

County Work Plan



# OUR REGION | OUR PLAN

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



## WASHINGTON 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.



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POLICY  
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# TABLE OF CONTENTS

<b>CHAPTER ONE: INTRODUCTION</b>	<b>1</b>
USING THE PLAN	8
PLANNING PROCESS & STAKEHOLDER OUTREACH	9
COUNTY WORK PLAN ORGANIZATION	9
<b>CHAPTER TWO: OUR PRESENT CONDITION</b>	<b>11</b>
STATE OF THE REGION: OPPORTUNITIES AND CHALLENGES	13
QUALITY OF PLACE: COMMUNITY CONDITIONS SUMMARY	15
Demographics and Housing	18
Employment and Workforce	22
Transportation and Mobility	24
Utilities and Infrastructure	28
Parks, Open Space and Natural Features	32
Tourism and Attractions	34
<b>CHAPTER THREE: OUR FUTURE VISION</b>	<b>41</b>
OUR REGIONAL VISION	45
REGIONAL PROJECT METHODOLOGY	48
THE RDA'S PLACE IN REGIONAL PROJECTS	48
REGIONAL PROJECTS ORGANIZATION	50
RDA LEAD PROJECTS	50
RDA PARTNER & SUPPORTED PROJECTS	50
<b>CHAPTER FOUR: OUR PATH FOR SUCCESS</b>	<b>71</b>
HOW SHOULD WASHINGTON COUNTY USE THIS PLAN	74



# 1

CHAPTER ONE

## Introduction

WASHINGTON  
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 second round of Regional Cities funding. The carrot the region was chasing was gone.

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

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

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

Together the final plan, and the supporting work plans are intended to be tools for the region. Together they represent the aspirations of nearly 283,000 residents and the drive of 22 cities and towns and five counties. These plans represent all of us and are OUR tool to build a better future together.

## USING THE PLAN

The Our Region | Our Plan process included over 200 different individuals, businesses, and community organizations. The plan needed to meet the needs of numerous individuals, with varying focus, differing capacities and diverse needs. Essentially the plan needed to be a tool for everyone- no matter their location, position and capacity. Although the Our Southern Indiana Regional Development Authority led this planning effort, it was critical to the board that every government agency and local organization was included in the development and ultimate ownership of the plan. After all, this is OUR plan for the future. To accommodate the diverse stakeholders and their varying role in the plan's implementation, the *Our Region | Our Plan* deliverable is a suite of documents that both build on and complement one another. In total, the planning effort culminated in a series of three final deliverables.

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

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

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

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

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

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

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

### **OUR REGION | OUR PLAN- REGIONAL DEVELOPMENT AUTHORITY ORGANIZATIONAL WORK PLAN**

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

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

## PLANNING PROCESS & STAKEHOLDER OUTREACH

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

## COUNTY WORK PLAN ORGANIZATION

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

### OUR PRESENT CONDITION

Chapter Two: **OUR Present Condition** describes the geographic location of the region and the communities that are included as a part of this planning effort. This chapter seeks to outline the current condition regarding each county and focuses demographics, socioeconomic, employment, infrastructure, and quality-of-place elements. The information includes an inventory of existing conditions and an analysis on local and regional trends that could pose challenges to regional improvement.

### OUR FUTURE VISION AND PROJECTS

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

### OUR PATH

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

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



# 2

CHAPTER TWO

## OUR Present Condition

WASHINGTON  
COUNTY  
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## 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.

# Washington County, Indiana



*Image credit: Washington County Tourism*

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

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

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

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

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



*Image credit: Washington County Tourism*

# Washington County Indiana

## Demographics and Housing



### Residential Population

**Washington County is fairly stagnant as a whole, but some incorporated areas are shrinking.** The county's total population is 28,415 residents which makes up **10%** of the Our Southern Indiana regional population of 282,946. By 2023, Washington County is projected to grow by **less than 1%** in total population, meaning there will be 28,637 residents. The population growth is projected predominately in Salem, the county seat, and in New Pekin, a community in the southeast portion of the county. Hardinsburg (-1.70%) and Campbellsburg (-2.39%) are projected to shrink in population by 2023.

