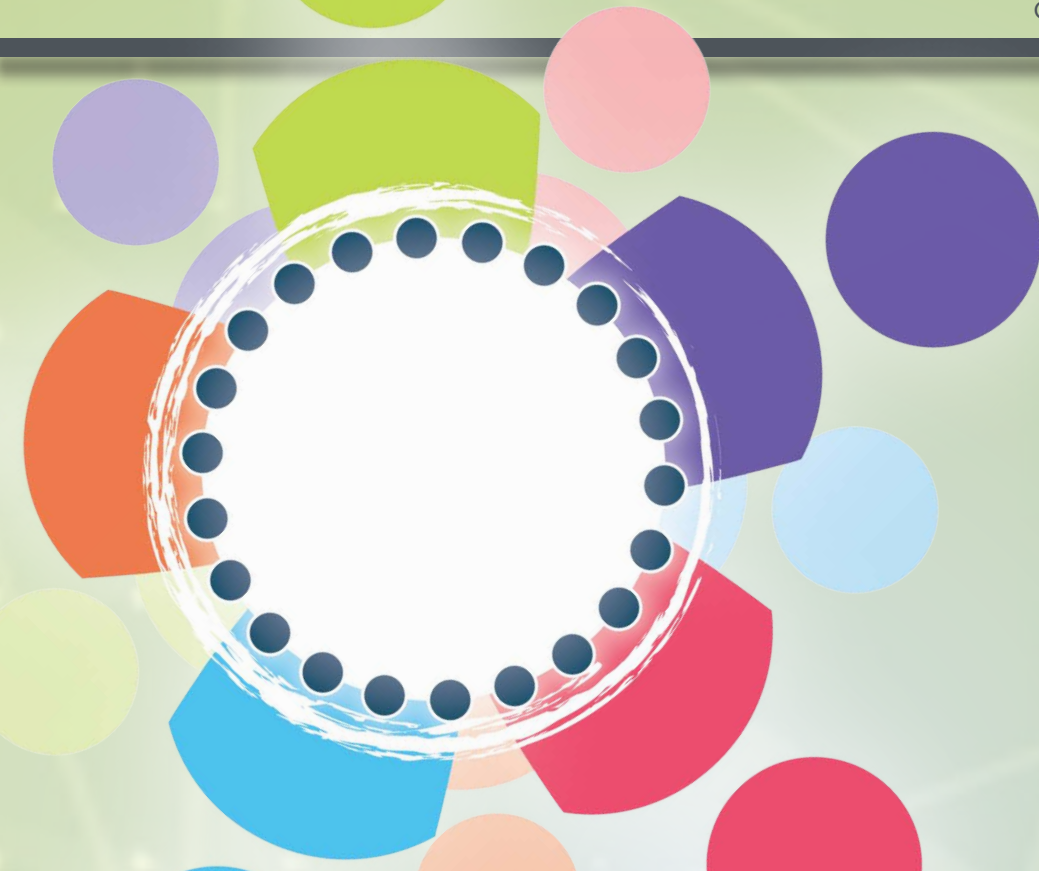




# OUR REGION | OUR PLAN

County Work Plan

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



# CLARK COUNTY WORK PLAN

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.



AMERICAN  
**STRUCTUREPOINT**  
INC.

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POLICY  
ANALYTICS  
LLC **PA**

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# 1

CHAPTER ONE

## Introduction

CLARK  
COUNTY  
WORK PLAN



## THE CASE FOR REGIONALISM

Regional planning and collaboration makes sense, but it won't just happen 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 that is 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. It understands that 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 it 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 transferrable. 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 and 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 a retaining 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 four counties – Clark, Floyd, Jefferson, 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.

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 waiver. 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 to 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 regional plan focused only on project identification and development, the final *Our Region | Our Plan* documents achieve the following key criteria.

- **Visionary.** The plans address 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 plans identify 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 plans were designed to be living, breathing documents. The region isn't a static place; things are constantly changing, and the plans need to be easily updated to accommodate growth and progress. The plans include 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.

Together the final plan, and the supporting work plans are intended to be tools for the region. Together they represent the aspirations of nearly 283,000 residents and the drive of 22 cities and towns and five counties. These plans represent all of us and are 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 Plan* 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- REGIONAL DEVELOPMENT AUTHORITY 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 Plan* 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 County 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.

## PLANNING PROCESS & STAKEHOLDER OUTREACH

Throughout this planning process, a consistent effort was focused on engaging the local officials, stakeholders and public through nine RDA working sessions (following monthly board meetings), two Leadership Group meetings, one public workshop and over 110 individual stakeholder interviews. The planning process, engagement opportunities and input received are summarized in the *Our Region | Our Plan* document.

## COUNTY WORK PLAN ORGANIZATION

Each of the five county work plans are an additional layer of detail based on the larger regional plan, *Our Region | Our Plan Regional Economic Development Plan*, but the county work plans are also intended to provide enough background, information and direction from the regional plan to be referenced independently. Each county work plan is organized around two overarching themes, the present and the future, that coordinate with the regional plan. The following sections outline the content found within each chapter.

### OUR PRESENT CONDITION

Chapter Two: **OUR Present Condition** describes the geographic location of the 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 demographics, socioeconomic, employment, infrastructure, and quality-of-place elements. The information includes an inventory of existing conditions and an analysis on local and regional trends that could pose challenges to regional improvement.

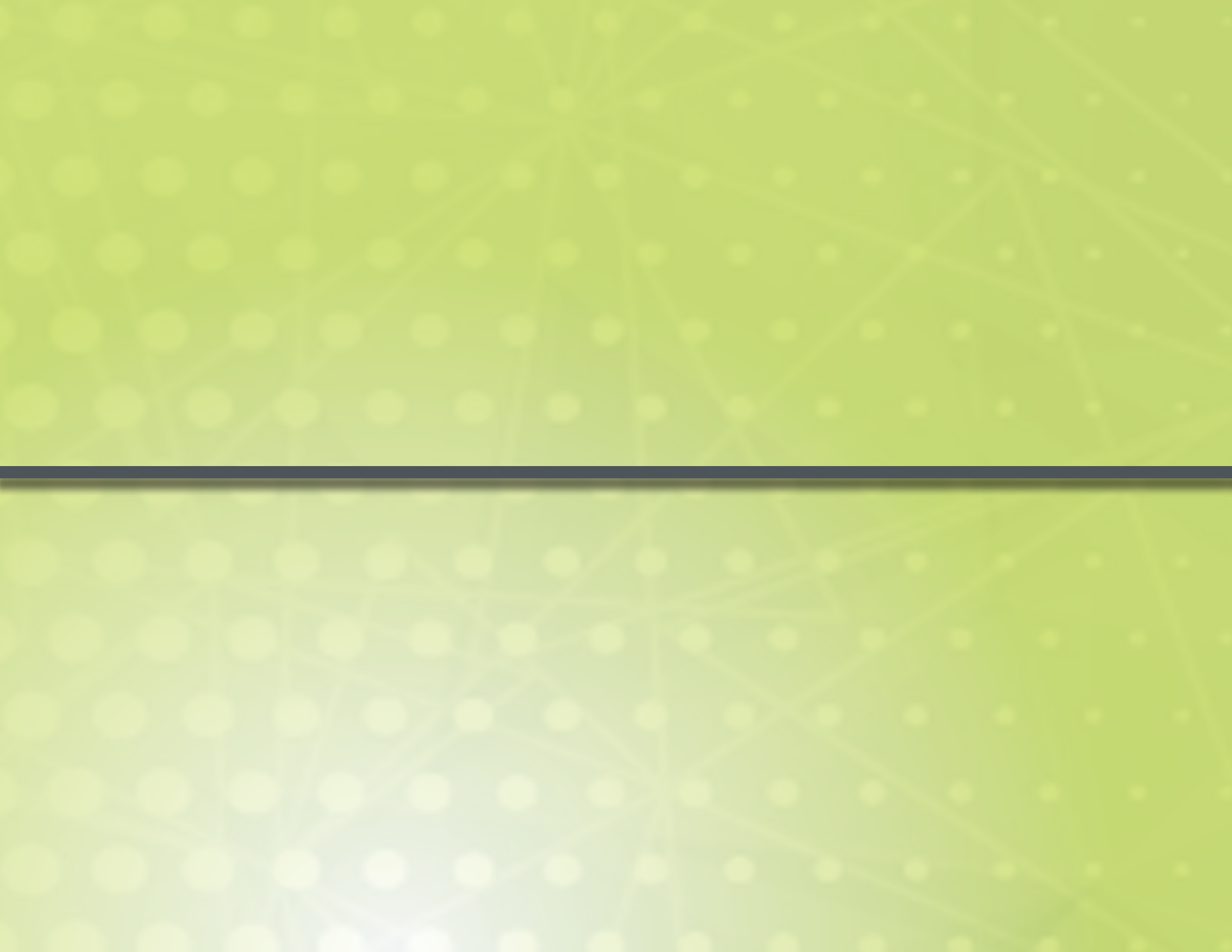
### OUR FUTURE VISION AND PROJECTS

Chapter Three: **OUR Future Vision and Projects** references the regional vision and goals as a guiding elements and includes specific projects for implementation for each particular county. This chapter also outlines how the RDA can support and participate in the identified regional projects as well as how each county, city, town or partner organization can leverage the RDA during planning and implementation.

### OUR PATH

Chapter Four: **OUR Path to Success** outlines the framework for updating the regional development plan following the completion of the planning process. The *Our Region | Our Plan Regional Economic Development Plan* document and county work plans are intended to be living documents which will require periodic updates. This chapter references the process that is outlined in *Our Region | Our Plan Regional Economic Development Plan* for updating to the regional plan, including the use of a scorecard and regional return on investment tool. It also provides guidance on how the counties, cities, towns and partner organizations can work with the RDA to move projects forward and become reality.

While the One Southern Indiana RDA was formed in 2017, this regional effort first began to gain momentum in 2015 with the creation of the Indiana Regional Cities Initiative (RCI), a state-supported program headed by the Indiana Economic Development Corporation. This regional effort was supported by the dozens of plans, initiatives and ideas that were currently underway with the various counties, cities and towns as well as partner organizations. The history of the RDA as well as references to the local planning efforts is outlined in *Our Region | Our Plan Regional Economic Development Plan*.



# 2

CHAPTER TWO

## OUR Present Condition

CLARK  
COUNTY  
WORK PLAN





## 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.

### 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. 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**

## **QUALITY OF PLACE**

### **COMMUNITY CONDITIONS SUMMARY**

To chart an aspirational yet obtainable path for the future, the Our Region | Our Plan planning process included a community conditions summary at the county level. The community conditions summary outlined in this chapter provides a snapshot of the 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.



# 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. The county 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 has 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. Today, Clark County consists of nearly 380 square miles of land with a total population of 118,694 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 population of 118,694 residents makes up 42% of the Our Southern Indiana regional population of 282,946. By 2023, Clark County is projected to experience **an increase of 4.8%** in total population, meaning there will be over 124,400 residents. This growth rate is 2.2% 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 2018 and 2023. As projected, growth will occur in all of the incorporated cities and towns.

### Age and Gender

**Clark County residents are aging.** Between 2010 and 2018, the median age for residents in Clark County has increased from 37.9 to 39. The median age for Clark County residents (39 years of age) is 1.3 years older compared to Indiana. Compared to the other 4 counties in 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 distribution of sex is almost identical to the state at 49.2% male and 50.8% female.

The population pyramid for Clark County illustrated the largest age cohort for male is 35-39 years of age. The largest age cohort for female 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 female is 35-39 years of age.

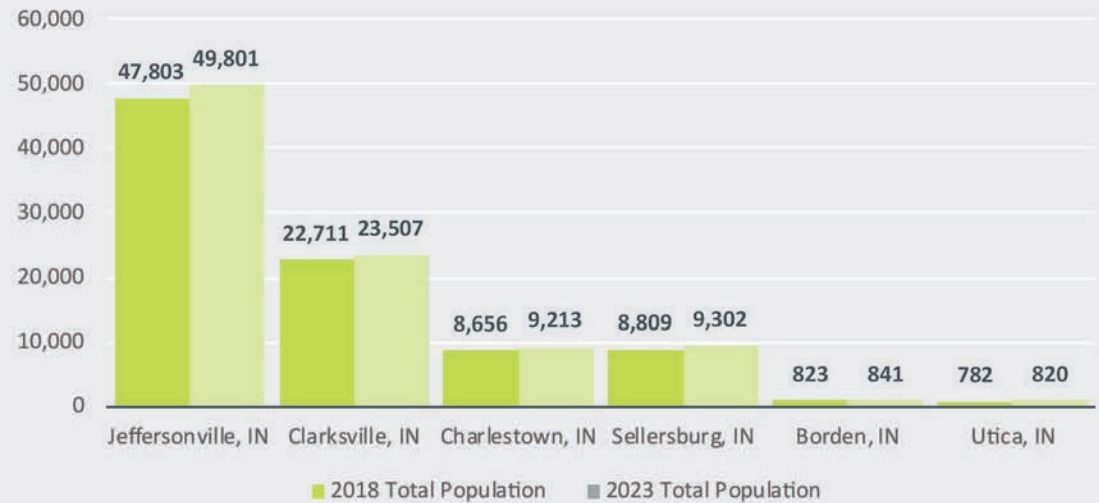
### Race and Ethnicity

**Clark County is not overly diverse.** The majority (85%) of the county's population identifies as Caucasian. This is only 3% higher than the state of Indiana. The remaining 15% of the population identifies as Black/African American (8%), Asian (1%), other (3%), and two or more races (3%).

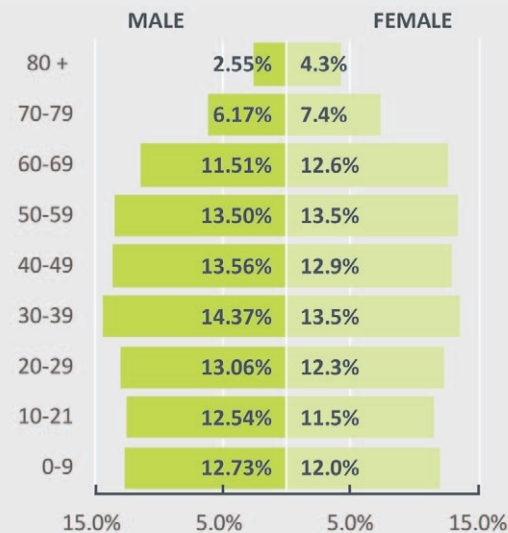
Five and a half percent of Clark County's population identifies as Hispanic in origin. Compared to Floyd, Jefferson, Scott, and Washington counties, Clark County has **the largest percentage of Hispanic** residents.



