County Work Plan

OUR REGION | OUR PLAN

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

FLOYD 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.

imagine
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OUR SOUTHERN INDIANA

AMERICAN STRUCTUREPOINT INC.

TAYLOR SIEFKER WILLIAMS design group

POLICY ANALYTICS LLC

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CHAPTER ONE

Introduction

FLOYD 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 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 $150 million 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, socioeconomics, 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.*

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CHAPTER TWO

OUR Present Condition

FLOYD COUNTY WORK PLAN

Image credit: SoIN Tourism

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.

Floyd County, Indiana

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

Dating back to the early 1800s, Floyd County was formerly part of Clark and Harrison counties. It wasn't until 1819 that local leaders sent Nathaniel Scribner and John K. Graham to the then state capital at Corydon, Indiana to petition the Indiana General Assembly to establish the county. This same year, New Albany was named the county seat and held the title of the largest city in the state for much of the 19th century. It wasn't until the Civil War that Indianapolis grew to become the largest city in Indiana.

During the 19th century, Floyd County became a popular destination for immigrants of Irish, German, French, and African American origins. The 1850 census revealed that 17% of New Albany's population was immigrants and that over half of Indiana's population earning more than $100,000 a year lived in Floyd County, establishing it as having the richest population in the state. Today, the county comprises nearly 150 square miles of land with a total population of 78,752 people.

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

Floyd County, Indiana
Demographics and Housing

Residential population

Floyd County is growing. Floyd County has a total population of 78,752 residents making up nearly **28%** of the Our Southern Indiana regional population of 282,946. By 2023, Floyd County is projected to experience **an increase of 3.1%** in total population, meaning there will be over 81,000 residents. This growth rate is **0.5% more than** the projected growth rate for the state of Indiana at 2.6%. Floyd County is expected to experience more growth than Jefferson, Scott and Washington counties between 2018 and 2023. As projected growth will occur in all of the incorporated cities and towns.

Age and Gender

Floyd County residents are aging. Between 2010 and 2018, the median age for residents in Floyd County has increased from 38.1 to 39.9. The median area for Floyd County (39.9 years of age) is **2.2 years older** compared to Indiana. Floyd County's median age is older than Clark County but younger than Jefferson, Scott, and Washington County.

Floyd County is nearly split in terms of sex. The population is made up of 48.5% male and 51.5% female. This distribution of sex is similar to the state at 49.2% male and 50.8% female.

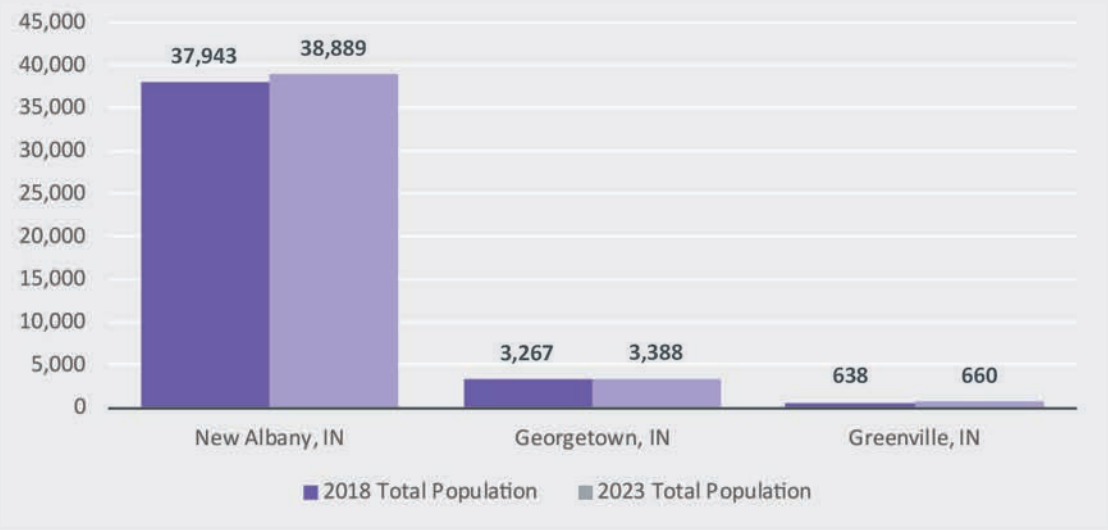
The population pyramid for Floyd County illustrated the largest age cohort for male and female is 55-59 years of age. This is the age group when workers begin thinking about retirement and downsizing their home.

Race and Ethnicity

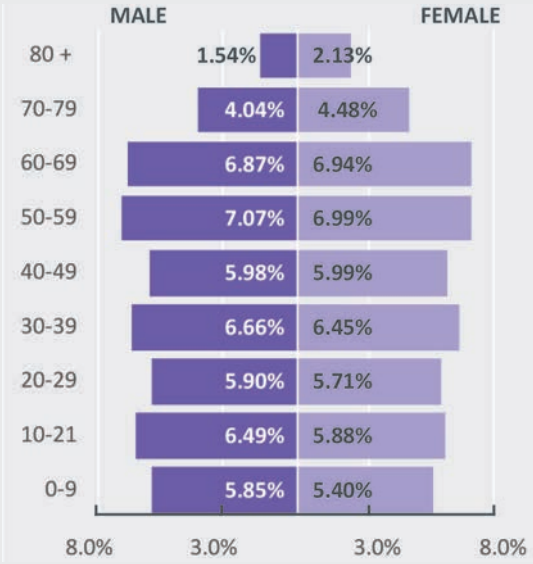
Floyd County is not overly diverse. The majority (89%) of the county's population identifies as Caucasian. This is **7% more** than Indiana. The remaining 11% of the population identifies as Black/African American (6%), Asian (1%), other (1%), and two or more races (3%).

Three percent of Floyd County's population identifies as Hispanic and 97% as non-Hispanic. Compared to Indiana with 7% of the population identifying as Hispanic, the county is not as diverse.