### Age and Gender

**Washington County's population is aging.**

Between 2010 and 2018, the median age for residents in Washington County has increased from 39.2 to 41.4. Washington County's median age is similar to Jefferson County but older than the other three counties in the southern Indiana region.

Washington County is nearly split in terms of sex. The population is made up of 49.9% male and 50.1% female. This distribution of sex is **similar to the state** at 49.2% male and 50.8% female.

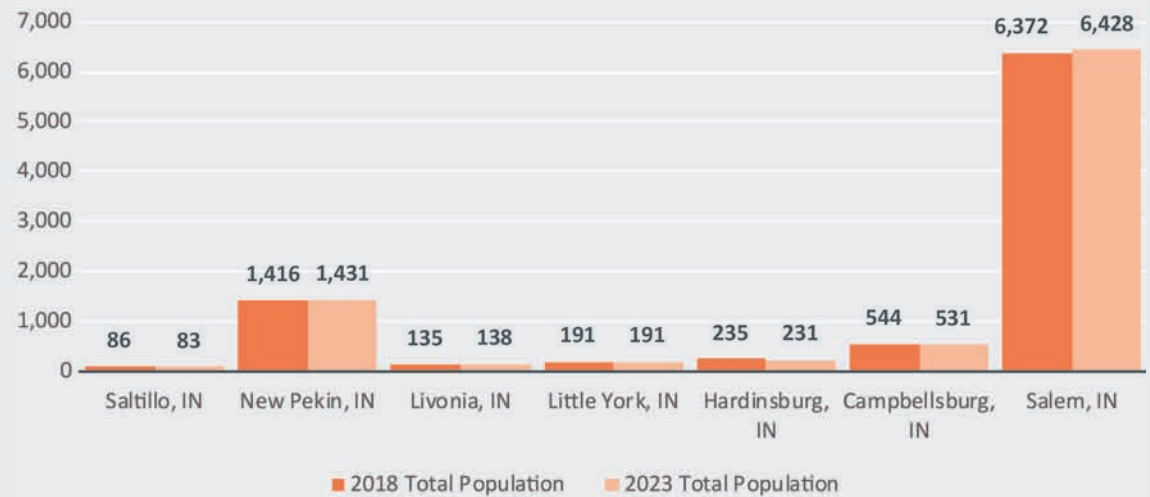
The population pyramid for Washington County illustrated the largest age grouping for male and female is between 55-59 years of age. This is the age group when workers begin thinking about retirement and downsizing their home.

### Race and Ethnicity

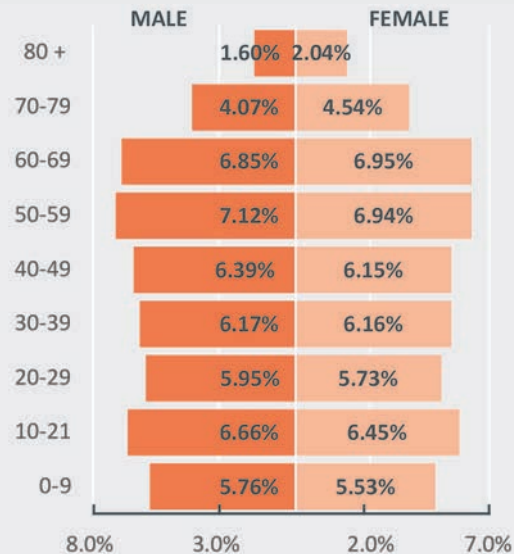
The majority (97%) of the county's population identifies as **Caucasian**. This county statistic is 15% higher than the state of Indiana. The remaining 3% of the population identifies as Hispanic (1.5%), Black/African American (0.5%), American Indian/Alaska Native (0.25%), Asian (0.25%), other (0.4%), and two or more races (1.2%).



