
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	
<b>Natural Assets – Does the project promote the preservation and celebration of the region’s unique natural features and environmentally sensitive areas?</b>						
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?						
<b>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?</b>						
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?						
<b>Government &amp; Collaboration – Does the project encourage collaboration among organizations, agencies, and local government?</b>						
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?						
<b>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?</b>						
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?						
<b>Other Categories/Regional Considerations</b>						





A large, bold, black letter 'C' is positioned on the left side of the page. It is partially cut off by the left edge of the frame. The background is a light blue color with a faint, white, geometric pattern of lines and dots, resembling a network or a molecular structure.

APPENDIX 'C'

# ROI Framework

OUR



## IMPLEMENTATION TOOLS: ROI FRAMEWORK

The ROI Framework provides the RDA with a consistent basis to compare and evaluate high level economic returns. This Framework is designed to be flexible and adaptable, allowing the RDA to evaluate new projects as information becomes available. The Framework is also intended to highlight smart investments, without allowing flashy projects with large price tags to dominate the conversation only because of the amount of dollars involved.

The ROI Framework is intended to highlight the “purchasing power” of each dollar of RDA investment and local investment across the following categories:

- State and Federal Leverage – Projects that unlock access to State and Federal Grants bring capital to the region that would have likely been spend elsewhere. The ability to leverage local dollars with out of region funding sources will extend the impact of local development spending.
- Private or Institutional Investment – The goal of public sector redevelopment spending is to incentivize private sector investment. The ROI Framework will highlight projects that have significant private sector components.
- Ongoing Operational Impact – Metrics such as jobs, wages, and infrastructure indicate the degree of ongoing impact to the region.

The ROI Framework is intended to provide an initial high-level overview of the potential impacts of a development project, consistent with the RDA’s legislative requirements. In some cases, it may be prudent for the RDA to conduct a more thorough return on investment or economic impact analysis which would include multiplier effects, agglomeration efficiencies, and network and productivity implications. This is especially true for large projects, or projects that may be seeking Federal funds.





# Return on Investment Framework

For use by the Our Southern Indiana Regional Development Authority

The Return on Investment Framework is a useable spreadsheet. The image below is only a representative of the inputs and outputs available. At the time of this document's publication the final spreadsheet file was housed at One Southern Indiana.

**Our Southern Indiana RDA**  
*Return on Investment Framework*

**Project:** Example Project 1

Financial Inputs	
<b>Local Public Investment</b>	
RDA Investment	\$ 1,000,000
Other Local Funding	\$ 3,000,000
<b>Local Public Investment</b>	<b>\$ 4,000,000</b>
<b>Nonpublic</b>	
Private Investm.	\$ 25,000,000
State Funds	\$ 500,000
Individual Funds	\$ 1,500,000
<b>Total Non-Local</b>	<b>\$ 27,000,000</b>
<b>Investment</b>	<b>\$ 31,000,000</b>

Operational Inputs	
Ongoing Direct Employment	75
Average Annual Wage	\$ 50,000
Road/Trail Infrastructure (lane miles)	1
Housing Units	100

**Returns to Public Investment**

Each dollar of local funding leverages....

	Return on Local Public Dollars
Dollars of State funding	\$0.12
Dollars of Federal funding	\$0.40
Dollars of private investment	\$5.95
Dollars of private and outside investment	\$6.36
Dollars of Annual Wages and Salary	\$0.89

**Public Investment Metrics**

Local public investment required for each:

	Local Public Investment
Ongoing job opportunity	\$56,000
Lane mile of roads or trails	\$1,050,000
Housing unit	\$42,000