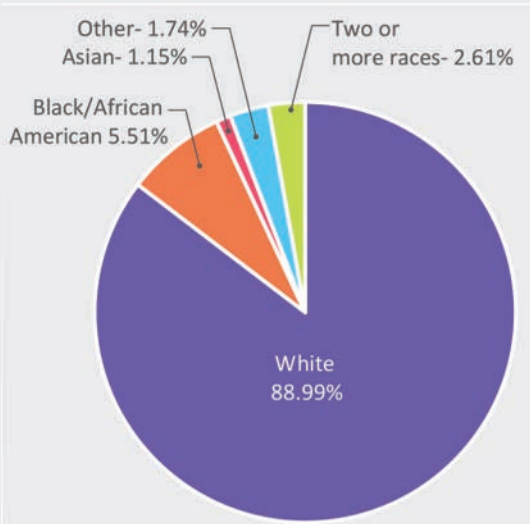
Projected Population Change



Age and Gender



Race and Ethnicity



Data provided by ESRI Business Analyst, January 2018

Floyd County, Indiana **Demographics and Housing**

Image credit: SoIN Tourism

Income and Poverty
As of 2018, the median household income for Floyd County ($56,679) was just over **$3,000 more than Indiana ($53,531).**

The 2012-2016 American Community Survey revealed that 12.1% of households in Floyd County were below poverty level. While poverty rates in Georgetown and Greenville were lower than the average (4.01% and 5.98% respectively), **the City of New Albany reports that nearly 20% (18.64%) of their households** were below the poverty level.

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

Households
Total housing growth within Floyd County is projected to increase, but will slow. In 2018, there were **30,952 total households** in Floyd County, which is 1,473 more households than in 2010. Between 2010 and 2018, Floyd County experienced **a 5% increase** in households, which is greater when compared to Indiana at 4.2%. Floyd County is expected to have over 31,800 households by 2023, resulting in a 2.7% increase between now and then.

Housing Units by Occupancy
The majority of the county's housing units are owner occupied. Floyd County had over 33,000 housing units, of which 93% are occupied units. Compared to Indiana (89%), the **county has a higher occupancy** rate. Of the 33,384 housing units in Floyd County, 64% are owner occupied, 295 are renter occupied, and 7% are vacant.

Compared to 2010 data, the county's occupancy has shifted slightly. The percentage of **renter-occupied units has increased** by nearly 3%. This increase is slightly highly than the state of Indiana (28.4%).

Age of Housing

The county's housing stock is aging. The 2012-2016 American Community Survey revealed that **43% 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.

Less than 500 housing units or 1.5% 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 in Floyd County is lower.

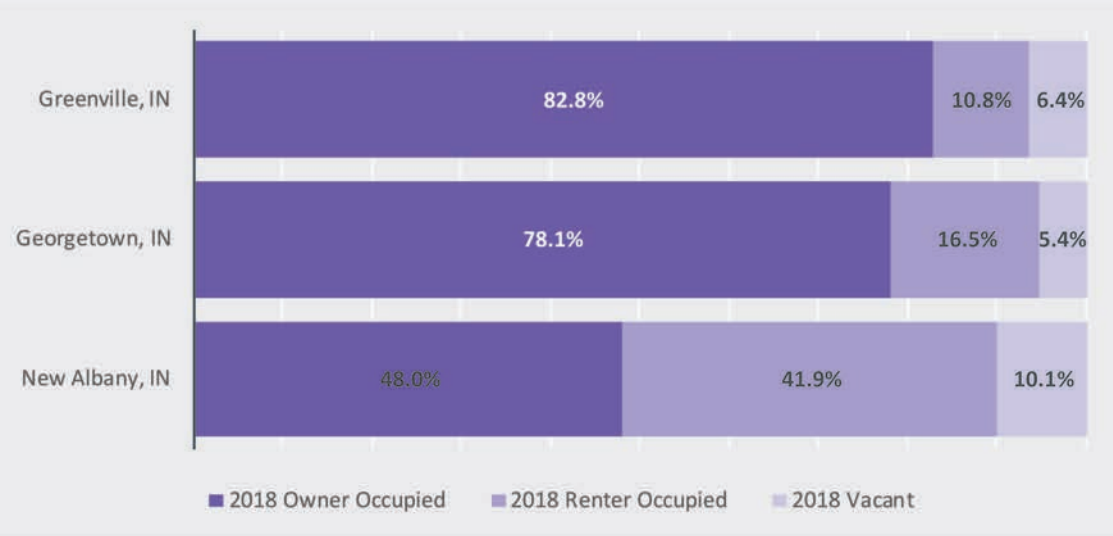
Home value

The median home value is high. Of the five counties in the Our Southern Indiana region, Floyd County has **the highest median home value**. This is attributed to the nicer housing stock located in Greenville and Georgetown. The 2018 median home value in Floyd County was $174,194. This is **significantly higher than Indiana** with a median home value of $143,367.

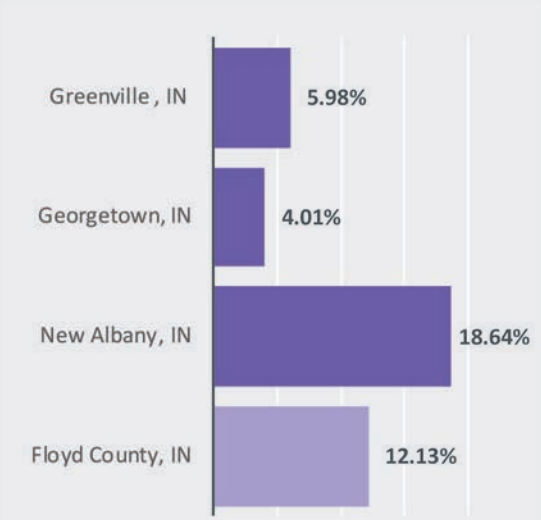
Nearly 4,000 units or 12%of the existing housing stock are valued at $99,999 or less.

Although a very small percentage, over 200 housing units are valued at $750,000 or more.