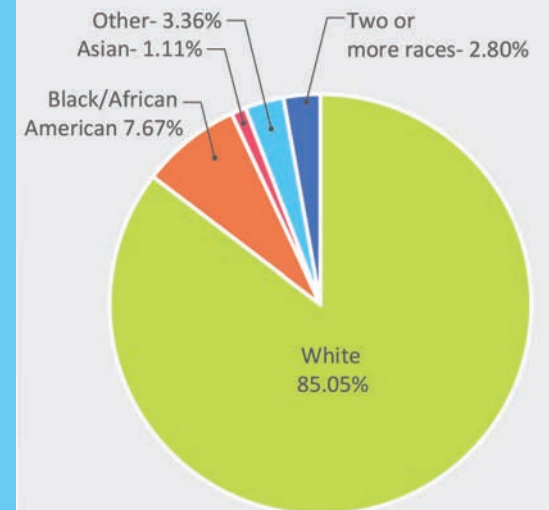
### Projected Population Change



### Age and Gender



### Race and Ethnicity



## Clark County **Demographics and Housing**



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

### **Income and Poverty**

As of 2018, the median household income for Clark County (\$54,407) was nearly **\$1,000 more than Indiana (\$53,531)**.

The 2012-2016 American Community Survey revealed that 10.3% of households in Clark County were below poverty level. Sellersburg and Utica were both significantly under the county average (5.71% and 7.60% respectively) while Clarksville, Charlestown, and Borden all were over the county average (12.80%, 15.12%, and 13.99% respectively).

The percentage of households below the poverty level for Clark County is **3.7% lower** when compared to Indiana.

### **Households**

**Total housing growth within Clark County is projected to increase, but will slow.** Between 2010 and 2018, Clark County experienced an eight percent increase in households, which is **nearly double compared to Indiana's** percent change of 4.2. Clark County is expected to have over 50,100 households by 2023, resulting in a 4.9 percent increase between now and then.

### **Housing Units by Occupancy**

**The majority of the county's housing units are owner occupied.** Clark County had over 51,000 housing units, of which 93% are occupied units. Compared to Indiana (89%), the **county has a higher occupancy** rate. Of the 51,303 housing units in Clark County, 64% are owner occupied, 29% are renter occupied, and 7% are vacant.

Compared to 2010 data, the county's occupancy has remained fairly consistent. The percentage of renter-occupied units has increased by only 1%. This increase is in line with the state.

### Age of Housing

**The housing stock is aging.** The 2012-2016 American Community Survey revealed that **39% of the existing housing stock was built before 1970**. This is slightly lower than Indiana at 46%. This year is important because modern housing code did not go into effect until the 1970s.

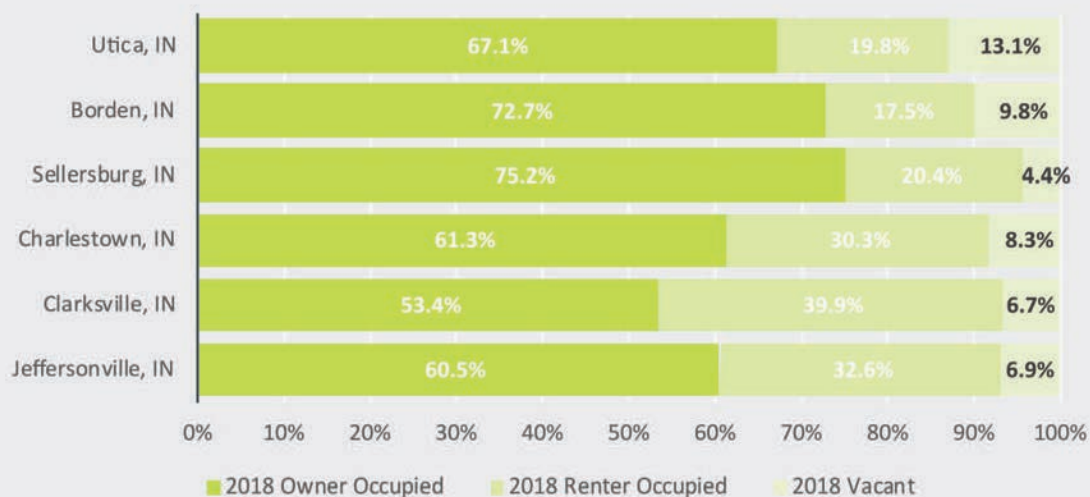
Just over 1,000 housing units or 2.2% of the total housing stock were built between 2010 and 2016. Compared to the state at 2.1%, the number of relatively newer housing units **is proportionate to Indiana's** housing stock.

### Home Value

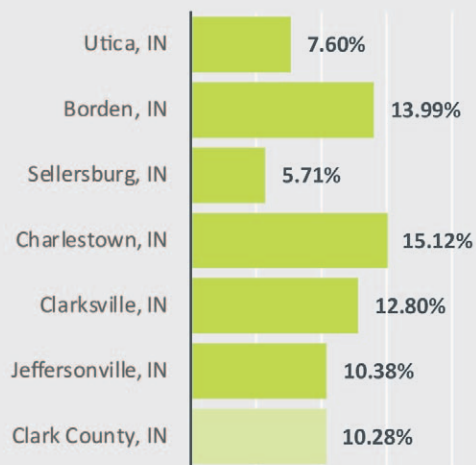
**The median home value is consistent with that of the state of Indiana.** The 2018 median home value in Clark County was \$144,832. Nearly 7,800 units or 15% of the existing housing stock is valued at \$99,999 or less.



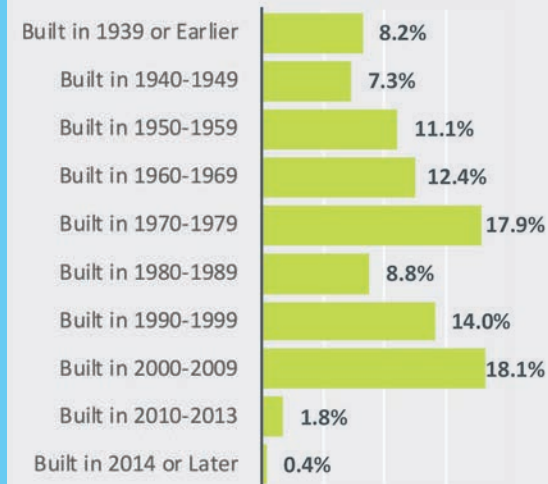
## Households- Owner, Renter and Vacant



## Poverty Level



## Age of Housing





# Clark County

## Employment and Workforce

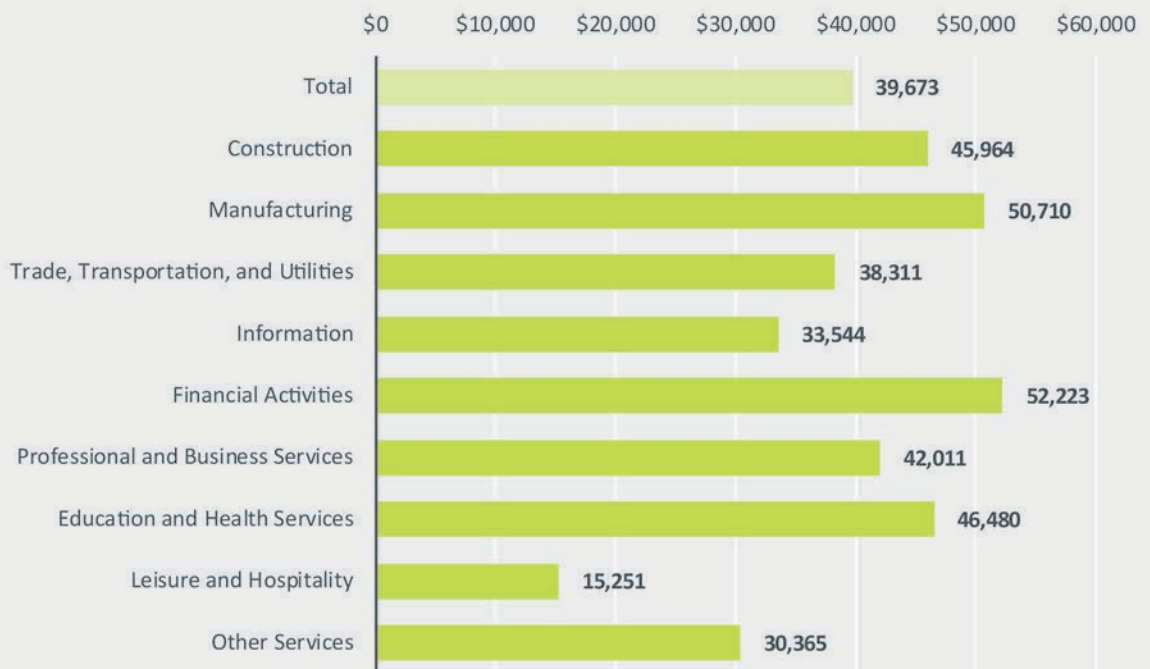
Employment in Clark County has **increased by 17.0%** since 2001 and has increased at an annual rate of 1.9% since 2010. The **Manufacturing Industry** has the highest employment **concentration with a location quotient of 1.82**. The county's average annual **wage is \$39,673** with the Financial Activities Industry having the highest average annual wage of \$52,233.

The majority of employees commute **outside of** the county, with 37.0 % remaining inside the county, **13.0%** traveling to other counties within the Region, **31.8%** traveling into Kentucky, and **18.2%** traveling outside the Region.

Of individuals older than 25, **88.5%** have at least a high school degree and **20.0%** has a bachelor's degree or higher. Those with **associate** degrees have had the most increase in job opportunities since 2000.