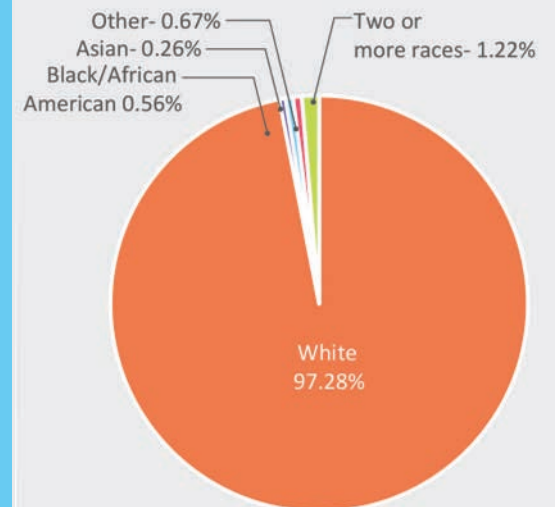
### Projected Population Change



### Age and Gender



### Race and Ethnicity



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



### **Income and Poverty**

As of 2018, the median household income for Washington County (\$44,357) was **\$9,174 less than** Indiana (\$53,531).

The 2012-2016 American Community Survey revealed that 14.7% of households in Washington County were below poverty level. The communities of Saltillo, New Pekin, Little York, Hardinsburg, Campbellsburg, and Salem all have significantly higher poverty rates, with Hardinsburg and Salem having a rate of over 25%.

### **Households**

**Total housing growth within Washington County was consistent.** Between 2010 and 2018, the number of households in Washington County increased by less than 1%. When compared to the state of Indiana's growth at 4.2%, it appears that Washington County could be struggling to attract new residents. Looking to the future, Washington County's growth is projected to remain slow with a 0.7% increase by 2023.

### **Housing Units by Occupancy**

**Renter-occupied units are increasing.**

Washington County had over 12,000 housing units, of which 88% are occupied units. Compared to Indiana (89%), the county is just **slightly lower** than Indiana's occupancy rate.

Of the 12,313 housing units in Washington County, 67% are owner occupied, 22% are renter occupied, and 11% are vacant.

Compared to 2010 data, the county's occupancy has shifted slightly. The percentage of **renter-occupied units has increased** by 2%. Although even with this increase, the county still has the highest percentage of owner-occupied units compared to the other four counties.

### Age of Housing

**The housing stock is aging.** The 2012-2016 American Community Survey revealed that **40% of the existing housing stock was built before 1970**. This is lower than Indiana at 46%. This year is important because modern housing code did not go into effect until the 1970s.

About 200 housing units or 2.5% of the total housing stock were built between 2010 and 2016. Compared to the state at 2.1%, the percentage of relatively newer housing units in Washington County is slightly higher.

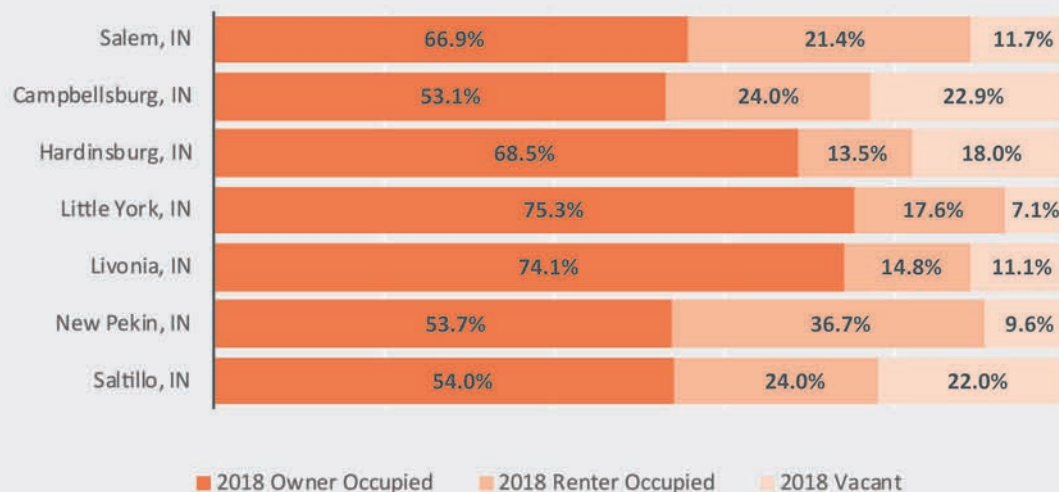
### Home Value

**The median home value is lower than the state of Indiana and the surrounding counties of Clark and Floyd.** The 2018 median home value in Washington County was \$126,870. This is **\$16,500 less than Indiana's** median home value of \$143,367. Incorporated areas within Washington County have a varying range of median home values, with the lowest being in the Town of Saltillo (\$88,889) and the highest being the Town of Little York (\$144,444).