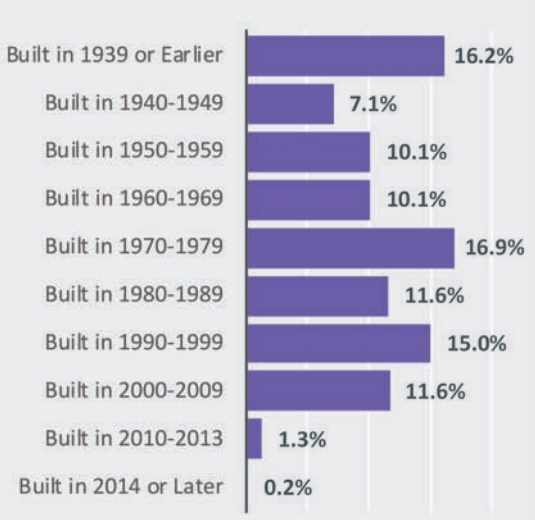
Households- Owner, Renter and Vacant



Poverty Level



Age of Housing



Data provided by ESRI Business Analyst, January 2018

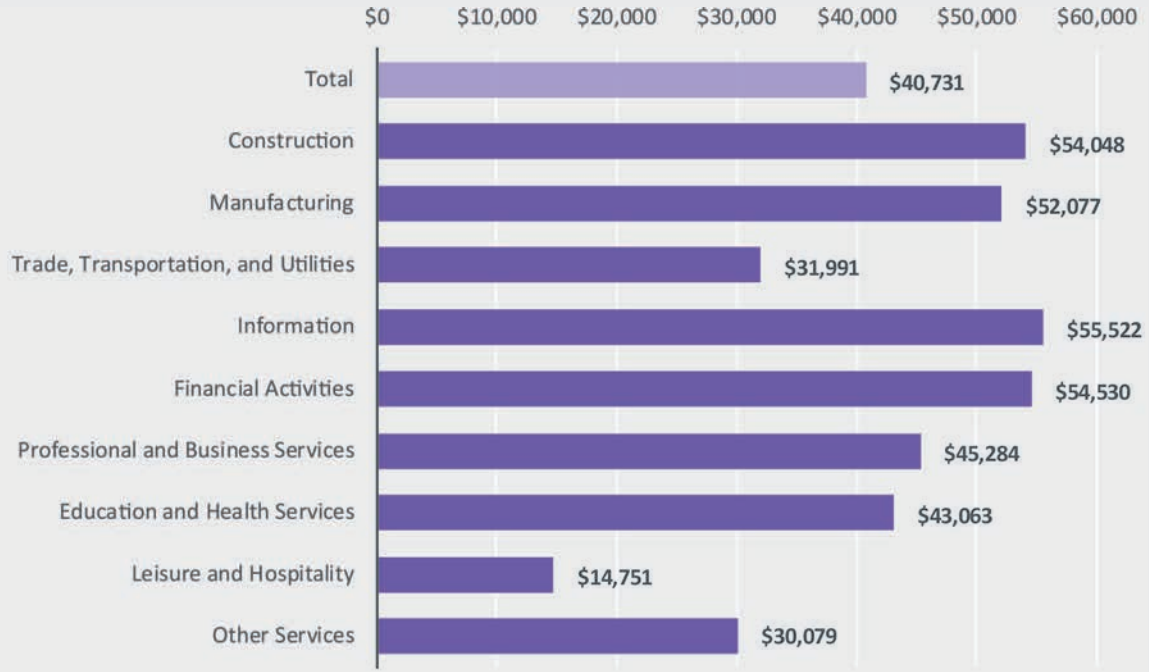
Floyd County
Employment and Workforce

Employment in Floyd County has **increased by 14.5%** since 2001 and has increased at an annual rate of 1.0% since 2010. The **Manufacturing Industry** has the highest employment concentration with a location quotient of **2.14**. The county's average annual wage is **$40,731** with the **Information Industry** having the highest average annual wage of **$55,522**.

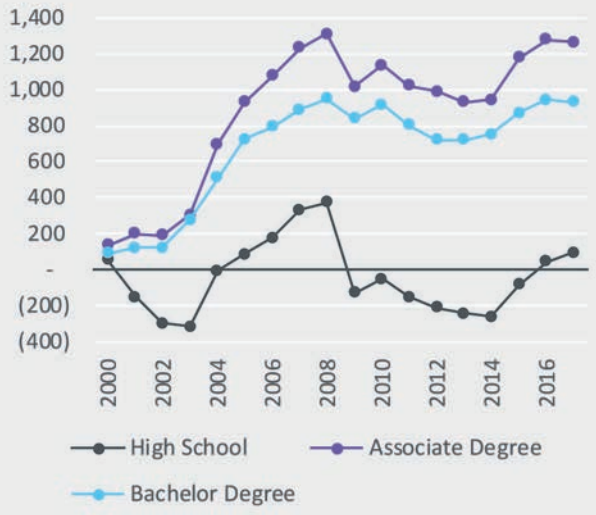
The majority of employees **commute outside** of the county, with **26.8**% remaining inside the county, 20.9% traveling to other counties within the Region, **33.9%** traveling into Kentucky, and **18.5%** traveling outside the Region.

Of individuals older than 25, **89.4%** have at least a high school degree and **28.4%** has a bachelor's degree or higher. Those with **associate degrees** have had the most increase in job opportunities since 2000.