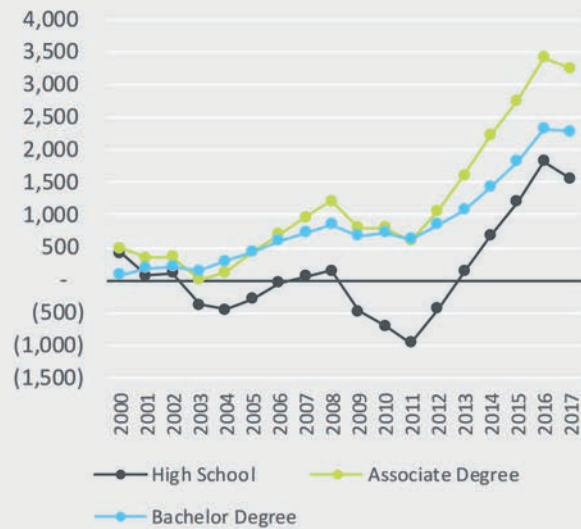


### Annual Wage by Industry

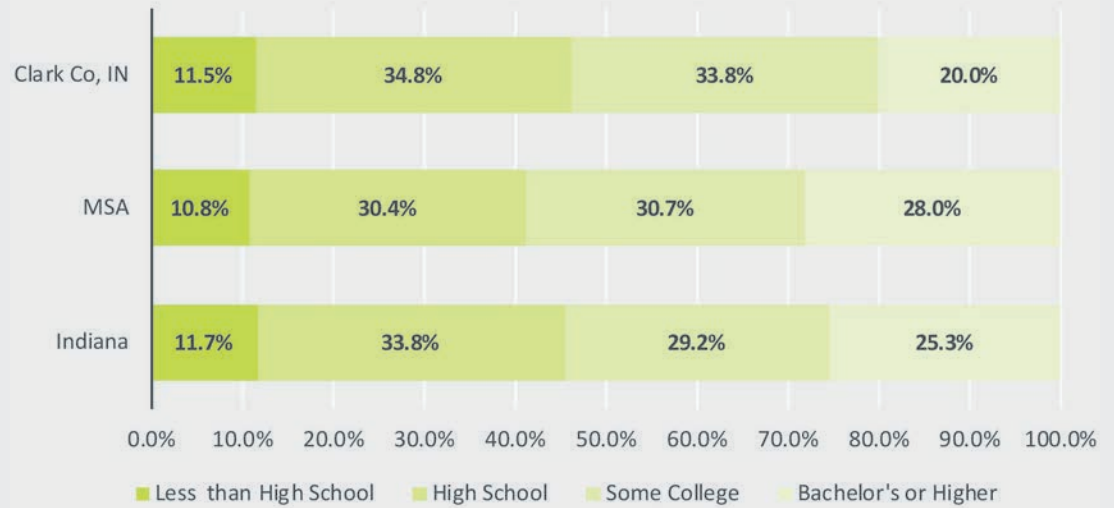




## Job Opportunities



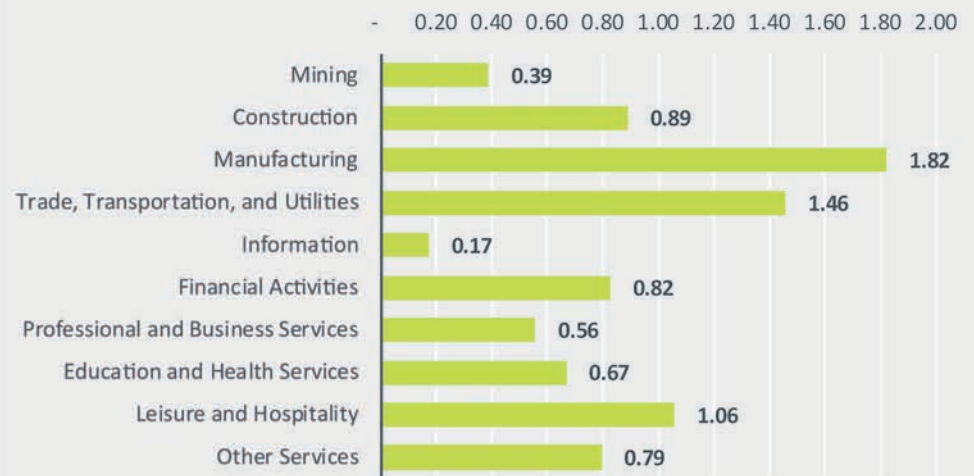
## Educational Attainment



## Long Term Employment



## Location Quotient



# Clark County, Indiana

## Transportation and Mobility

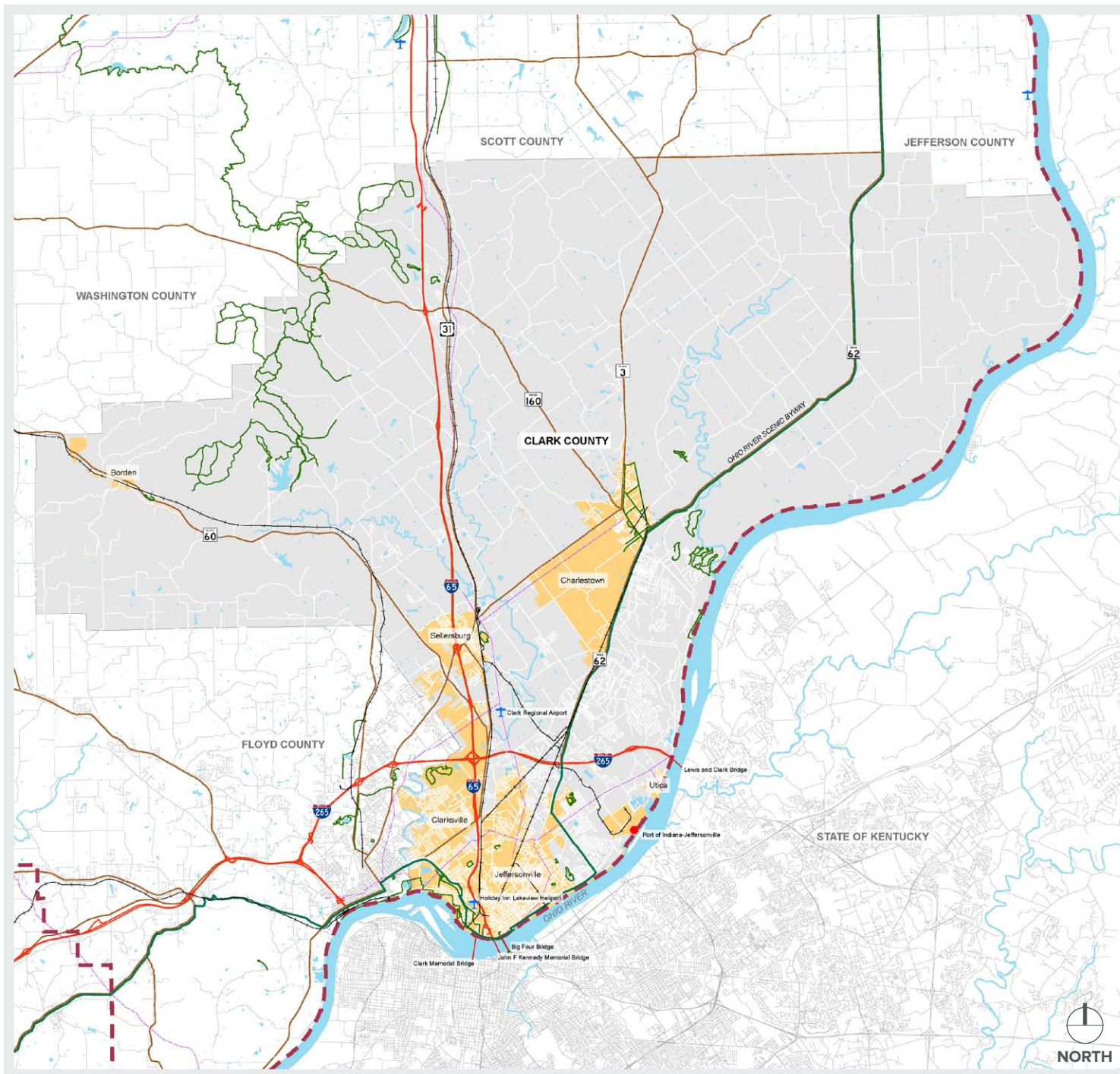
### Connectivity and Character

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 to 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 Boundary
- 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 seem to 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 draft 2019 County Comprehensive Plan identifies the need to both encourage and expand connectivity and accessibility to schools, employment centers, neighborhoods, and destinations.

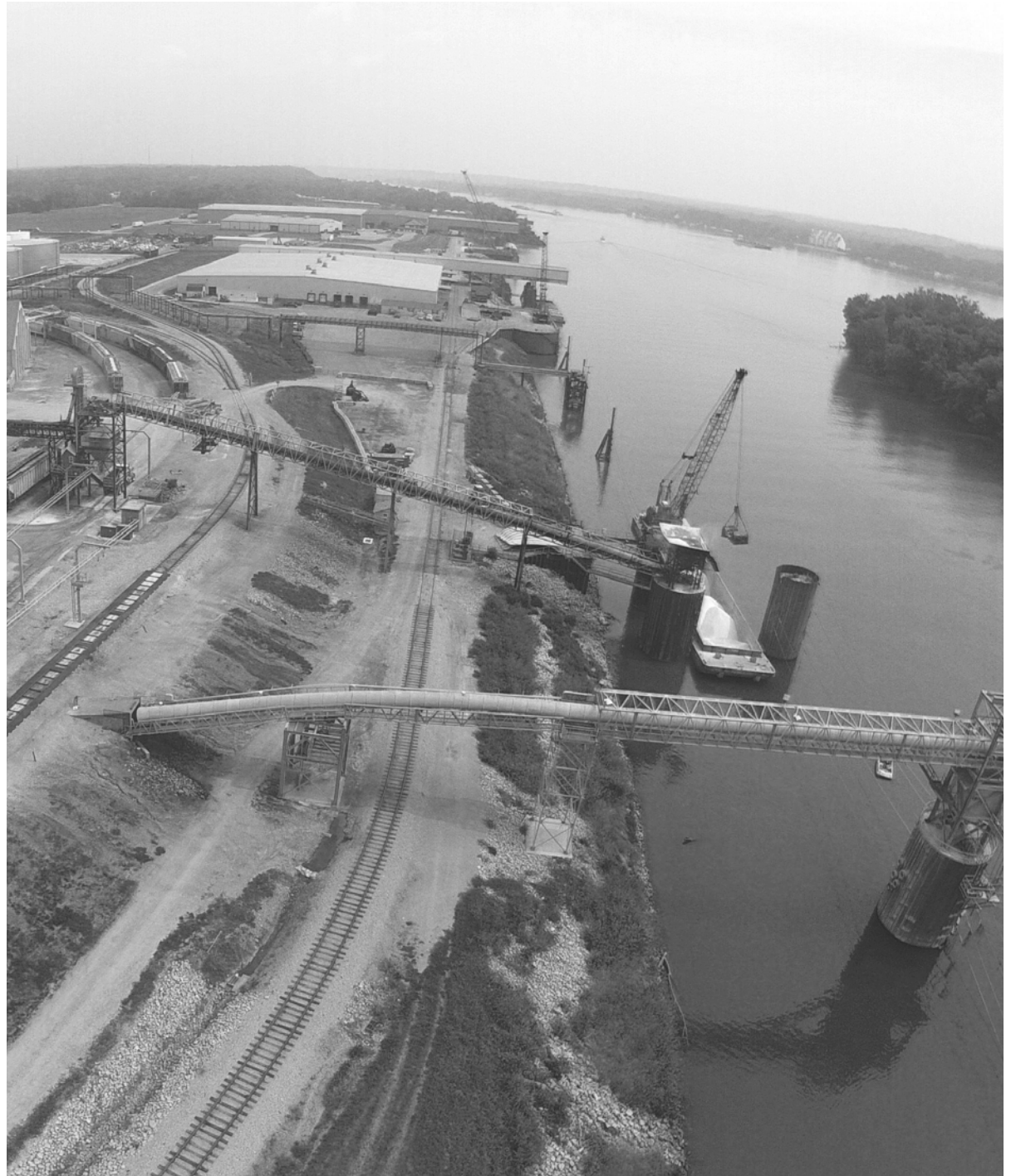
Currently, several recreational trails are offered at a number of the parks throughout Clark County. Most of these are closed-loop trails, meaning that the pathway doesn't provide connectivity between destinations. Several short recreational trails are located in and around Lapping Memorial Park, Ash 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 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.

- Airport Connector Road
- 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



# 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. When mapped<sup>3</sup>, the average service speeds for the county are nearly 200 Mbps download and 3 2Mbps upload. 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 2013-2017 American Community Survey<sup>4</sup> have documented that nearly five percent of the population do not have access to fixed broadband of at least 25 Mbps/3 Mbps. Additionally, over 20 percent of the county's population is not subscribing to the internet, and nearly 15 percent of household's report they do not own a computing device. While the data comes with a margin of error, fundamentally,

<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/broadband/> Data provided by Indiana service providers and is based on advertised availability/speeds and is known to have a margin of error.

<sup>4</sup> <https://pcrd.purdue.edu/ruralindianastats/about.php>

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 nearly 15 percent 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. Nearly 10 percent of the county's residents are living in poverty, and nearly 12 percent 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 25Mbps/3Mbps.*



**21.4%**

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



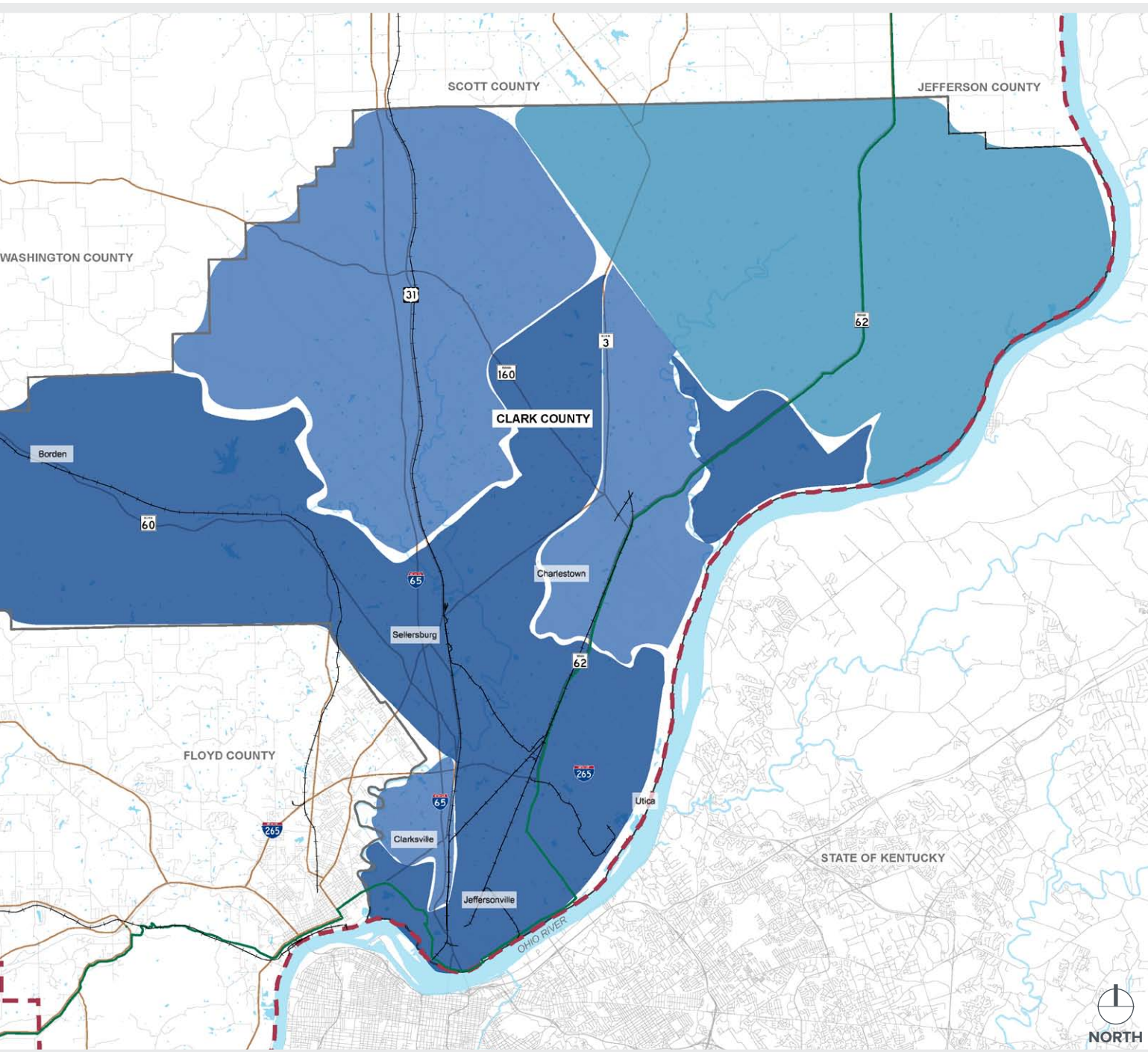
**14.5%**

*of households without a computing device.*



**9.7%**

*of individuals in poverty.*



## MAP LEGEND

- Our Southern Indiana Boundary
- 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.