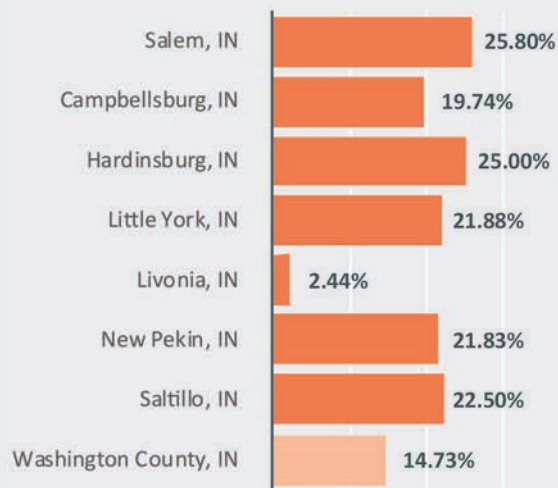
Over 3,000 units or **38%** of the existing housing stock are valued at \$99,999 or less.



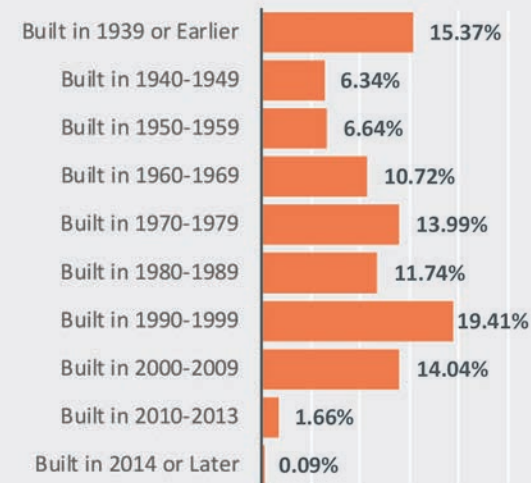
## Households- Owner, Renter and Vacant



## Poverty Level



## Age of Housing



# Washington County

## Employment and Workforce

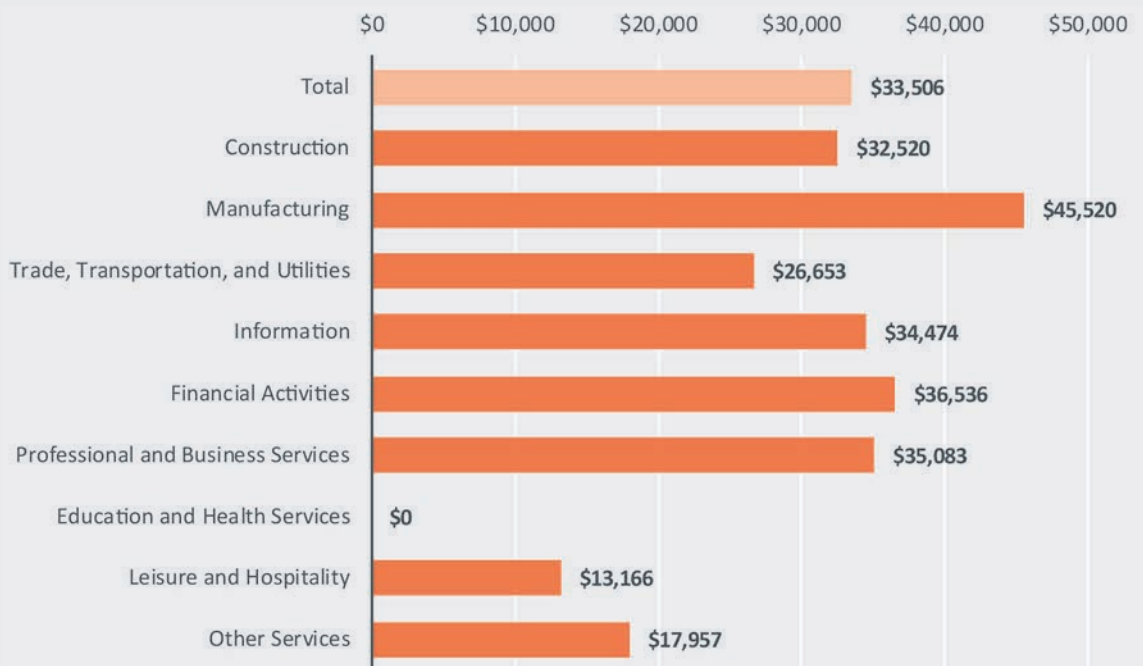
Employment in Washington County has **decreased by 8.0%** since 2001 and has increased at an annual rate of **2.0%** since 2010. The **Manufacturing Industry** has the highest employment concentration with a location quotient of **3.08**. The county's average annual wage is **\$33,506** with the **Manufacturing Industry** having the highest average annual wage of **\$45,520**.