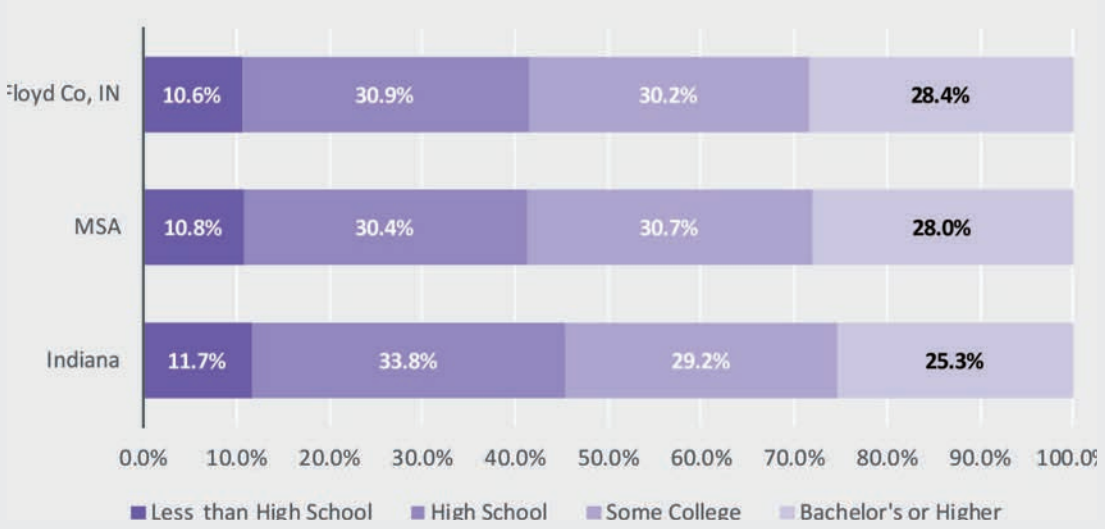
Annual Wage by Industry



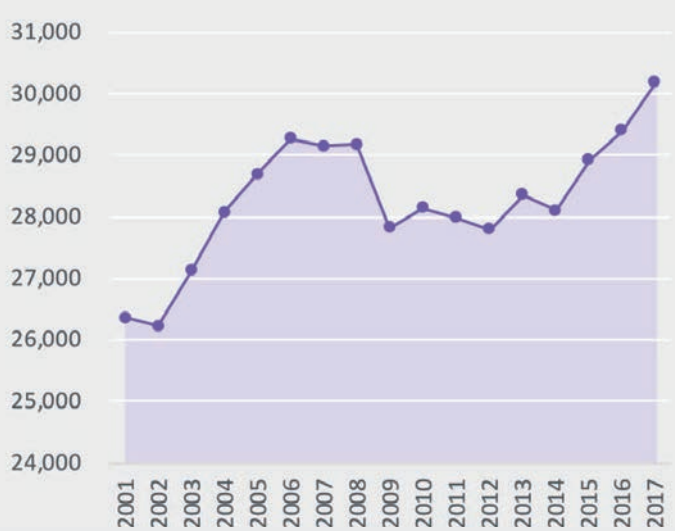
Job Opportunities



Educational Attainment



Long Term Employment



Location Quotient

Data provided by ESRI Business Analyst, January 2018

Floyd County, Indiana
Transportation and Mobility

Floyd County is well connected to both I-64 and I-265 which serve as primary routes into and out of the county. Interstate 64 runs through New Albany and provides direct access to Harrison County and Louisville, Kentucky. I-64 also provides access to US 150 that connects to Greenville located in the northeast corner of the county. After transitioning through a commercial area known as Highlander Point, US 150 is predominately rural in nature with 2 lanes traveling in each direction. Traveling west along I-64 toward Harrison County, SR 64 leads to the incorporated area of Georgetown just before leaving the county. Similar to US 150, SR 64 is predominately rural in nature and varies from 2 to 4 lanes. I-265 allows travelers convenient access to I-65 which connects Floyd County to Clark and Scott County.

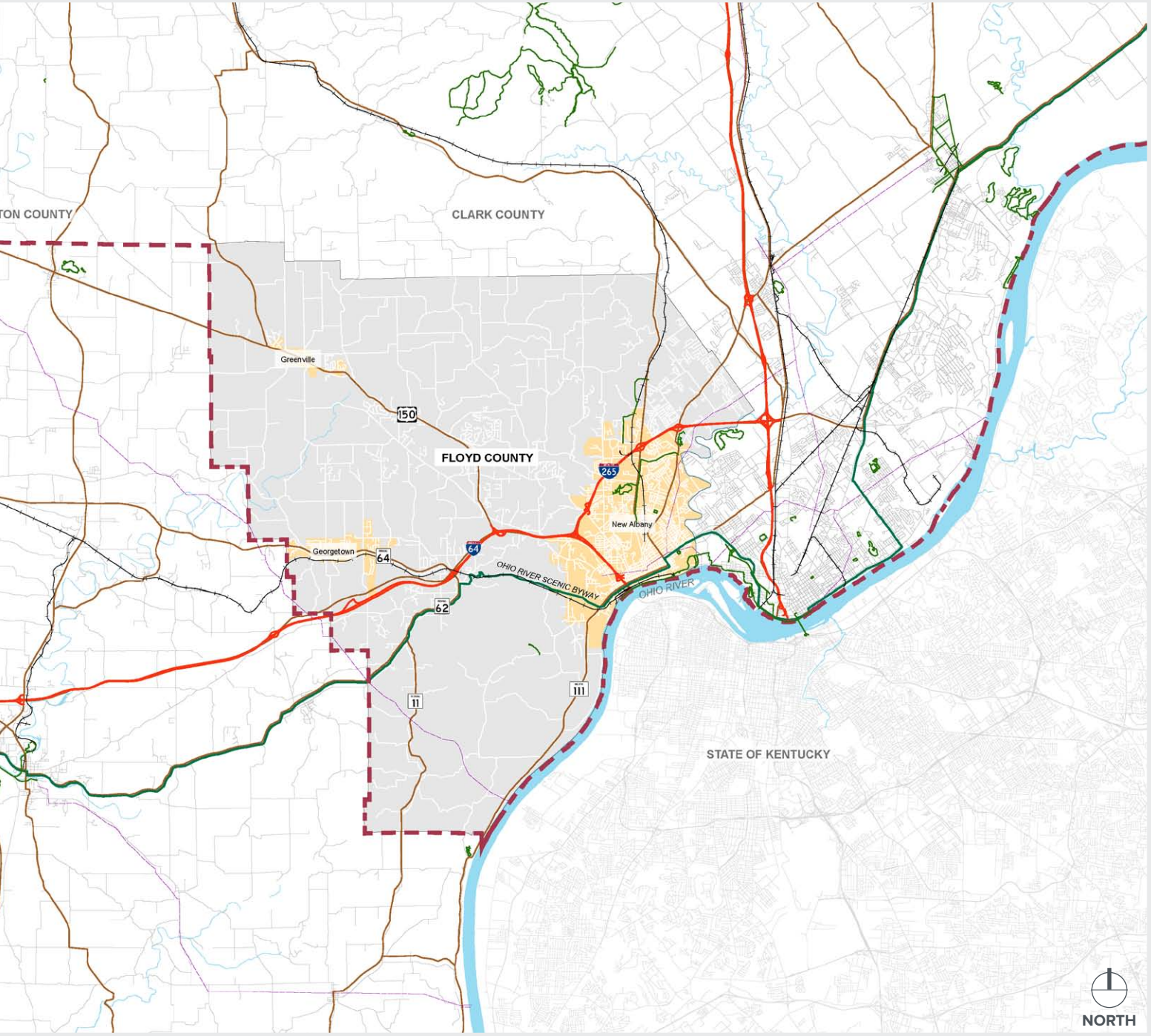
Floyd County also features a portion of the Ohio River Scenic Byway. The byway encompasses the SR 62 right-of-way from Jeffersonville in Clark County to and through New Albany and into Harrison County. The scenic corridor features the lush hills and farmland unique to Southern Indiana and allows visitors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

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

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

Rail

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



MAP LEGEND

- *Our Southern Indiana 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

Norfolk Southern RR
CSX RR

NATURAL GAS PIPELINES

Indiana Gas Co. Inc.