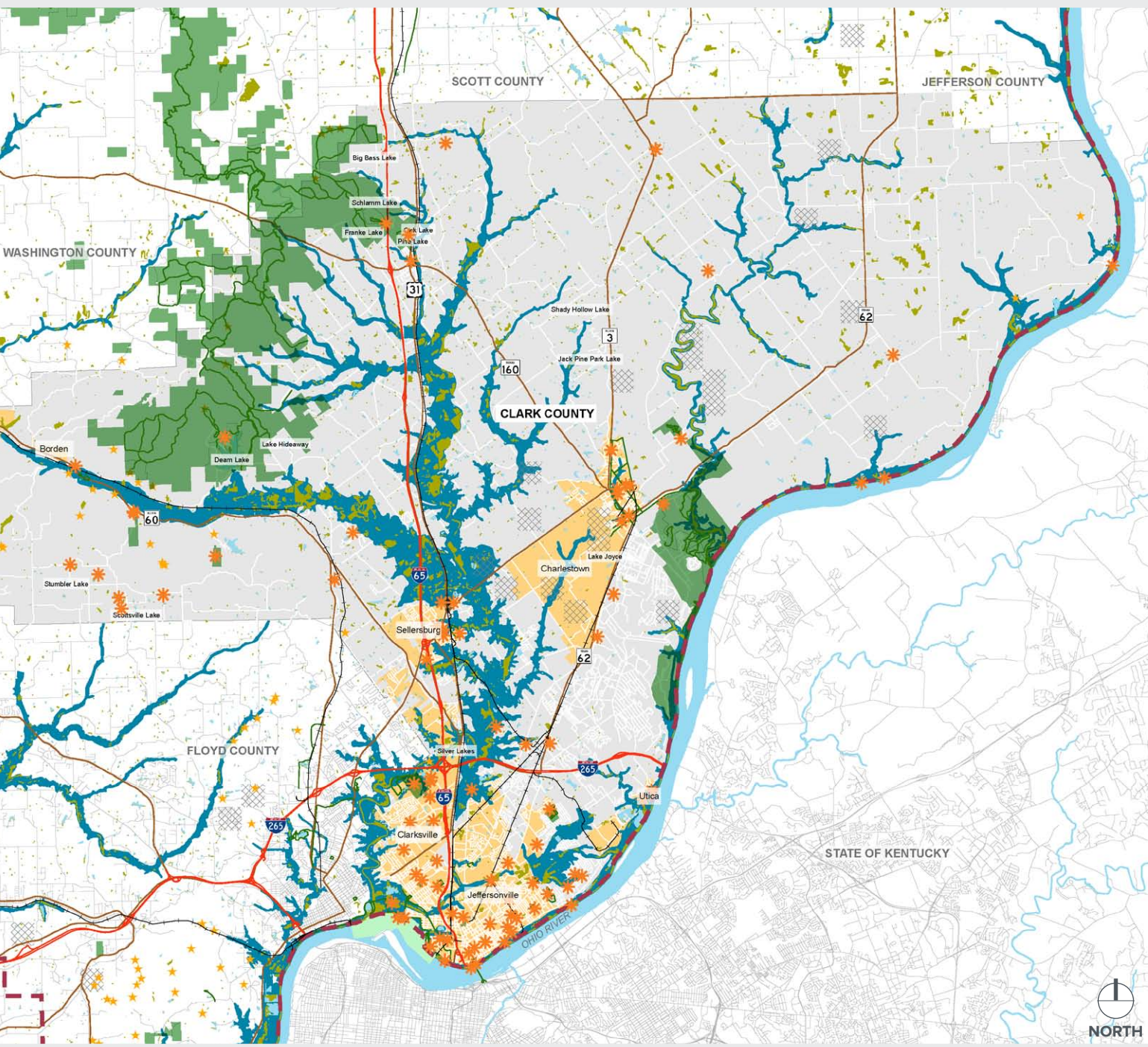
Jeffersonville offers the most park facilities with over 26 city park locations. Additionally, the City has four other facility classifications including specialty parks, private parks, miscellaneous, and event facilities. In particular, there are two facilities in Jeffersonville that play a major role 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 Boundary
- 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: SolIN 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*

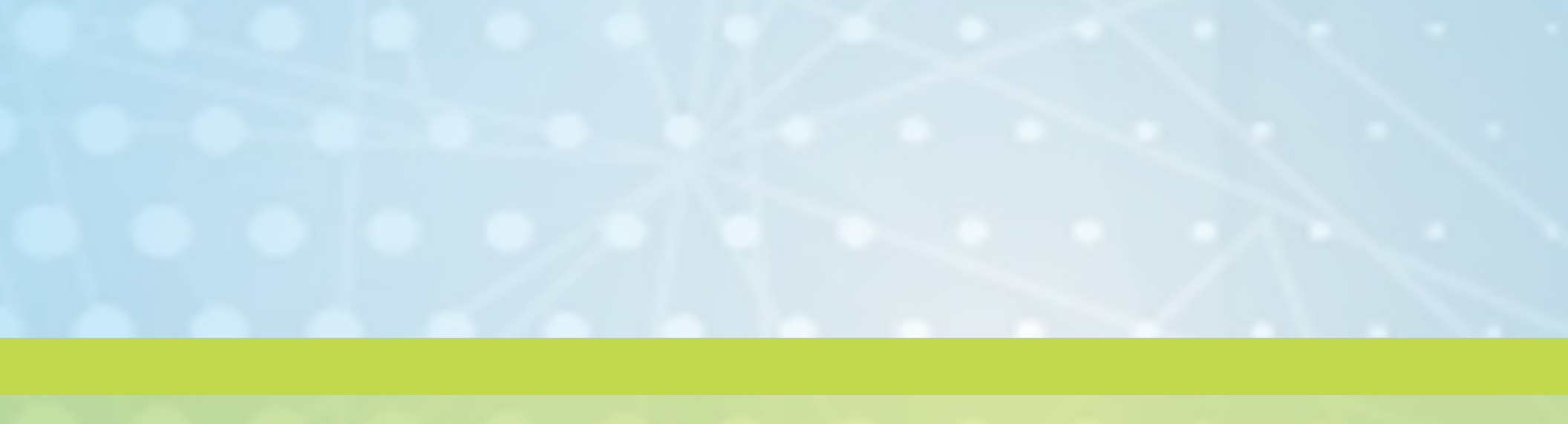


*Image credit: SoIN Tourism*



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





**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.

# REGIONAL IMPLICATIONS

## OBSERVATIONS, ISSUES AND OPPORTUNITIES WITHIN CLARK COUNTY

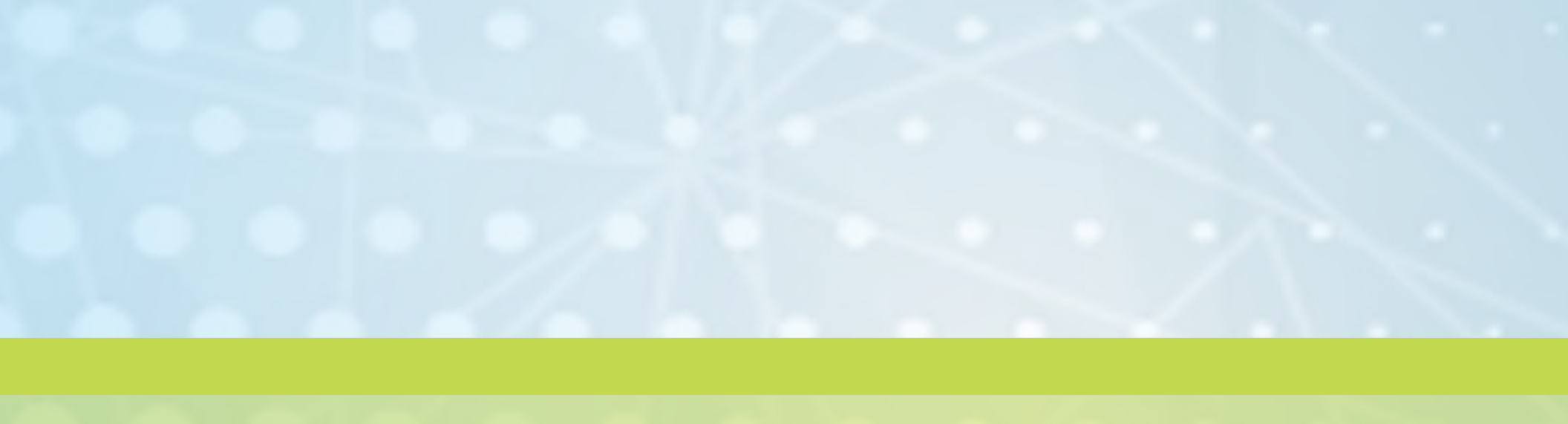
**Connectivity and Character.** While the county boasts a substantial number of transportation corridors, at times traveling between destinations and to adjacent county areas can take a considerable amount of time due to the geography, topography, natural features, and the capacity of the existing transportation 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.

**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.

# REGIONAL IMPLICATIONS

## OBSERVATIONS, ISSUES AND OPPORTUNITIES WITHIN CLARK COUNTY

**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.





# 3

CHAPTER THREE

## OUR Future Vision

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CLARK  
COUNTY  
WORK PLAN



**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. Additional details on the seven plan priorities and supporting objectives can be found in Chapter 4 of *Our Region | Our Plan Regional Economic Development Plan*.

The background image shows a city skyline across a body of water. In the foreground, there are several large, multi-decked ferries or barges on the water. A bridge with a complex steel truss structure spans the river. The city skyline includes various buildings, with a prominent domed capitol building on the right side. The sky is overcast with grey clouds. Two semi-transparent green rectangular boxes are overlaid on the image, containing white text.

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 Regional Economic Development 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 their plan, but the region's plan. The *Our Region | Our Plan Regional Economic Development 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 their 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 Regional Economic Development 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 their role and their 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 Regional Economic Development Plan* document build upon those identified in the *2015 Regional Development Plan*. While some initiatives from the 2015 planning process have since been completed, many are still in need of a champion. In addition to the projects identified within the 2015 Regional Development Plan, 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

This 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 role 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 *Our Region | Our Plan Clark County Work Plan* 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.

## REGIONAL PROJECTS ORGANIZATION

During the Our Regional | Our Plan process, 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. 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 Two: 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 in the *Our Region | Our Plan Regional Economic Development Plan* and this county work plan are categorized by the RDA's proposed role in an effort to provide guidance and flexibility.**

## RDA LEAD PROJECTS

Of the nearly 50 projects outlined the *Our Region | Our Plan Regional Economic Development Plan*, only four are identified as efforts the Our Southern Indiana RDA board should lead. These projects are outlined in more detail in Our Region | Our Plan, including roles/responsibilities, potential resources, implementation steps, case studies and supporting past plans or efforts. These projects are outlined in more detail in Chapter 4 of *Our Region | Our Plan Regional Economic Development Plan*:

1. Regional Broadband
2. Regional Collaboration
3. Regional Marketing & Branding Plan
4. Regional Trail Initiative

## RDA PARTNER & SUPPORTED PROJECTS

The remaining projects lie with either local municipalities, counties, or community organizations as the lead organization, 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 Chapter 4 of *Our Region | Our Plan Regional Economic Development Plan*. While the RDA will not be the lead organization on the following projects, they can play a support role to the county, city, town or partner organization for project implementation.





## PROJECT PROFILE

### PROJECT LEADER\*

South-Central Regional Airport Authority (SCRAA)

### ROLE OF THE REGIONAL DEVELOPMENT AUTHORITY

Project Partner

### PREVIOUS PLANS AND STUDIES

*2015 Our Southern Indiana Regional Development Plan*

*\* Leadership has been based on previous plans and studies. Subject to change based on implementation process.*

### PROJECT GOAL CATEGORIES



# Clark Regional Airport Improvements

**Ensure that Southern Indiana retains its competitive edge and provides regional airway connectivity by improving the airport's functionality and marketability by constructing new facilities and improving the facilities that currently exist on site.**

With a vision to be recognized as a vital, self-supporting transportation link contributing to the improved economic climate of the region, the Clark Regional Airport (CRA) already plays a critical role in fostering business growth and economic development in the Southern Indiana/ Louisville Metro region. Located in Jeffersonville, Indiana, the airport is owned by the South-Central Regional Airport Authority (SCRAA). The airport provides a range of services offered through two Fuel Based Operators (FBOs)—Honaker and Aircraft Specialists, Inc. Services including fueling, maintenance, storage, aircraft management, sales, flight training, and has two runways, the longest of which is 7,000 feet.

The Clark Regional Airport is seen as an important component to economic growth providing accessible corporate air services and the capability for critical “just in time” distribution services for the region. In 2018, the airport supported over 50,000 takeoffs and landings, making it the fourth-busiest general aviation airport in Indiana. Its proximity to other economic generators areas such as the River Ridge Commerce Center and the Port of Indiana- Jeffersonville, enhances this regional asset even more. Continuing to expand and improve the CRA facility should be a top priority for the Southern Indiana region. Constructing a new

terminal building would allow the airport to expand its role, allowing existing businesses to expand while also creating a more business-friendly climate that would support new businesses being attracted to the region.

As described in the *2015 Our Southern Indiana Regional Development Plan*, the Clark Regional Airport can support three primary improvement initiatives.

#### **Terminal Building/ SCRAA Headquarters.**

A terminal building would provide a central location to call “home” for the tenants, users, visitors, and the general public. The terminal building would make available a variety of user services including board room/meeting space, SCRAA office space, public observation, and food service. Today, the CRA struggles to attract new users because of a lack of the necessary programmable space and amenities. The terminal buildings would act as a catalyst for attracting visitors that otherwise would never come to the airport.

**Total Airport Repavement.** Clark Regional Airport has acres of pavement that serve as parking space, taxi lanes, service areas, and parking lots. These areas fall outside of the FAA-funded runways and taxi ways. The maintenance and improvement of these areas

of asphalt fall upon the SCRAA. These areas of pavement have been neglected for many years, and are now in dire need of repair. This is a barrier to expanding service to certain industries and is a health, safety, and welfare issue that should be addressed immediately.

#### **GPS WAAS Instrument Approach to Runway**

**36.** Clark Regional Airport currently has a full instrument approach to runway 18 which serves southbound approaches. However, under certain weather conditions or when visibility is poor, an alternative approach is needed. Not having a full instrument approach to runway 36 (northbound) is a limiting factor that impacts the airport's marketability to tenants, users, visitors, and potential companies wishing to locate their operation at Clark Regional. Many companies have expressed interest in opening a base of operations at Clark Regional given its location in the region, but are limited to airports with full functioning approaches from at least two directions. GPS has opened up a whole new and economical way to do this with very little ground-based equipment necessary and most of the costs involved in research, plotting, drawing, and publishing.



## PROJECT PROFILE

### PROJECT LEADER\*

Clark County

### ROLE OF THE REGIONAL DEVELOPMENT AUTHORITY

Project Partner

### PREVIOUS PLANS AND STUDIES

*Clark County Comprehensive Plan 2040*

*2016 Clark County Indiana Transportation Plan*

*2015 Our Southern Indiana Regional Development Plan*

*\* Leadership has been based on previous plans and studies. Subject to change based on implementation process.*

### PROJECT GOAL CATEGORIES



## Airport Connector Road

**Provide a direct link between the River Ridge Commerce Center and the Clark Regional Airport and further incentivizes development within adjacent property by constructing a new roadway connector through the area.**

The River Ridge Commerce Center is a 6,000-acre business and manufacturing park being built on the land formerly used by the Indiana Army Ammunition Plant. The development is situated entirely in Clark County, north of the I-265 extension and associated Lewis and Clark Bridge into Kentucky, and south/southwest of Charlestown and the Charlestown State Park. It is currently being developed as a planned industrial, research, commercial, and office park. Parcels are available from 3 acres to over 1,000 acres. Currently, a major gap exists in connectivity between the Clark Regional Airport and the River Ridge Commerce Center. There are no direct routes between the two entities, and connectivity to the airport is limited to access only from the west. Both areas are essential components to regional economic development and are expected to continue growing over the next several years. As each area experiences growth, a direct link will become even more valuable to each entity in the region and to the Port of Indiana-Jeffersonville.