The majority of employees commute **outside of** the county, with **29.2%** remaining inside the county, **25.4%** traveling to other counties within the Region, **8.6%** traveling into Kentucky, and **36.8%** traveling outside the Region.

Of individuals older than 25, **86.7%** have at least a high school degree and **11.6%** has a bachelor's degree or higher. Those with **bachelor degrees** have had the most increase in job opportunities since 2000.

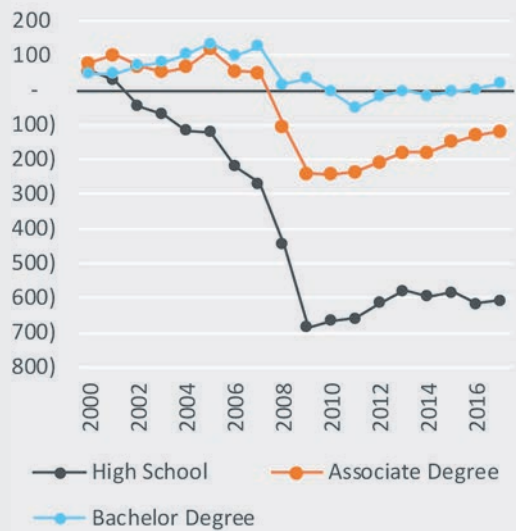


### Annual Wage by Industry

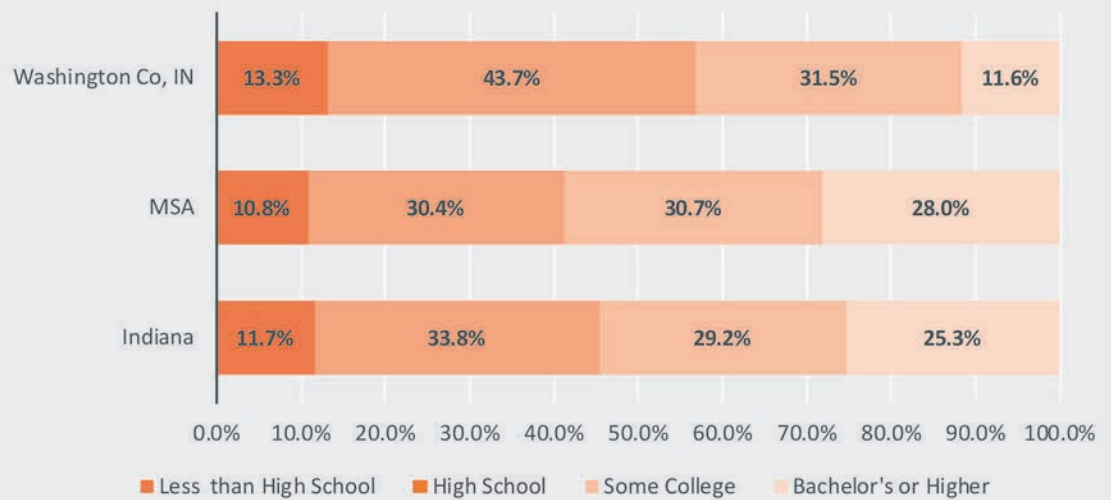




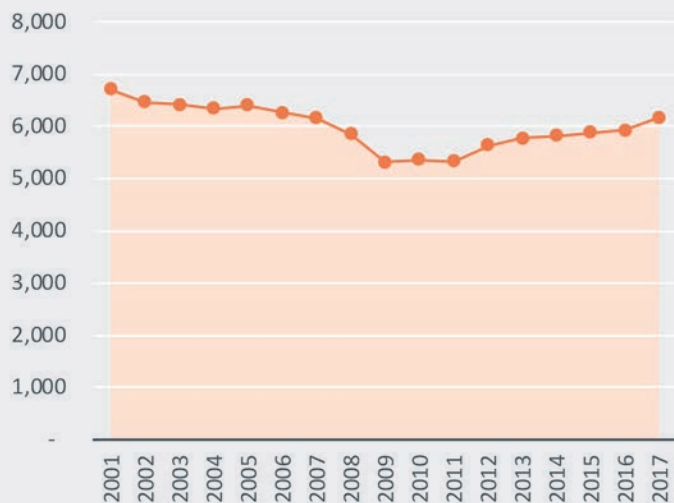
## Job Opportunities



## Educational Attainment



## Long Term Employment



## Location Quotient



# Washington County, Indiana

## Transportation and Mobility

### Connectivity and Character

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