TRAILS

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

**Data obtained from IndainaMap GIS database. http://maps.indiana.edu/layerGallery.html*

Trails

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

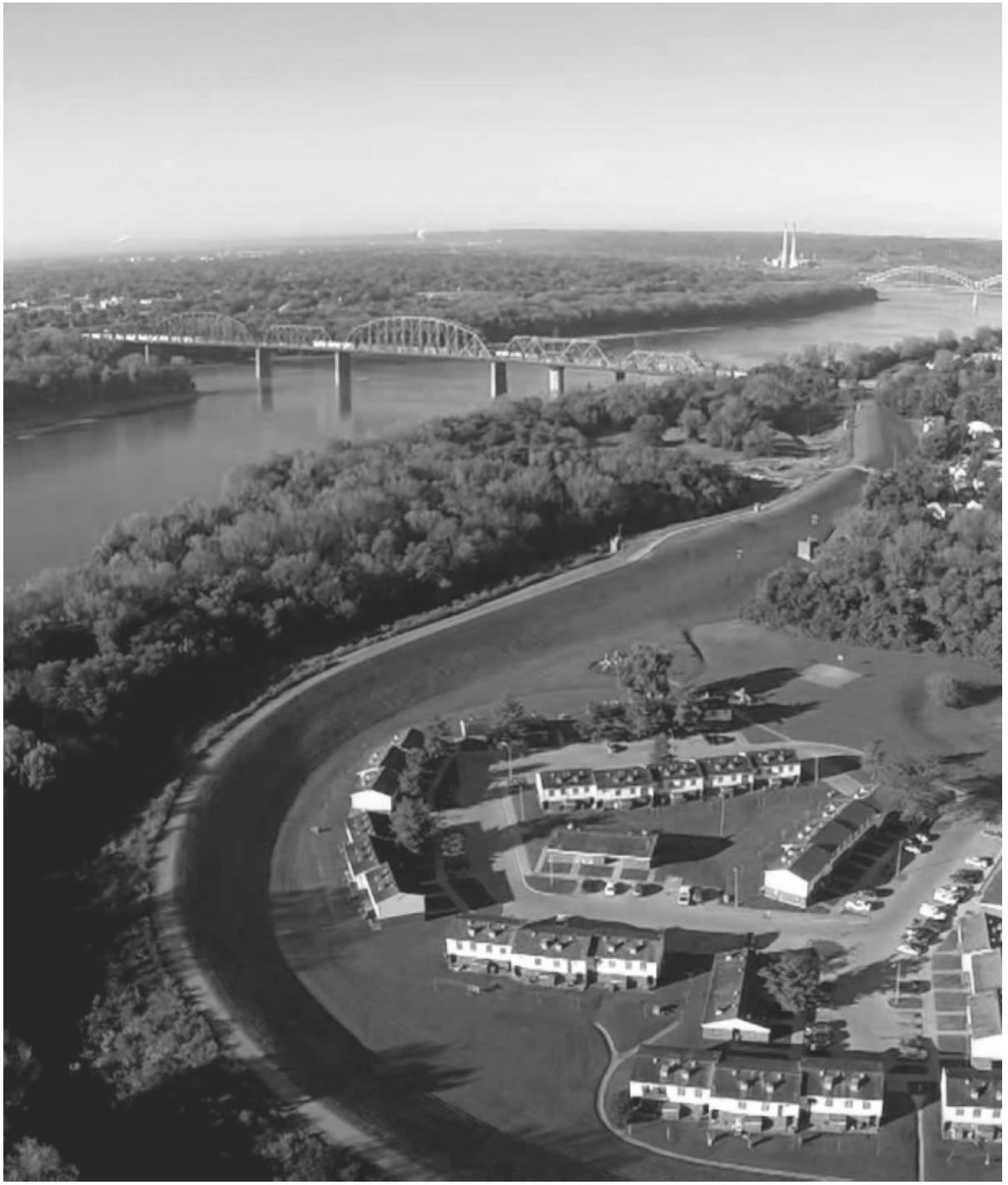
In limited locations, downtown New Albany as an example, there are sidewalks that connect local destinations but these facilities do not extend into areas outside of the downtown core. Additionally, city facilities almost always end at the city boundary and do not provide connectivity to other parts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

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

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

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

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



Floyd County, Indiana
Utilities and Infrastructure

Water sources and demand

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

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

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

Projected Water Demand for Floyd County[1]

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

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

1 *Southeastern Indiana Regional Water Supply Feasibility and Cost Analysis, Indiana Finance Authority, 2018*

Public Water Utilities

5

There are 5 major public water utilities located within Floyd County rated as small or larger by the USEPA.

Projected Growth

4.9%

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

Increased Demand

3%

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

Source Vulnerability

NO

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

Regulatory Vulnerability

YES

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

Affordability Challenges

YES

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

Floyd County, Indiana **Utilities and Infrastructure**

High-Speed Internet and Wi-Fi Services

As defined by the Federal Communications Commission's 2018 Broadband Deployment Report[2], 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[3], the average service speeds for the County are nearly 200Mbps download and 37Mbps upload. Based on the FCC data the speeds throughout the County are being provided by a number of providers which offer infrastructure ranging from digital subscriber lines (DSL), fiber-optics, fixed wireless, and satellite services. Even with service being advertised in all areas of the County the FCC and the 2013-2017 American Community Survey[4] have documented that nearly 2% of the population do not have access to fixed broadband of at least 25 Mbps/3 Mbps. Additionally, 21% of the county's population is not subscribing to the internet, and nearly 15% of household's report that they do not own a computing device. While the data comes with a margin of error, fundamentally, the providers are reporting that the service and infrastructure exist, but it's possible that it is not being used by everyone.