As a complement to the proposed improvements at the Clark Regional Airport, and as a way to further incentivize redevelopment at and around the River Ridge Commerce Center, the proposed Airport Connector Road corridor would work to improve connectivity to and from the facility

while also connecting a major economic hub to the airfield. As a secondary result, additional land surrounding the Commerce Center (to the northwest of SR 62) would then be made more accessible and desirable for development. The proposed Airport Connector roadway would begin at Utica-Sellersburg Road near its intersection with Bean Road and end at SR 62 where the proposed River Ridge Parkway would terminate. Once the county's current project realigning and improving Bean Road is complete, this new Airport Connector could create an improved road corridor between I-65 (at its interchange with SR 60) and SR 62.

Several past planning efforts outline the need for further extension of the River Ridge Parkway to I-65 and the Clark Regional Airport. Creating this connector will enhance economic development opportunities and relieve existing roads such as Old SR 403 and SR 62.





## PROJECT PROFILE

### PROJECT LEADER\*

Clark County, Borden, Charlestown,  
Clarksville, Jeffersonville, Sellersburg,  
Utica, Jeffersonville Mainstreet

### ROLE OF THE REGIONAL DEVELOPMENT AUTHORITY

Project Partner

### PREVIOUS PLANS AND STUDIES

Various local- and county-level planning  
documents

*\* Leadership has been based on previous plans and  
studies. Subject to change based on implementation  
process.*

### PROJECT GOAL CATEGORIES



## Downtown Redevelopment

**Build upon the charm and authenticity of the region's distinctive downtowns by promoting investment, appropriately-scaled redevelopment, improvements to infrastructure that support a safe and efficient vehicular and pedestrian environment and the needs of existing and future programs and events.**

Downtowns are sometimes referred to as the heart of a city and region, and accordingly, play a strong role in the health of their respective communities. The Southern Indiana region is unique in that it has several established downtown areas. The sense of place found within each of these areas is what sets each individual community apart of one another. Each community within Clark County should be reinvesting in their downtown by supporting redevelopment.

Benefits from investment in downtown revitalization include jobs creation, increases in property values, and attraction of new residents and tourists. On the other hand, redevelopment of downtown structures comes with many challenges to overcome. These structures are usually aging, which can result in high construction costs, especially with ADA regulations and efficiency standards. The key to downtown revitalization is establishing a shared vision and a pathway to get there.

Any one of the historic downtowns or courthouse squares will require reinvestment over time. Some projects will provide needed maintenance while some will be geared toward expanding the area's functionality and programming goals. While these reinvestment efforts will occur

primarily at local levels, taking into account the availability of funds locally, the Our Southern Indiana Regional Development Authority could participate regionally in a variety of ways. Because the RDA's resources are limited, their involvement will be limited to those initiatives with the greatest benefit to the region. When reviewing proposed sites and proposed projects and prior to seeking partnership from the RDA, local municipalities, private land owners, and members of the development community should refer to the following criteria that serve to guide the RDA's participation in downtown redevelopment efforts.

Our Southern Indiana regional retail redevelopment projects will be projects that focus on enhancing streetscapes and the public realm, promoting and supporting historic building renovation and façade repair, coordinating parking needs, and projects supporting downtown businesses and entertainment. These types of reinvestment projects are traditionally known to have a domino effect- meaning they lead to more investment. 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.



Throughout the *Our Region | Our Plan Regional Economic Development Plan* effort, the criteria outlined above were used to identify priority projects for RDA partnership consideration. The following is a listing for each individual city or town's applicable downtown plans and initiatives. The plans and initiatives identified were provided by the local municipalities, but is not intended to be a complete site inventory. Chapter Five of *Our Region | Our Plan Regional Economic Development Plan* identifies the process by which local municipalities, counties, and private developers or organizations can add their downtown redevelopment project to the RDA's list. The following downtown plans and initiatives focused on the revitalization of downtowns were identified throughout the planning process:

1. Borden Comprehensive Plan (Borden)
2. Pearl Street Revitalization (Jeffersonville)
3. Spring Street Master Plan (Jeffersonville)
4. 10th Street Strategic Investment Plan (Jeffersonville)
5. Envision Court Avenue! (Jeffersonville)
6. Jeffersonville Tree Walk (Jeffersonville)
7. Jeffersonville Arts & Cultural District (Jeffersonville)
8. County Road 311 / US 31 Corridor Study (Sellersburg)



## PROJECT PROFILE

### PROJECT LEADER\*

Clark County

### ROLE OF THE REGIONAL DEVELOPMENT AUTHORITY

Project Partner

### PREVIOUS PLANS AND STUDIES

*Clark County Comprehensive Plan 2040*

*2016 Clark County Transportation Plan*

*2016 Charlestown Comprehensive Plan*

*\* Leadership has been based on previous plans and studies. Subject to change based on implementation process.*

### PROJECT GOAL CATEGORIES



# Highway 403 Improvements

**Provide for the safety of commuting traffic between Sellersburg and Charlestown by planning for and implementing capacity, safety, and aesthetic improvements along Highway 403 from US 31 to Charlestown.**

Highway 403 (CR 403) that connects Sellersburg to Charlestown consists of two, 12-foot travel lanes, stone shoulders, and drainage swales. The approximately 50-foot-wide right-of-way cuts through Clark County, providing Charlestown with a direct east-west access to Interstate 65. Due to the proximity to the interstate corridor, the Highway 403 corridor is highly traveled and was identified as congested and potentially unsafe during the *Our Region | Our Plan* stakeholder outreach process. In addition to the stakeholder input, local communities have also voiced their concern over the corridor's capacity and safety. Most recently, the *Clark County Comprehensive Plan 2040* documented that during the project's outreach process, Highway 403 (CR 403) residents urged for the corridor to be widened.

Additionally, a component of the *Charlestown Comprehensive Plan* recommended a strategy for incorporating access management solutions and preserving existing and future right-of-way to accommodate future roadway improvements. To ease capacity and safety concerns, smaller projects have been planned as a component of the *Clark County Transportation Plan*. Added turn lanes, updated and additional traffic signals, and bridge repair/replacement projects have and will continue to improve the corridor.

To further address the corridor's capacity, additional lanes may be necessary. Additional lanes will not only provide for increased capacity, but safety concerns could also be addressed during the process. Additional safety, capacity, and feasibility studies will be needed to show the corridor's current constraints and the opportunities for change in the future. By improving the capacity and safety along this highly traveled corridor, local communities and adjacent land owners can consider the corridor to be an amenity rather than a liability.





Highway 403

Stacy Road



## PROJECT PROFILE

### PROJECT LEADER\*

Clark County

### ROLE OF THE REGIONAL DEVELOPMENT AUTHORITY

Project Partner

### PREVIOUS PLANS AND STUDIES

Various local and county level planning documents

*\* Leadership has been based on previous plans and studies. Subject to change based on implementation process.*

### PROJECT GOAL CATEGORIES



# Industrial Redevelopment

**Revitalize the region's prominent industrial centers and reduce the perception of blight by focusing redevelopment and reinvestment at key locations and by reinventing the typical industrial development based on demand and workspace trends.**

Southern Indiana's economy is at a crossroads. As forces outside of the region change the global economy, Southern Indiana must reinvent itself to stay relevant and competitive, building upon its current economic base of manufacturing, construction, and transportation. This is true for not only the workforce itself but for the development that houses the region's key employment sectors.

Manufacturing and industrial businesses have come a long way in just a few short years and will continue to evolve over time. Industrial development, both large and small, were historically the lifeblood of Southern Indiana communities. While many areas have become vacant or underutilized due to market conditions and the evolution of the manufacturing sector, the sites are primed for redevelopment for some of the same reasons they were developed to begin with. Many of Southern Indiana's industrial properties are located along the Ohio River, regional rail corridors, and primary transportation routes and are within reach of some of the area's largest employment centers. By utilizing the existing assets in the region and simply by reimagining how these sites function and the needs of the business owners and employees, the region can capitalize on the industrial growth while also allowing for

achieving the area's connectivity, aesthetic, and destination goals.

While various areas across the region are experiencing vacant and underutilized industrial centers, the region's greatest opportunity for reinvestment will be to focus efforts on key employment centers. While redevelopment efforts will occur primarily at local levels, taking into account the availability of property, market conditions, and interest from the private development community, the Our Southern Indiana Regional Development Authority could participate at a regional level in a variety of ways. Because the RDA's resources are limited, their involvement will be limited to those sites with the greatest benefit to the region. When reviewing proposed sites and prior to seeking partnership from the RDA, local municipalities, private land owners, and members of the development community should refer to the following criteria that serve to guide the RDA's participation in regional industrial redevelopment efforts.

While not all Our Southern Indiana Regional industrial redevelopment projects will meet the following criteria, the points outlined below should be used to prioritize the involvement and support by the Our Southern Indiana RDA board:

- **Be located on a brownfield.** Redevelopment efforts focused on brownfield properties allows for unique opportunities for innovation while also solving local workforce, infrastructure, and mitigation challenges. Brownfield sites offer a multitude of development benefits including lower property acquisition and development costs and increased property values following development. Additionally, brownfield redevelopment projects often qualify for additional funding options from a variety of sources.
- **Reuse the existing site.** Redevelopment projects should be focused leveraging existing properties or previously developed sites. This limits capital investments and reduces the perception of blight amongst the local municipality.
- **Reuse and repurpose currently vacant structures.** Redevelopment projects should focus on the reuse of currently vacant structures. While capital investments may vary depending on the condition of the building and the configuration of the intended use, the reuse of existing buildings removes potential eyesores from the region's development landscape.
- **Have environmental remediation completed or have a plan for completion.** Several of the sites across the region will require mitigation prior to the site construction or redevelopment. The process to determine environmental mitigation requirements vary depending on site constraints and the plans of the site. To determine site costs and potential return on investment, the project must have mitigation completed or at least have a firm understanding of what is needed, the costs associated with the mitigation and a timeline for completion and approval.

- **Have commitment from the private sector.** Industrial redevelopment projects should be prioritized based on commitment from the private sector. This ensures that efforts are ready to move forward so that momentum is not lost and that processes move efficiently.
- **Have a complete fiscal/operating plan.** When requesting participation from the Our Southern Indiana Regional Development Authority, an accounting of the who, what, when, where, and how of each project should be determined. By showcasing the scope of the project, when it will occur, the estimated costs of the effort, and the long-term functional and operational maintenance plans of the development, the Our Southern Indiana RDA board will be provided with the information necessary to make an informed decision about their participation in the effort.

Throughout the Our Region | Our Plan effort, the criteria outlined above were used to identify priority sites for RDA partnership consideration. The following is a listing of the sites within Clark County. The sites identified were provided by the local municipalities and local economic development staff but is not intended to be a complete site inventory.

1. Old Army Building / 703 Building (Charlestown)
2. South Clarksville (Former Colgate) (Clarksville)
3. River Ridge Commerce Park (Jeffersonville/Charlestown)
4. Jeff Boat (Jeffersonville)

Chapter Five of *Our Region | Our Plan Regional Economic Development Plan* identifies the process by which local municipalities, counties, and private developers or organizations can add their retail site to the RDA's list. Appendix A of the *Our Region | Our Plan Regional Economic Development Plan* includes a current list of projects with any project amendments to Our Region | Our Plan.

## PROJECT PROFILE

### PROJECT LEADER\*

City of Jeffersonville

### ROLE OF THE REGIONAL DEVELOPMENT AUTHORITY

Project Partner

### PREVIOUS PLANS AND STUDIES

None

*\* Leadership has been based on previous plans and studies. Subject to change based on implementation process.*

### PROJECT GOAL CATEGORIES



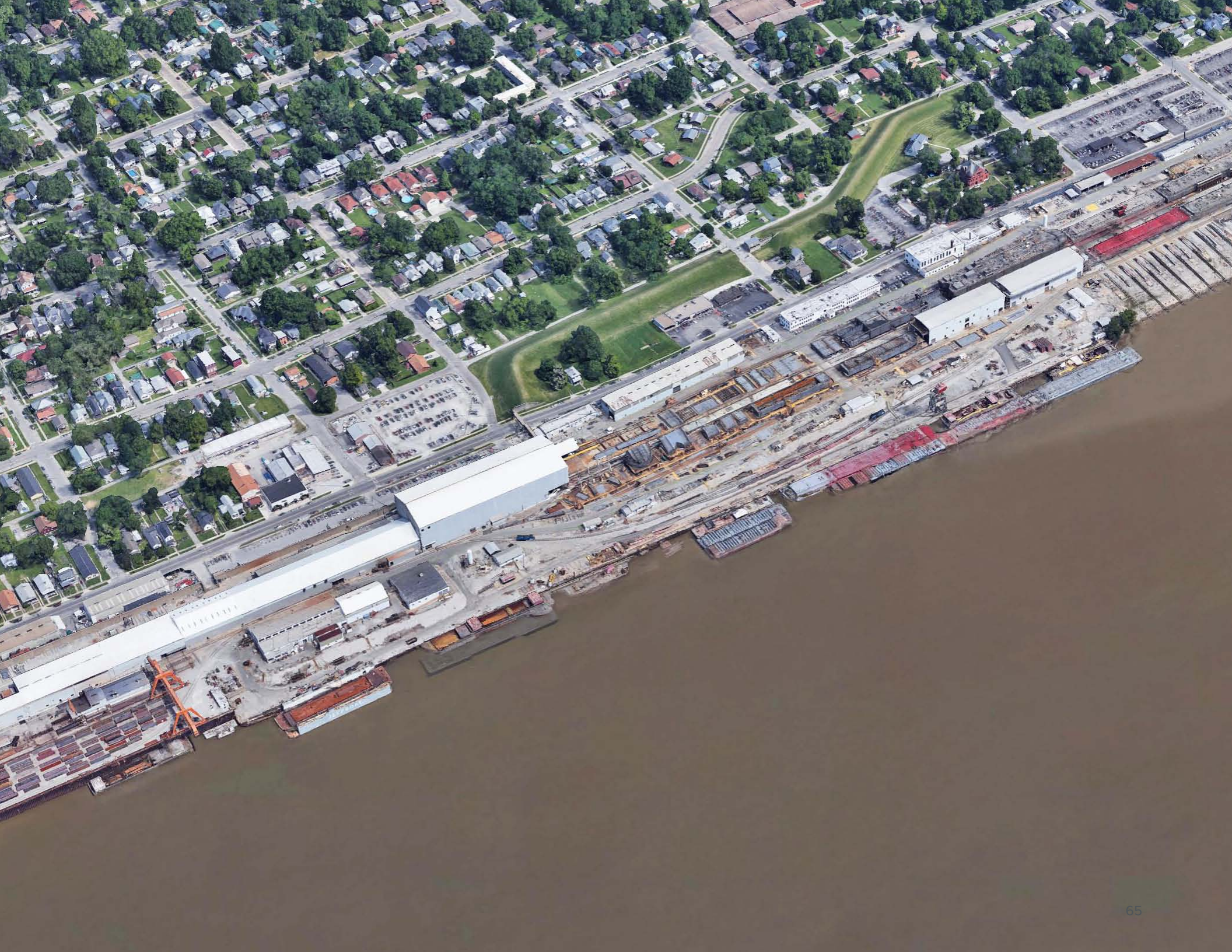
# JeffBoat Redevelopment

**Leverage the existing asset of the Ohio River corridor while also recognizing the grand opportunity for regional economic development and create a well-thought-out plan and shared vision for the redevelopment of the former JeffBoat property.**

Dating back to the 1830s, JeffBoat has occupied a mile-long stretch of the Ohio River waterfront in Jeffersonville, Indiana. JeffBoat was founded by James Howard, a builder of steamboats, and later owned by American Commercial Barge Line. Over the course of 180 years of operation, the company grew to be the largest inland shipbuilders in the country and the second-largest builders of barges. More recently, as transportation methods evolved, the shipbuilding industry experienced a massive decline. In 2018, JeffBoat announced its closing.