While state routes, these corridors leading into and out of Washington County are predominately rural in nature and vary from 2 to 4 lanes in width with stone or grass shoulders.

### Airports

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

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

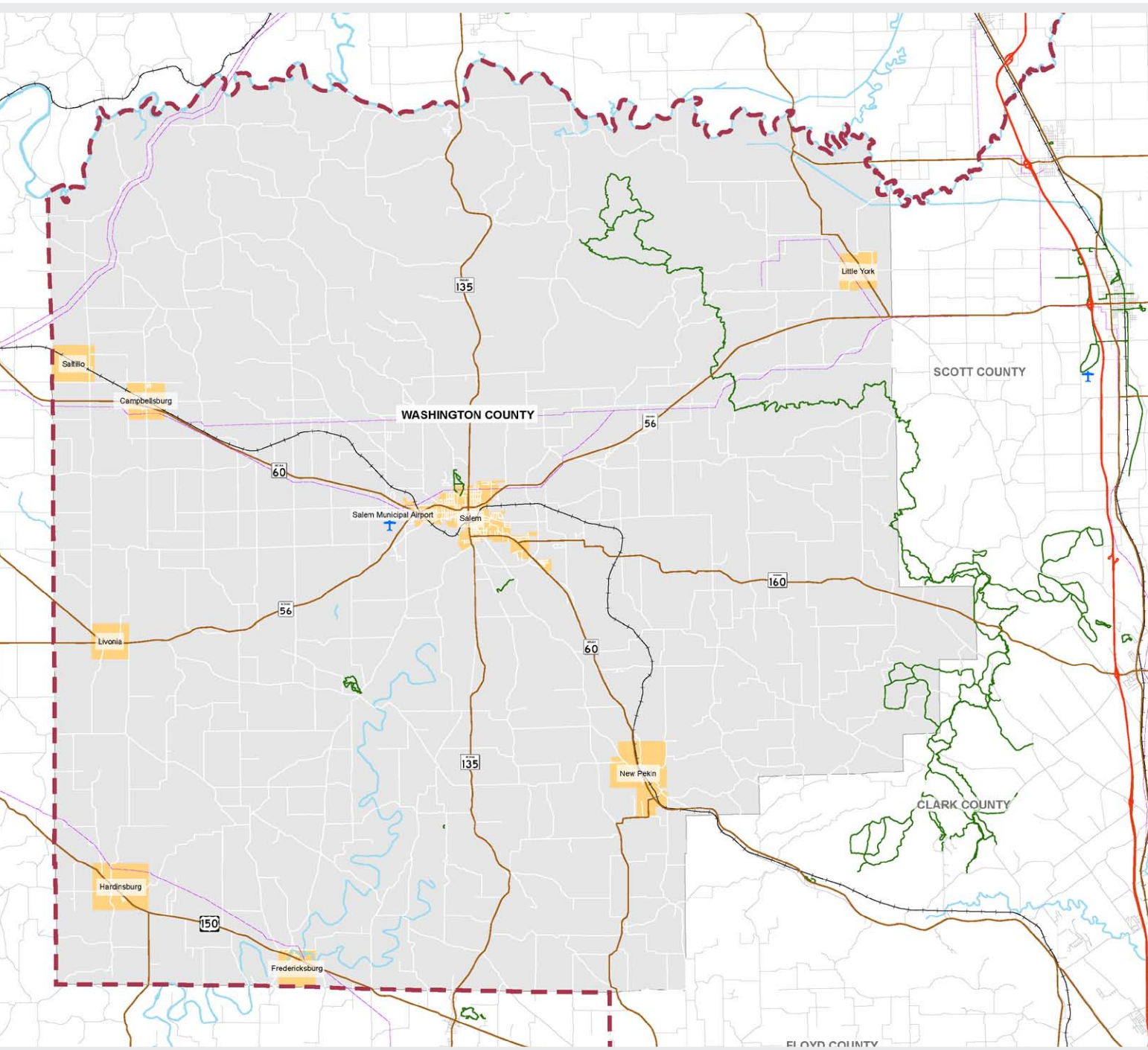
Airport. The enhanced airport will be a key factor in facilitating corporate and industrial relocation to the Salem area. The enhanced airport will also allow the City of Salem to take advantage of the overcrowding at the Metropolitan Louisville area airports by providing an alternative to corporate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