Available infrastructure and service is only one side of the digital infrastructure network. Having subscribers that are able to use the services and technologies is a critical piece. Floyd County's demographic and socioeconomic conditions leave the residents vulnerable to digital literacy. Residents within the county could be at a disadvantage when it comes to accessing broadband infrastructure because nearly 15% of the population is over 65 years of age. While age is not a limiting factor for everyone, income and educational attainment pose additional challenges for others. Nearly 10% of the county's residents are living in poverty and nearly 11% 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.

Floyd County Parks and Recreation manages

2.2%

of people without access to fixed broadband of at least 25Mbps/3Mbps.

21.5%

of households with no internet access (not subscribing)

15.0%

of households without a computing device.

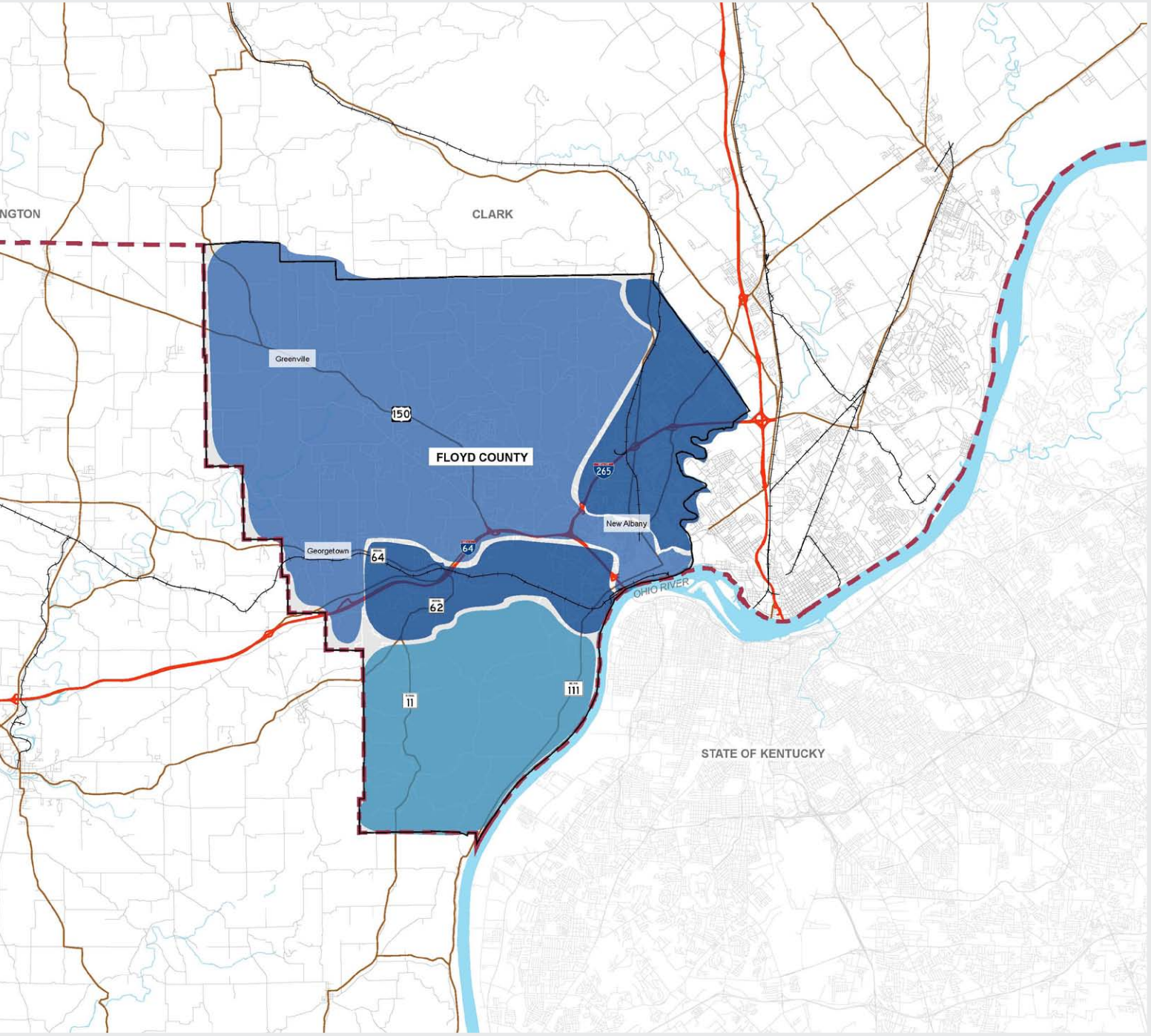
10.8%

of individuals in poverty.

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

3 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.*

4 https://pcrd.purdue.edu/ruralindianastats/about.php



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 IndainaMap GIS database. http://maps.indiana.edu/layerGallery.html