While JeffBoat has been a staple of Jeffersonville for decades, this property presents a once-in-a-lifetime opportunity for the Southern Indiana region. With its prime location along the Ohio River, this area could transform not only Jeffersonville but the entire Southern Indiana region. With that being said, it is likely that several years of visioning and planning are ahead for this redevelopment opportunity. Additionally, there will be challenges to overcome such as site accessibility, environmental remediation, and site cleanup. While the future of this redevelopment site is still unknown, many local news articles discuss the desire for a mix of open space, residential, and businesses. As the redevelopment efforts build momentum, efforts should be made to bring together all local and regional impacted parties to collaborate on the future of this site.







## PROJECT PROFILE

### PROJECT LEADER\*

Clark County

### ROLE OF THE REGIONAL DEVELOPMENT AUTHORITY

Project Partner

### PREVIOUS PLANS AND STUDIES

Various local and county level planning documents

*River Ridge Commerce Center Gateway Master Plan*

*River Ridge Commerce Center Strategic Plan*

*\* Leadership has been based on previous plans and studies. Subject to change based on implementation process.*

### PROJECT GOAL CATEGORIES



## Military Reuse and Redevelopment

**Revitalize the region's former military properties and turn challenging sites into assets by focusing redevelopment and reinvestment within industries that support Indiana-based defense operations.**

Dating back to World War II, the Southern Indiana region has been a focal point in military operations with both the Indiana Army Ammunition Plant outside of Charlestown and the Jefferson Proving Ground facilities outside of Madison. Both facilities were integral to the US Army's operation by either manufacturing ammunition or providing a testing facility for weapons and ammunition. During the height of their use, both sites not only served as a place for locally based troops but were integrated into a larger network of Army operations that extended into Ripley, LaPorte, Jennings, and Martin counties in addition to working with military operations at Fort Benjamin Harrison in Indianapolis, Fort Hayes in Ohio, and Forts Thomas and Knox in Kentucky. With the closure of both Southern Indiana operations in the 1940s, stakeholders began to think about how to replace the economic revenue that was previously generated by the now closed operations.

The River Ridge Development Authority was established to expand and meet the tailored needs of the area while focusing on creating a top destination for advanced manufacturing, distribution, and industrial companies from across the nation and around the world. Between 2005 and 2016, portions

of the approximately 6,000 acres that make up the entire River Ridge Commerce Center were conveyed from the United States Army to the River Ridge Redevelopment Authority for economic development purposes. Initially identified in 1990, the first set of targeted industries included manufacturing, distribution, retail, and professional offices.

In addition to the former military sites themselves, opportunities also exist for adjacent redevelopment. Historically, these adjacent neighborhoods and development properties were home to Army troops that were based out of either institution. With the closure of both operations, the adjacent residential developments became vacant and underutilized, causing supporting services such as retail, shopping, dining, and recreational activities to suffer as well.

Each former military site and the adjacent developed areas must overcome specific challenges related to their previous use. While daunting, a number of unique opportunities exist that outweigh the potential challenges. Indiana is critical to the nation's defense and security. Although many states can make this claim, very few can claim the full range of defense assets present in Indiana. Indiana's defense and

national security industries are strengthening our national economy with ground-breaking new technologies that are providing the jobs of tomorrow. Southern Indiana's former military properties are primed to take advantage of nearby institutions such as Muscatatuck, Camp Atterbury, NSWC Crane, and the Crane Army Ammunition Center by encouraging redevelopment to focus on industry and businesses that complement the defense institutions.

While development type and scale may vary, the projects that receive partnership and support by the Our Southern Indiana Regional Development Authority will:

- **Reuse the existing military site.** Redevelopment projects should be focused on leveraging existing military properties or previously developed sites. This limits capital investments and reduces the perception of blight among the local municipality.
- **Reuse and repurpose currently vacant structures.** Redevelopment projects should be focused on reusing currently vacant structures. While capital investments may vary depending on the condition of the building and the configuration of the intended use, the reuse of existing buildings removes potential eyesores from the region's development landscape.
- **Have environmental remediation completed or have a plan for completion.** Former military sites will require mitigation prior to the site construction or redevelopment. The process to determine environmental mitigation requirements vary depending on site constraints and the plans of the site. To determine site costs and potential return on investment, the project must have mitigation completed or at least have a firm understanding of what is needed, an understanding of who will be responsible for mitigation, the costs associated with the mitigation, and a timeline for completion and approval.

- **Have commitment from the private sector.** Redevelopment projects should be prioritized based on commitment from the private sector. This ensures that efforts are ready to move forward so that momentum is not lost and that processes move efficiently.
- **Have a complete fiscal/operating plan.** When requesting participation from the Our Southern Indiana Regional Development Authority, an accounting of the who, what, when, where, and how of each project should be determined. By showcasing the scope of the project, when it will occur, the estimated costs of the effort, and the long-term functional and operational maintenance plans of the development, the Our Southern Indiana RDA board will be provided with the information necessary to make an informed decision about their participation in the effort.

Throughout the Our Region | Our Plan effort, the criteria outlined above were used to identify priority sites for RDA partnership consideration. The following is a listing of the sites within Clark County. The sites identified were provided by the local municipalities and local economic development staff, but is not intended to be a complete site inventory.

1. River Ridge Commerce Park (Jeffersonville/Charlestown)

Chapter Five *Our Region | Our Plan Regional Economic Development Plan* identifies the process by which local municipalities, counties, and private developers or organizations can add their former military site or supporting redevelopment site to the RDA's list. Appendix A of the *Our Region | Our Plan Regional Economic Development Plan* includes a current list of projects with any project amendments to Our Region | Our Plan.



## PROJECT PROFILE

### PROJECT LEADER\*

SoIN Tourism

### ROLE OF THE REGIONAL DEVELOPMENT AUTHORITY

Project Partner

### PREVIOUS PLANS AND STUDIES

*SoIN Tourism 2019-2021 Strategic Plan*

*\* Leadership has been based on previous plans and studies. Subject to change based on implementation process.*

### PROJECT GOAL CATEGORIES



# Regional Conference Facility

**Support increased business and destination tourism efforts through the development of a regional destination by planning for and constructing a regional event venue facility.**

A regional event venue is a dedicated building designed to hold conventions or events, with anywhere from a few hundred to several thousand attendees. These events are often for visitors to come together to promote and share ideas with each other. As such, conference facilities generally have a large and spacious open floor area, with meeting rooms and lecture halls designed to be open or closed during their use. Designed to be multi-use and host a wide variety of events, conference centers are often a regional destination, drawing in those outside the local community for special events.

The location and scale of a conference center can largely impact how it is used and is often subject to a more regional context. For example, a smaller center may play more of an economic role in hosting business meetings and exchanges, where a larger center may be more tailored to public conventions with hobbyist and vendors. Location also plays a vital role in a conference center's success, as accessibility and capacity place limits on a center's success. Placement in a more rural setting allows ease of access when traveling, but may limit the economic impact a center has on its surroundings. In contrast, a conference center in an urban environment may have a much higher economic impact, but can be difficult to reach and may cause traffic congestion. Proximity to

other conference centers must also be taken into account in terms of competition.

By studying the opportunity for and feasibility of a regional event venue, the region's various partners can work to not only identify the ideal location, scope, and scale of a facility but also to determine the return on investment of such a venue. Following the completion of the feasibility study, if positive results are identified in the study, specific implementation steps can then be organized and undertaken to locate, staff, program, and market the venue to the region's stakeholders and to the nearby population centers such as Indianapolis, Cincinnati, Nashville, and Louisville.



## PROJECT PROFILE

### PROJECT LEADER\*

Clarksville Fire Department

### ROLE OF THE REGIONAL DEVELOPMENT AUTHORITY

Project Partner

### PREVIOUS PLANS AND STUDIES

The Case for a Joint Regional Training Center, April 2019 Our Southern Indiana Regional Development Authority Board of Directors Public Meeting

*\* Leadership has been based on previous plans and studies. Subject to change based on implementation process.*

### PROJECT GOAL CATEGORIES



# Regional Public Service Training Facility

**Support the planning and development of a regional facility that provides both the basic and enhanced needs of the region's law enforcement, fire service, EMC, and EOC personnel.**

Currently, the Southern Indiana region has three training facilities including the New Albany Fire Tower, Scottsburg Burn Room, and the Clark County Sheriff's Department Shooting Range. Outside of those facilities, public safety personnel have to travel to other areas of the state for training. A major challenge to this is that personnel may be receiving different training and/or learning various methods and procedures. This could be problematic if and when a major scenario occurs that requires multi-jurisdiction personnel to assist. A regional public safety training center would allow all personnel within our region to receive consistent training.

A Regional Public Safety Training Center is a center that combines the resources of many local jurisdictions into one location to reduce the costs of construction on one organization, reduce overall operational costs, pool training resources, increase the quality of training, create world-class training facilities, enhance user experiences, increase learning retention, increase quality of delivered public services, and create a learning environment that shares the best practices of a region.

There are many benefits associated with a regional training center. First, a new training

center removes the cost burden from a single organization to fund all of its own training and facility needs. It creates a cost-sharing model that delivers enhanced facilities at lower cost. Additionally, it would eliminate the need for multiple training facilities in the area. As a result, there would be a reduction in travel time and expense to get training, less manpower would be required to staff the facilities, and it would be more affordable in terms of maintenance of the equipment and facility.

As currently identified, the proposed regional public safety training center could be located within the River Ridge Commerce Center on approximately 75 to 150 acres. The facility would consist of indoor classrooms and training areas, an outdoor firing range, and multiple areas that would allow the simulation of a variety of public safety events to provide hands-on training opportunities to enrollees. Not only would the facility improve the delivery of public safety services and fulfill local needs, a regional public safety training facility would draw personnel and trainees from across the nation acting as an economic development tool.



# Regional Water Supply

**Identify and implement the recommendations of the *Southeast Indiana Regional Water Supply Feasibility and Cost Analysis* to ensure the region has an adequate supply of water to meet future demand.**

The five counties comprising the Southern Indiana region have over 40 public and/or private water providers serving the region's residential, industrial, commercial, agricultural, and recreational water needs. These entities have distinct and highly variable characteristics including size/type of customers, raw water source(s), reserve capacity of the system, age/condition of infrastructure, water treatment processes and capacity, customer density, water rate structure, ability to respond to droughts, etc. The various representatives of Clark, Floyd, Jefferson, Scott and Washington counties recognize that improvements to regional water supply, treatment systems, and distribution systems are critical to the economic vitality of the region and, in fact, the lack of adequate water may be the most important factor that limits regional growth.

The regional water supply has been a major concern for Southern Indiana for several years now. Dating back to the *2015 Regional Development Plan*, the opportunity to connect sustainable water supply projects to industry attraction and long-term population growth was, and still is, particularly important for Southern Indiana. In 2018, the Indiana Finance Authority conducted the *Southeast Indiana Regional Water Supply Feasibility and Cost Analysis*, a

process that identified existing and future water demand and the various source, regulatory, and affordability challenges that exist regionally.

Identified in the introduction of the study, INDOT has been working hard to improve the roads and bridges throughout the 14-county study area. These infrastructure improvements will position the region for growth, which is already occurring in areas such as Clark and Floyd counties. On the other hand, smaller communities may struggle to grow because of the lack of high-quality, resilient water supplies. Because of this, it is essential that Southern Indiana continue to work toward increasing the regional water supply in an efficient and equitable way.

The *Southeast Indiana Regional Water Supply Feasibility and Cost Analysis* outlines three different options including the current approach, extended regional systems, and targeted regional system recommendations. While no concrete implementation steps were identified, the study concludes with several key findings that should be reviewed and implemented by the appropriate partners with the Southern Indiana region.

## PROJECT PROFILE

### PROJECT LEADER\*

Indiana Finance Authority

### ROLE OF THE REGIONAL DEVELOPMENT AUTHORITY

Project Partner

### PREVIOUS PLANS AND STUDIES

*2018 Southeastern Indiana Regional Water Supply Feasibility and Cost Analysis*

*2015 Our Southern Indiana Regional Development Plan*

\* Leadership has been based on previous plans and studies. Subject to change based on implementation process.

### PROJECT GOAL CATEGORIES









# Regional Youth Sports Complex

**To leverage the region's recreational destinations and recreation-oriented tourism efforts, support the planning and development of a regional youth sports complex.**

A sports complex combines the needed fields and equipment of several different sports into one purpose-built facility. Examples of some of these sports include but are not limited to football, soccer, tennis, basketball, volleyball, lacrosse, and field hockey. Often built with indoor multi-purpose fields, these facilities allow funding for sporting events to be concentrated into better quality facilities, and for sporting events to be less weather dependent. This means events can be planned with more reliability and frequency, allowing communities to better develop around these facilities and gain an economic return.