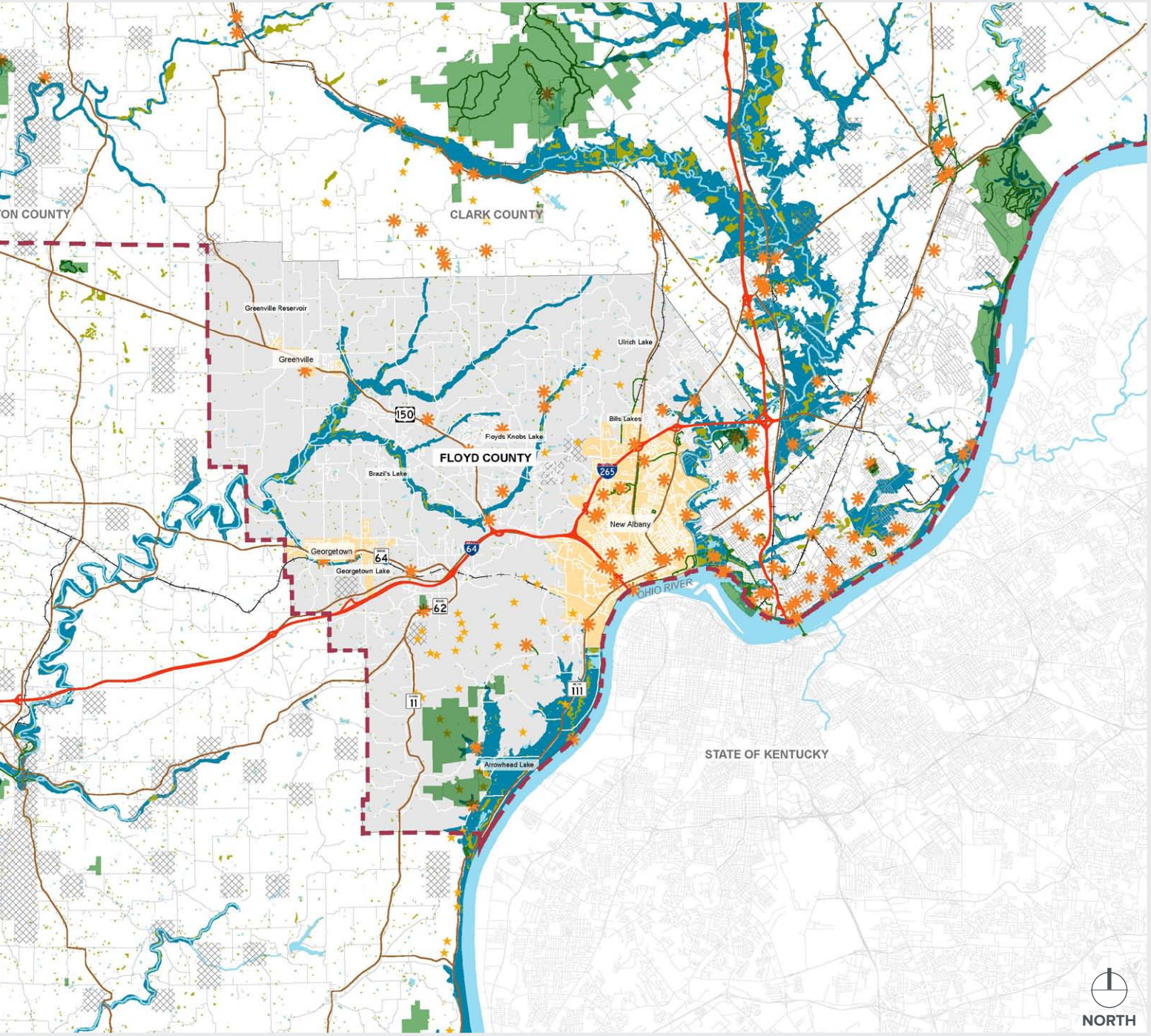
Floyd County, Indiana
Parks, Open Space and Natural Features

Hammersmith Memorial Park

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

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

The most recently completed park, Kevin Hammersmith Memorial Park, makes up about 35 acres. This facility was created to serve as a destination for Little League Baseball. It is home to six baseball diamonds known as Baptist Health Fields, the largest shelter in Floyd County that can be divided into two spaces, the Romeo Langford Court for basketball, the KFC Amphitheatre, one playground area, and a ¾- mile walking path. It is anticipated that future improvements will include a splash pad area, an all-inclusive playground, and another basketball court that will be covered and have lighting.



MAP LEGEND

- *Our Southern Indiana 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 IndainaMap GIS database. http://maps.indiana.edu/layerGallery.html*

Floyd County, Indiana
Tourism and Attractions

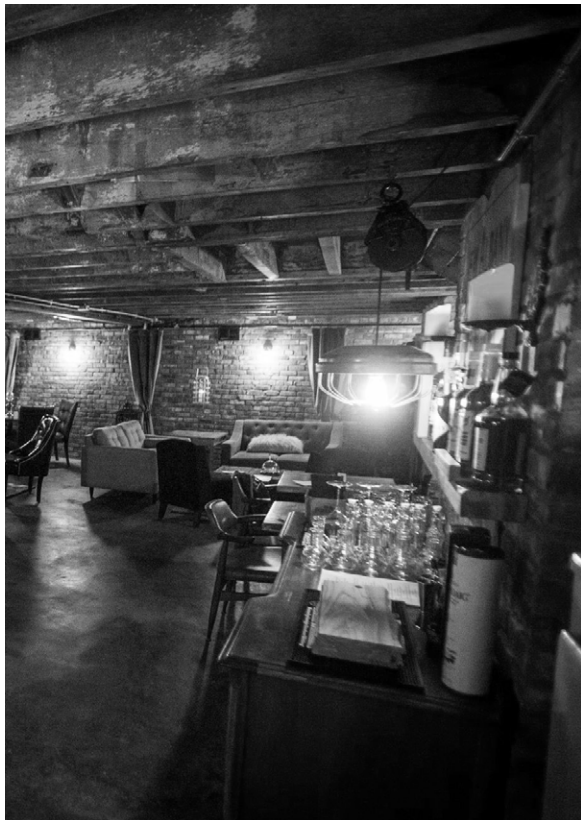


Image credit: SoIN Tourism

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

Floyd County has several destinations located in New Albany. These destinations appeal to a wide range of interests including arts and culture, historical site or structures, recreation, and entertainment. In recent years, downtown New Albany has become its own destination with several streets lined with local shops, business, and restaurants. Southern Indiana Tourism identified the following places as Floyd County attractions: Town Clock Church, Bicentennial Park, The Carnegie Center, Farmers Market, YMCA Floyd County, Theatre Works of Southern Indiana, The Grand, Uptown Art, New Albany Amphitheatre, and River Run New Albany Family Water Park.

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

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

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

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

REGIONAL IMPLICATIONS

OBSERVATIONS, ISSUES AND OPPORTUNITIES WITHIN FLOYD COUNTY

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

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

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

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

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

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

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

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

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

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

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

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

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

REGIONAL IMPLICATIONS

OBSERVATIONS, ISSUES AND OPPORTUNITIES WITHIN FLOYD COUNTY

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

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

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

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

3

CHAPTER THREE

OUR Future Vision

FLOYD 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*.