One of the chief reasonings of building a sports complex is the economic takeaway expected for the initial investment and following upkeep. The money brought in from outsiders during sports events in a form of tourism, as well as increased development capitalizing on this additional traffic, are expected to justify the facility's cost. While some level of prestige and recognition are apparent in owning a facility and hosting sporting events, a key element of any sports complex is providing affordable services to its community. At its heart, still a community recreation facility, a regional sports complex must also retain quality programs and its affordability for community resident use. The

proposed facility should focus on youth sports and events at both the regional and state levels, and it will be newly constructed or an addition and renovation to an existing regional facility. This will allow local sports groups and leagues access and use of the facility. As development continues, the following criteria should be used to guide site selection and facility development.

- Adjacent proximity to existing urbanized areas
- High level of visibility from major thoroughfares, highways, or streets
- High level of vehicular access- both external and within the site
- Is serviced by, or can easily be serviced by both public and private utilities (water, sewer, storm water, electric, gas, and broadband)
- Ability to expand in the future
- Proximity of an existing or planned hotel and/or conference facility

## PROJECT PROFILE

### PROJECT LEADER\*

Unknown

### ROLE OF THE REGIONAL DEVELOPMENT AUTHORITY

Project Partner

### PREVIOUS PLANS AND STUDIES

*2015 Our Southern Indiana Regional Development Plan*

*\* Leadership has been based on previous plans and studies. Subject to change based on implementation process.*

### PROJECT GOAL CATEGORIES





## PROJECT PROFILE

### PROJECT LEADER\*

Clark County

### ROLE OF THE REGIONAL DEVELOPMENT AUTHORITY

Project Partner

### PREVIOUS PLANS AND STUDIES

Various local and county-level planning documents

*2015 Our Southern Indiana Regional Development Plan*

*\* Leadership has been based on previous plans and studies. Subject to change based on implementation process.*

### PROJECT GOAL CATEGORIES



## Retail Redevelopment

**Revitalize the region's prominent retail centers and reduce the perception of community blight by focusing redevelopment and reinvestment at key locations and by reimagining the retail district as a mixed- use, walkable, center of activity.**

Southern Indiana includes some of the Louisville region's largest retail centers, which together represent a significant economic engine. While many retail centers are extremely important for local economies, their design, format, circulation, and other factors are not ideally positioned to capture evolving retail preferences and opportunities for more diverse economic activity. Increasing vacancies highlight both a saturation of conventional retail offerings and a lack of competitiveness with newer retail centers that are more closely attuned to changing consumer preferences.

Across the region, in cities and towns alike, there is an opportunity to recast the retail district as a mixed-use, walkable, rejuvenated retail center of the future that can attract visitors, increase economic impact, provide amenities for area residents, and ensure that these regional destinations thrive in the future. A mix of coordinated projects can strengthen existing businesses, attract new quality retailers, and provide unique and memorable visitor experiences. In a saturated retail market, a repositioned retail center can thrive by providing an entertaining and amenity-rich environment that better competes to attract visitors; encouraging visitors to stay longer and visit a greater number and variety of destinations; and

by providing attractions and experiences that appeal to an expanded range of demographics and visitor interests.

While there are various areas across the region that are experiencing vacant and underutilized retail centers, the region's greatest opportunity for reinvestment will be to focus efforts on key retail corridors, intersections, and employment centers. While redevelopment efforts will occur primarily at local levels, taking into account the availability of property, market conditions, and interest from the private development community, the Our Southern Indiana Regional Development Authority could participate at a regional level in a variety of ways. Because the RDA's resources are limited, their involvement will be limited to those sites with the greatest benefit to the region. To better understand the ways in which the RDA can assist in the redevelopment of retail sites, refer to the *Our Region | Our Plan Organizational Work Plan*. When reviewing proposed sites and prior to seeking partnership from the RDA, local municipalities, private land owners, and members of the development community should refer to the following criteria that serve to guide the RDA's participation in regional retail redevelopment efforts.

Our Southern Indiana regional retail redevelopment projects will:

- **Reuse the existing site.** Redevelopment projects should be focused leveraging existing properties or previously developed sites. This limits capital investments and reduces the perception of blight among the local municipality.
- **Reuse and repurpose currently vacant structures.** Redevelopment projects should be focused on the reuse of currently vacant structures. While capital investments may vary depending on the condition of the building and the configuration of the intended use, the reuse of existing buildings removes potential eyesores from the region's development landscape.
- **Have environmental remediation completed or have a plan for completion.** Several of the sites across the region will require mitigation prior to the site construction or redevelopment. The process to determine environmental mitigation requirements vary depending on site constraints and the plans of the site. To determine site costs and potential return on investment, the project must have mitigation completed or at least have a firm understanding of what is needed, the costs associated with the mitigation, and a timeline for completion and approval.
- **Have commitment from the private sector.** Retail redevelopment projects should be prioritized based on commitment from the private sector. This ensures that efforts are ready to move forward so that momentum is not lost and that processes move efficiently.
- **Have a complete fiscal/operating plan.** When requesting participation from the Our Southern Indiana Regional Development Authority, an accounting of the who, what, when, where, and how of each project should be determined. By showcasing the scope of the project, when it will occur, the estimated costs of the effort, and the long-term functional and operational maintenance plans of the development, the Our Southern Indiana RDA board will be provided with the information necessary to make an informed decision about their participation in the effort.

Throughout the Our Region | Our Plan effort, the criteria outlined above were used to identify priority sites for RDA partnership consideration. The following is a listing of available sites. The sites identified were provided by the local municipalities and local economic development staff, but is not intended to be a complete site inventory.

1. Highway 60 / Star Valley Road (Borden)
2. Lewis & Clark Parkway (Clarksville)
  - Clarksville Plaza
  - Ryan Lane Infill
  - Clapp Volkswagen
  - Big Lots Strip Center
  - Greentree Mall
  - River Falls Mall Property
  - Broadway Heights
3. Eastern Parkway (Clarksville)
  - Gateway Crossing
  - Eastern Parkway / I-65 Interchange
4. North Clark Hospital Redevelopment (Jeffersonville)
5. 10th Street (Jeffersonville)
  - Youngstown / Gateway Plaza
  - Jeff Plaza / Ben's Bargain
  - Former Kroger at Allison Lane
  - Census Bureau Campus
6. Highway 31 / N. Indiana Avenue (Sellersburg)

Chapter Five of *Our Region | Our Plan Regional Economic Development Plan* identifies the process by which local municipalities, counties, and private developers or organizations can add their retail site to the RDA's list. Appendix A of the *Our Region | Our Plan Regional Economic Development Plan* includes a current list of projects with any project amendments to Our Region | Our Plan.







# South Clarksville Redevelopment

**Leverage the existing asset of the Ohio River corridor while also recognizing the grand opportunity for regional economic development by improving and redeveloping the South Clarksville Waterfront.**

The *South Clarksville Redevelopment Plan*, adopted in March 2016, serves as a long-term strategy centered on investing in the riverfront, facilitating a town center development, and supporting neighborhood revitalization. The planning process resulted in 12 key project recommendations ranging from road improvements to commercial and residential revitalization programs anticipated to attract \$210 million in private investment for new market-based development along and near the waterfront. The development is envisioned to be a vibrant, mixed-use district with public gathering places, complete, walkable streets, retail shops, restaurants, and entertainment venues that attract local and regional attention.

A large-scale and transformative development such as the one being proposed for the redevelopment site will not be built all at once. However, the Town of Clarksville has already taken strides to build momentum for their riverfront area, and the entire region will likely benefit from their efforts. Certain products with more immediate market demand will come first, driving the development of later products as the area is improved and enhanced. While market demand is a primary component that will drive implementation, the support of project partners will also dictate the availability of funding and the speed at which things can progress. This multi-faceted effort will require a multi-faceted team to ensure that progress is made consistently.

## PROJECT PROFILE

### PROJECT LEADER\*

Town of Clarksville

### ROLE OF THE REGIONAL DEVELOPMENT AUTHORITY

Project Partner

### PREVIOUS PLANS AND STUDIES

*2016 South Clarksville Redevelopment Plan*

*2015 Our Southern Indiana Regional Development Plan*

*\* Leadership has been based on previous plans and studies. Subject to change based on implementation process.*

### PROJECT GOAL CATEGORIES



## PROJECT PROFILE

### PROJECT LEADER\*

Indiana Department of Transportation  
(INDOT)

### ROLE OF THE REGIONAL DEVELOPMENT AUTHORITY

Project Partner

### PREVIOUS PLANS AND STUDIES

*Clark County Comprehensive Plan 2040*

*2016 Clark County Indiana Transportation  
Plan*

*\* Leadership has been based on previous plans and  
studies. Subject to change based on implementation  
process.*

### PROJECT GOAL CATEGORIES



## SR 60 Improvements

**Improve connectivity, safety and aesthetics along this primary corridor by planning for and implementing improvements to SR 60 from Salem, Indiana to Grant Line Road.**

SR 60, that connects the communities of Salem, New Pekin, Borden and Bennettsville, consists of two, 12-foot travel lanes, stone shoulders, and drainage swales. The approximately 50-foot-wide right-of-way curves through the Clark and Washington County landscape and serves as a primary route through Southern Indiana. The corridor is highly traveled, so much so that the corridor was identified as congested and potentially unsafe during the *Our Region | Our Plan* stakeholder outreach process. In addition to the stakeholder input, local communities have worked to think proactively about SR 60 corridor's future. Most recently, the *Clark County Transportation Plan* identified the need to improve the corridor by better integrating highway-level traffic into the adjacent local systems, decreasing congestion levels, and improving accessibility for local residents. Corridor-specific project improvements under consideration include implementing traffic signals along key intersections, increasing signage to improve driver safety awareness, and realigning specific intersections to better manage local road conditions. Additionally, within the *Clark County Transportation Plan*, a corridor-capacity project including the addition of two travel lanes from the Washington/ Clark County Line to I-65 was identified as a future Indiana Department of Transportation project.

While there is no documented project extending beginning at the Clark/Washington County line and extending into Salem, the perceived need is still there. The corridor is maintained by INDOT, and the concerns with the corridor fit within INDOT's long-range transportation planning framework. Additional safety, capacity, and feasibility studies will be needed to show the corridor's current constraints and the opportunities for change in the future. By improving the capacity and safety along this highly traveled corridor, local communities and adjacent land owners can consider the corridor to be an amenity rather than a liability.

# SR 62 Improvements

**Improve connectivity, safety and aesthetics along this primary corridor by planning for and implementing improvements to SR 62 from I-265 to Madison, Indiana.**

SR 62, that connects the outer portion of Clarksville to Charlestown and Madison, consists predominately of two, 12-foot travel lanes, stone shoulders, and drainage swales. The approximately 50-foot-wide right-of-way travels through the rural area of Clark and Jefferson counties but serves as a vital connection for the Madison, Hanover, and Clark County communities. SR 62 is also the front door to the River Ridge Commerce Center, a world-class business and manufacturing park with over 6,000 prime acres of land under development along the Ohio River. Along the River Ridge Commerce Center frontage, the corridor is wider and features 4 lanes divided by a central grassed median. While traffic is heaviest near the interstate interchange, commuting traffic from/to Madison is significant and was identified as congested and potentially unsafe during the *Our Region | Our Plan* stakeholder outreach process. In addition to the stakeholder input, local communities have worked to think proactively about the future of the SR 62 corridor.

Roadway improvements to SR 62 aim at reducing the number of collisions and fatalities at local intersections and encouraging access to the new commercial corridor along Gottbrath Parkway. A main entry point for commuter traffic travelling south toward US 265 and Jeffersonville, SR 62 has undergone multiple traffic control methods in the last few years, including the introduction of a new intersection

with traffic lights, and the addition and later extension of turning lanes to compensate for high-speed traffic.

An additional type of project includes increasing the level of signage along a bend of SR 62 entering from the east side of Charlestown. This is identified as a short-term project, as it aims to increase signage and make drivers more aware of the urban setting and reduced speed ahead. Currently, this bend in SR 62 prevents drivers from seeing the upcoming intersection with SR 3.

The right-of-way for the US 62 corridor has been identified for the possible development of pedestrian infrastructure between Utica-Sellersburg Road and Charlestown State Park. This would provide pedestrian and bicycle access from Jeffersonville to Charlestown, and link the River Ridge Commerce Center to both communities. While there are only minimal improvements documented at this time, the perceived need is still there. The corridor is maintained by INDOT, and the concerns with the corridor fit within INDOT's long-range transportation planning framework. Additional safety, capacity, and feasibility studies will be needed to show the corridor's current constraints and the opportunities for change in the future. By improving the capacity and safety along this highly traveled corridor, local communities and adjacent land owners can consider the corridor to be an amenity rather than a liability.

## PROJECT PROFILE

### PROJECT LEADER\*

Indiana Department of Transportation (INDOT)

### ROLE OF THE REGIONAL DEVELOPMENT AUTHORITY

Project Partner

### PREVIOUS PLANS AND STUDIES

*Clark County Comprehensive Plan 2040*

*2016 Clark County Indiana Transportation Plan*

*\* Leadership has been based on previous plans and studies. Subject to change based on implementation process.*

### PROJECT GOAL CATEGORIES





## **RDA-SUPPORTED PROJECTS**

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 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.

## AGRI-TOURISM INITIATIVES

### KEY PLAYERS

Clark County

### PREVIOUS PLANS AND STUDIES

N/A

While many areas of the five-county region have an urban focus or urban core, the majority of the land within each county has a rural or agricultural character. It is important to not overlook the potential for building upon the rural charm of each county and develop agri-tourism initiatives that bring agriculture and tourism together. These initiatives would support the local farmers and producers by allowing for new sources of revenue and also can benefit the community through opportunities for education, preserving agricultural land, increasing business activity, growing employment options and attracting more visitors.

## BORDEN COMMUNITY PARK IMPROVEMENTS

### KEY PLAYERS

Town of Borden, Clark County

### PREVIOUS PLANS AND STUDIES

2018-2023 Borden Parks and Recreational Master Plan

The Borden Parks and Recreation Board created a Five-year Parks and Rec Master Plan in 2018 that outlined significant improvements to Borden Community Park. As identified in the plan, these include additional amenities such as: additional walking paths, dog park, playground & spray ground, footbridge across Muddy Fork Creek, performance/stage, and multi-purpose fields. This park serves not only Wood Township but adjacent townships for recreation and youth sports.

## CHARLESTOWN STATE PARK IMPROVEMENTS

### KEY PLAYERS

Indiana Department of Natural Resources, Clark County

### PREVIOUS PLANS AND STUDIES

Indiana Department of Natural Resources

Charlestown State Park is a recreational recourse that is a regional destination. During the initial planning for this state park, additional improvements were identified that have not been implemented. With the popularity of this park, these improvements should be considered to further increase the amenities for residents and also support tourism.