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 Floyd 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 Developement 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*

Floyd County,Georgetown, Greenville, New Albany, Develop New Albany, Georgetown Main Street

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 Floyd 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 downtown 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. Georgetown Downtown Plan (Georgetown)

PROJECT PROFILE

PROJECT LEADER*

Floyd 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 Floyd 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. Purdue Research Certified Tech Park (New Albany
2. Highway 64 Floyd County Industrial Park

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*

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.

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*

Floyd 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 reimaging 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*. 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. QRS Recycling (New Albany)
2. Moser Tannery (New Albany)
3. Charlestown Road Corridor (New Albany)
    - Colonial Manor Shopping Center
4. Stemwood (New Albany)

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.

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

Floyd 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.

DOWNTOWN MAIN STREET ENHANCEMENTS

KEY PLAYERS

Floyd County, Georgetown, Greenville and New Albany

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 Georgetown, Greenville and New Albany 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, Floyd 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.

INTERCHANGE IMPROVEMENTS AT SR 62/64 AND I-64

KEY PLAYERS

INDOT and Floyd County

PREVIOUS PLANS AND STUDIES

2007 Floyd County Thoroughfare Plan

The SR 62/64 and I-64 interchange area currently has intersections with movements that operate at LOS F during both peak-hours. Existing traffic volumes produce queues that can exceed 1,000 feet in length during the AM peak hour. Without improvements, the interchange operations will continue to deteriorate and produce delays of several minutes and queues of greater than 1,300 feet. Any improvements to the interchange will also have to address the intersection of SR 64 and West Knable Road because of the close spacing of the intersections.

INTERSECTION IMPROVEMENTS AT US 150 AND OLD VINCENNES ROAD

KEY PLAYERS

INDOT and Floyd County

PREVIOUS PLANS AND STUDIES

2007 Floyd County Thoroughfare Plan

The intersection of US 150 and Old Vincennes Road experiences poor operations during the PM peak hour. The heavy northbound traffic volumes on US 150 during the PM peak-hour cause long delays for southbound left-turning traffic and queues that completely fill the left-turn storage bay. Traffic on Old Vincennes Road also experiences long delays during the PM peak-hour. Improvements that would increase the capacity of this intersection are needed.

INTERSECTION IMPROVEMENTS AT US 150/LAWRENCE BANET ROAD/OLD VINCENNES ROAD AND OLD VINCENNES ROAD/ DUFFY ROAD

KEY PLAYERS

INDOT and Floyd County

PREVIOUS PLANS AND STUDIES

2007 Floyd County Thoroughfare Plan

These intersections currently experience poor operations during the PM peak-hour. Because of the close proximity of these two intersections, any changes to one will directly affect the other. If the future growth of the Highland Point area is realized, these intersections will have failing operations. Improvements to increase the capacity of these intersections is needed.

INTERSECTION IMPROVEMENTS AT US 150 AND NAVILLETON ROAD

KEY PLAYERS

INDOT, Floyd County

PREVIOUS PLANS AND STUDIES

2007 Floyd County Thoroughfare Plan

US 150 and Navilleton Road currently has movements that operate at LOS F during both peak-hours. Existing traffic volumes on US 150 are approaching the thresholds of a four-lane facility. Projected traffic volumes operating on the existing two-lane facility result in long delays and queues of 1,300 feet in length. Modeling indicates that the intersection will operate at LOS F overall in the near future. Improvements to increase capacity at this intersection are needed.

REGIONAL BICYCLE AND PEDESTRIAN IMPROVEMENTS

KEY PLAYERS

Floyd 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.

SUBSTANCE ABUSE PROGRAMS

KEY PLAYERS

Floyd 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.

WORKFORCE TRAINING CENTERS AND PROGRAMS

KEY PLAYERS

Floyd 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

FLOYD 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 Floyd 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

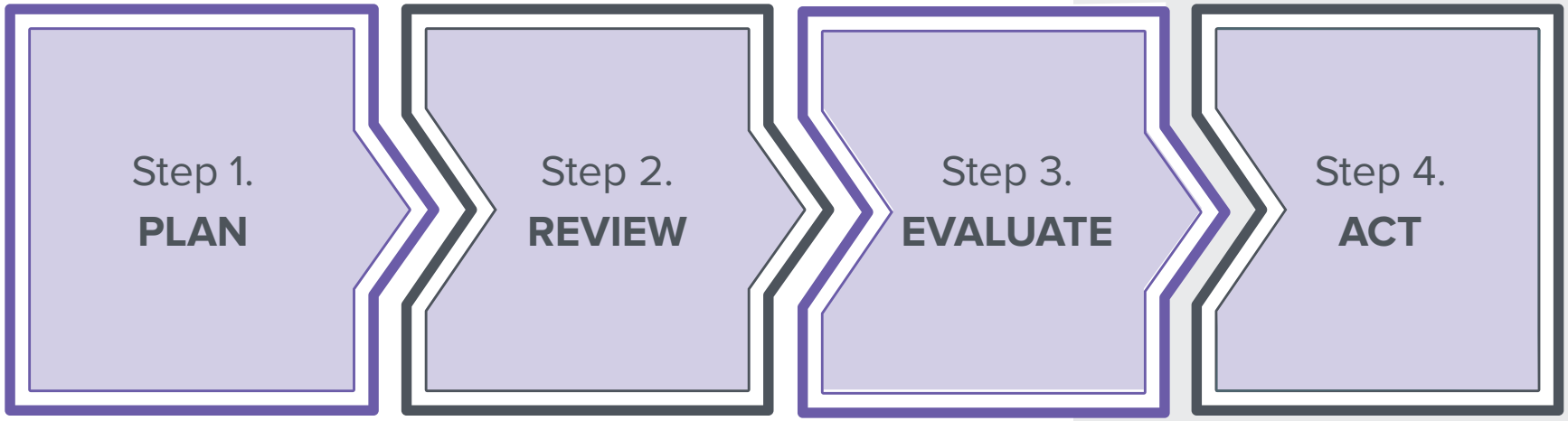
3. **Redevelopment Tax Credit: How Redevelopment Projects Can Become Eligible for Redevelopment Tax Credits**

   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 recognize 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 74).