In addition to the improvements that are part of the overall master plan for this state park, local and state officials should also expand the network of natural surface trails. Charlestown State Park is an ideal location for natural surface trails because of the current programming and use of the site. Trails can also generate significant economic impacts to the local community by creating new jobs and attracting new visitors, including overnight visitors. This trail system, when viewed at a regional level, can also connect into the larger five-county Regional Trail Initiative (see Chapter 4 of *Our Region | Our Plan Regional Economic Development Plan* for project details).

## CLARK BOULEVARD IMPROVEMENTS

### KEY PLAYERS

Town of Clarksville, Clark County

### PREVIOUS PLANS AND STUDIES

2016 South Clarksville Redevelopment Plan

As part of the larger redevelopment of South Clarksville, key public infrastructure improvements are needed to support the desired future redevelopment and growth of this area. Clark Boulevard is identified as a key corridor to connect people and places as this area redevelops.

## COURT AVENUE IMPROVEMENTS

### KEY PLAYERS

Town of Clarksville, Clark County

### PREVIOUS PLANS AND STUDIES

2016 South Clarksville Redevelopment Plan

As part of the larger redevelopment of South Clarksville, key public infrastructure improvements are needed to support the desired future redevelopment and growth of this area. Court Avenue is identified as a key gateway between South Clarksville and Downtown Jeffersonville.

## DOWNTOWN MAIN STREET ENHANCEMENTS

### KEY PLAYERS

Clark County, Charlestown, Clarksville, Jeffersonville, Sellersburg and Utica

### PREVIOUS PLANS AND STUDIES

N/A

The downtown areas serve as the core of many communities. The character of each main street tells the story of each community's local history but also provides insight into their future. Downtown public infrastructure improvements in Charlestown, Clarksville, Jeffersonville, Sellersburg and Utica are important to reinforcing the quality of place as well as tourism and economic development. Each city or town should lead the identification of improvements of their downtown. As projects are identified by each community, they should be coordinated with the RDA as necessary.



## EARLY EDUCATION PROGRAMS

### KEY PLAYERS

Align Indiana, Clark County

### PREVIOUS PLANS AND STUDIES

Align Southern Indiana Programs

Early education is a key factor in preparing today's youth for their future. Partner organizations, such as Align Southern Indiana, are taking the lead on early education. Align Southern Indiana currently has a kindergarten readiness assessment tool that will be piloted as part of the 2019-2020 school system and will provide a baseline for future readiness strategies. Programs such as this and others should be implemented to increase early education opportunities.

## INTERMODAL FACILITIES (PORT OF INDIANA, RIVER RIDGE AND INDUSTRIAL SITES)

### KEY PLAYERS

Port of Indiana, INDOT, River Ridge Commerce Center, Clark County

### PREVIOUS PLANS AND STUDIES

River Ridge Strategic Plan, 2015 Our Southern Indiana Regional Development Plan

There is a need to provide adequate transportation facilities to serve major industrial areas that support the regional workforce. As the Port of Indiana and the River Ridge Commerce Center continue to expand, transportation facilities that allow for safe and efficient movement of goods is needed for all modes of transportation (river, rail, truck). Examples of this could include intermodal facilities or the Heavy Haul Road, both of which could further support economic growth at these sites.

## REGIONAL BICYCLE AND PEDESTRIAN IMPROVEMENTS

### KEY PLAYERS

Clark County

### PREVIOUS PLANS AND STUDIES

N/A

While the RDA is able to have a regional perspective on trails and non-motorized connectivity, each county, city and town are the entities with the ability to implement that regional vision while making critical local connections. As each county, city and town plan for these bicycle and pedestrian improvements, those that create a regional connection or play a regional role should be coordinated with the RDA.

## RIVERSIDE DRIVE IMPROVEMENTS

### KEY PLAYERS

Town of Clarksville, Clark County

### PREVIOUS PLANS AND STUDIES

2016 South Clarksville Redevelopment Plan

As part of the larger redevelopment of South Clarksville, key public infrastructure improvements are needed to support the desired future redevelopment and growth of this area. Riverside Drive is identified as a key corridor to connect people and places as this area redevelops.

## SELLERSBURG PARK IMPROVEMENTS

### KEY PLAYERS

Town of Sellersburg, Clark County

### PREVIOUS PLANS AND STUDIES

2018 Sellersburg Parks and Recreational Master Plan

The Sellersburg Parks and Recreation Board completed a Five-year Parks and Rec Master Plan in 2018 that included significant updates to the pool facility at Bill Mosley Park as well as the farmer's market at Tom Wilkerson Park. Proposed improvements at the parks included pool improvements, splash pad, parking, dog park, play structure, amphitheater, trails and farmers market pavilion.

## SUBSTANCE ABUSE PROGRAMS

### KEY PLAYERS

Clark County

### PREVIOUS PLANS AND STUDIES

N/A

An issue facing many of our communities is substance abuse. Many partner organizations are working to address the substance abuse issue as well as many of its impacts. These programs should be coordinated with the RDA as needed.

## WOOD TOWNSHIP PARK IMPROVEMENTS

### KEY PLAYERS

Town of Borden, Wood Township, Clark County

### PREVIOUS PLANS AND STUDIES

2018-2023 Borden Parks and Recreational Master Plan

The Borden Parks and Recreation Board created a Five-year Parks and Rec Master Plan in 2018 that outlined significant improvements to Wood Township Park. As identified in the plan, these include additional amenities such as: gathering area, pavilion, walking paths, splash pad and connections to the schools and Borden Community Park.

## WORKFORCE TRAINING CENTERS AND PROGRAMS

### KEY PLAYERS

Clark County

### PREVIOUS PLANS AND STUDIES

N/A

Workforce training centers and programs that are implemented at a regional level should be coordinated with employment needs, employer desires, programs at local educational institutions while considering changes in future technology. These efforts could include a range of projects, from construction of a regional training center to programs that are offered at a regional level.





# 4

CHAPTER FOUR

## OUR Path for Success

CLARK  
COUNTY  
WORK PLAN






## OUR PATH FOR SUCCESS

While the Our Southern Indiana RDA led the development of the Our Region | Our Plan documents, the development of the ideas, projects and plan direction were vetted and revised based on input and past planning efforts from the counties, cities, towns, partner organizations and public. Implementation should have ownership at all levels – from the RDA board to counties, cities & towns to partner organizations. In order to implement the projects discussed, the region must be a part of the process and solution.

Chapter 5 of *Our Region | Our Plan Regional Economic Plan* outlines the steps for maintaining the plan for long-term implementation. The outlined 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. It is not necessarily the responsibility of the RDA board to reach out to each county, city, town or partner, but that responsibility for regional collaboration relies on a two-way form of communication. Local officials should attend the monthly RDA board meetings to not only engage on projects occurring in other communities but also provide insight into their community's projects. Additionally, if local officials request participation or engagement from the RDA on projects that are included in the plan, an RDA representative should actively participate in project meetings, planning and implementation as appropriate.

# How Should Clark County Use This Plan?



The following outlines how the county, cities, towns and local partner organizations can use the regional economic development plan as well as coordinate new efforts that will develop, progress or change over time.

## **1. Project Coordination: How the RDA Can Participate in Partner Projects & Supporter Projects**

While the RDA is identified to lead four particular regional initiatives, the remaining projects are identified to be led by the counties, cities, towns and partner organizations. As outlined in Chapter 3 of this Work Plan, the RDA can contribute in varying capacities for those Partner Projects and Supporter Projects, but these projects are ultimately the responsibility of the local entity. It is the responsibility of the local entity to reach out and include the RDA throughout the project development and implementation. This coordination will vary by project and by the resources provided by the RDA. Coordination in the RDA could include a representative of the RDA being included on a steering committee/stakeholder group, periodic coordination meetings and/or updates being presented at an RDA board meeting. By being included as a Partner Project or Supporter Project, the RDA has interest in helping this project move forward but is not ultimately responsible moving the project forward.

## 2. Regional Redevelopment Toolbox: How the RDA Can Aid in Project Implementation

As a **Development Authority**, the RDA was formed to catalyze transformative economic development and redevelopment within the region. To do this, the RDA needs strategies that will boost local projects and facilitate inter-regional collaboration, to make each local redevelopment dollar go as far as possible. The RDA Development Toolbox (*Our Region | Our Plan Organizational Workplan*) sets out a number of structured programs that will allow the RDA to amplify regionally significant development projects. These tools align with the RDA's purpose and powers, and will be structured to set realistic expectations for local entities, and to provide consistency, reliability and reasonable restraints to RDA activities.

The potential development tools that the RDA could use for project implementation and/or funding are discussed in more detail in the *RDA Our Region | Our Plan Organizational Work Plan* and include the following:

- Technical Support & Advocacy
- Land Banking
- Revolving Loan Program
- Local Matching Grants
- Debt Issuance
- Multi-Jurisdictional Facilitation
- Redevelopment Grants

## 3. Redevelopment Tax Credit: How Redevelopment Projects Can Become Eligible for Redevelopment Tax Credits

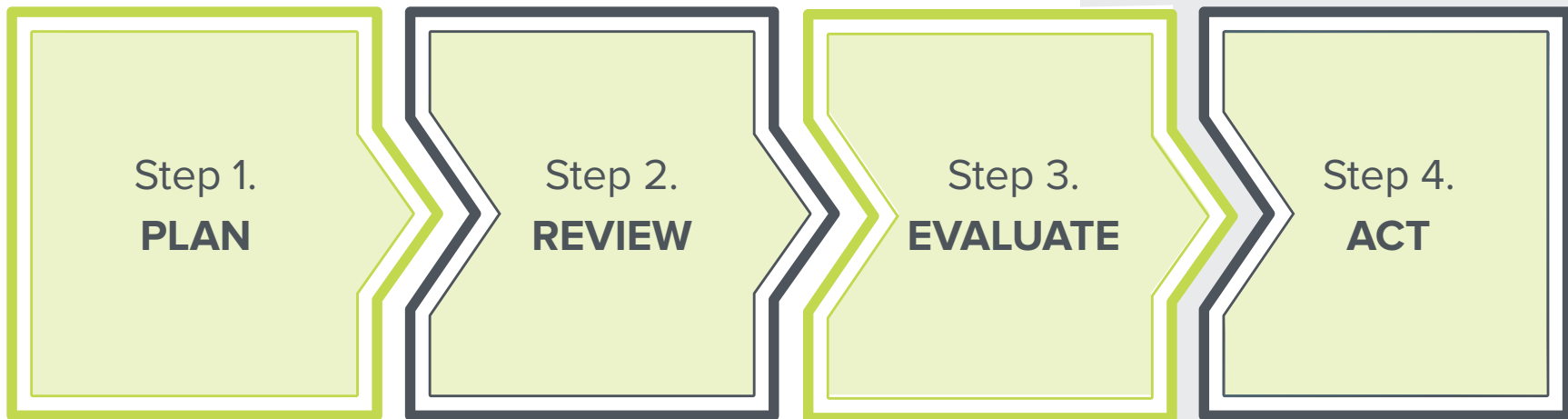
The RDA's Redevelopment Plan plays an important role in the consideration of the Redevelopment Tax Credit. This is a state incentive, enacted in 2019, which provides eligibility for a state income tax credit to property owners who redevelop older, blighted properties. Redevelopment tax credits are authorized by the Indiana Economic Development Corporation (IEDC), not the RDA. However, projects that are included within the Regional Development Plan (as defined by the IEDC) are eligible for significantly greater incentives than projects that are not included in the Regional Development Plan. This intensifies the need for the RDA to be proactive and diligent in maintaining the Regional Economic Development Plan with strategic, regionally significant projects.

As development opportunities change over time, the county, cities, towns and development community also need to play an active role in maintaining the list of redevelopment projects in *Our Region | Our Plan Regional Economic Development Plan* in order for developers to capture these additional tax benefits. If a community has an additional redevelopment project that should be included in the regional plan, the steps outlined in Chapter 5 of *Our Region | Our Plan Regional Economic Development Plan* should be referenced.



#### 4. New Projects: How New Projects Can Be Incorporated Into the *Our Region | Our Plan* document

Our region and communities are dynamic and always changing; therefore, our plans for the future need to change accordingly. The *Our Region | Our Plan* effort recognizes documents that the plans will need to be updated as projects are completed, new issues arise or priorities of the local communities redirect. Chapter 5 of *Our Region | Our Plan Regional Economic Development Plan* outlines the steps for updating the plan and each local community should be active in this process. The steps further defined in *Our Region | Our Plan Regional Economic Development Plan* include the following:



While *Our Region | Our Plan Regional Economic Development Plan* focuses on how the RDA plays a role in each of the outlined four steps, the following takes a different perspective of the four steps and outlines on how each county, city, town or partner organization can play a role in plan updates.

#### STEP 1: PLAN

While RDA board members should be involved in regional planning efforts, each community or partner organization should proactively engage a representative of the RDA board in developing regionally significant projects. This could consist of local officials including an RDA board member that represents their county in project planning meetings, steering committee meetings and/or stakeholder meetings so they can report idea development and progress to the RDA board as needed. Including a representative from the RDA in the project development allows for better understanding and context if the community would like RDA support in the future.

#### STEP 2: REVIEW

As a project develops, the officials leading the project development and implementation should present the project details to the RDA board for consideration to be added to the regional plan. Presentations should be focused on a project's scope, scale, costs and anticipated impact. The RDA board uses two tools when reviewing new projects and will request specific information to determine if the project is regionally significant and the RDA's role.

- The first tool is the **project scorecard**. It should be reviewed and used by the local community as a tool to ensure each project is regionally significant. More information about this tool can be found in Chapter 5 of *Our Region | Our Plan* as well as Chapter 6 of the *Our Region | Our Plan Organizational Workplan*.
- The second tool is the **return on investment framework**. This will be used to evaluate a project's regional significance and anticipated return on investment. More information about this tool can be found in Chapter 5 of *Our Region | Our Plan* as well as Chapter 6 of the *Our Region | Our Plan Organizational Workplan*.

#### STEP 3: EVALUATE

The two tools for evaluation, project scorecard and return on investment framework, should be used by the local communities to frame their projects if RDA resources or support is desired. The RDA board will review the proposed project using these tools and make a decision on resources and/or support at a monthly board meeting.

#### STEP 4: ACT

Once a project is approved by the RDA board, it will be added to the listing of regional projects by amending Appendix A of the *Our Region | Our Plan Regional Economic Development Plan*, and a representative from the RDA should be included in communications as the project develops and is implemented (Project Coordination page 90).