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

### Rail

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





## MAP LEGEND

- - - - - Our Southern Indiana 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

CSX RR

### NATURAL GAS PIPELINES

Midwest Natural Gas Corp.

### TRAILS

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

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

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



Image credit: Washington County Tourism

### **Trails**

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

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

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

### **Known or Planned Projects**

Within Washington County, the following transportation improvements have been previously documented as a high-priority improvement project.

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



# Washington County, Indiana

## Utilities and Infrastructure

### Water Sources and Demand

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

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

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

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

### Projected Water Demand for Washington County<sup>1</sup>

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

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

<sup>1</sup> 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 Washington County rated as small or larger by the USEPA.



## Projected Growth

# 3.0%

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



## Increased Demand

# 0.07%

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



## Source Vulnerability

# YES

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



## Regulatory Vulnerability

# YES

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



## Affordability Challenges

# YES

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

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

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

As defined by the Federal Communications Commission's 2018 Broadband Deployment Report<sup>2</sup>, broadband service can include any number of technologies but must provide a service benchmark of at least 25 megabytes per second (Mbps) upload and 3 Mbps download. When mapped<sup>3</sup>, the average service speeds for the county are slightly over 116 Mbps download and only 13 Mbps upload. Based on the FCC data, the speeds throughout the county are being provided by a number of sources that offer infrastructure ranging from digital subscriber lines (DSL), fiber-optics, fixed wireless, and satellite services. Even with service being advertised in all areas of the county, the FCC and the 2013-2017 American Community Survey<sup>4</sup> have documented that 9 percent of the population do not have access to fixed broadband of at least 25 Mbps/3 Mbps. While the majority of the county is reported to have access to high-speed internet services, 32 percent of the county's population reportedly does not subscribe to the internet, and nearly 24 percent of households report that they do

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

<sup>3</sup> <https://pcrd.purdue.edu/ruralindianastats/broadband/>: Data provided by Indiana service providers and is based on advertised availability/ speeds and is known to have a margin of error.

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

not own a computing device. While the data comes with a margin of error, fundamentally, the providers are reporting that the service and infrastructure exist, but it's possible that it is not being used by everyone.

Available infrastructure and service is only one side of the digital infrastructure network. Having subscribers who are able to use the services and technologies is a critical piece. Washington County's demographic and socioeconomic conditions leave the residents vulnerable to digital illiteracy, which could be contributing to the number of households reporting they do not subscribe to the internet. Residents within the county could be at a disadvantage when it comes to accessing broadband infrastructure because 16 percent of the population is over 65 years of age. While age is not a limiting factor for everyone, income and educational attainment pose additional challenges for others. Nearly 13 percent of the county's residents are living in poverty, and almost 15 percent of the residents aged 25 and older have less than a high school degree. The reduction in disposable income and education could be contributing to the reported lack of access within the county.



**9.4%**

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



**32.2%**

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



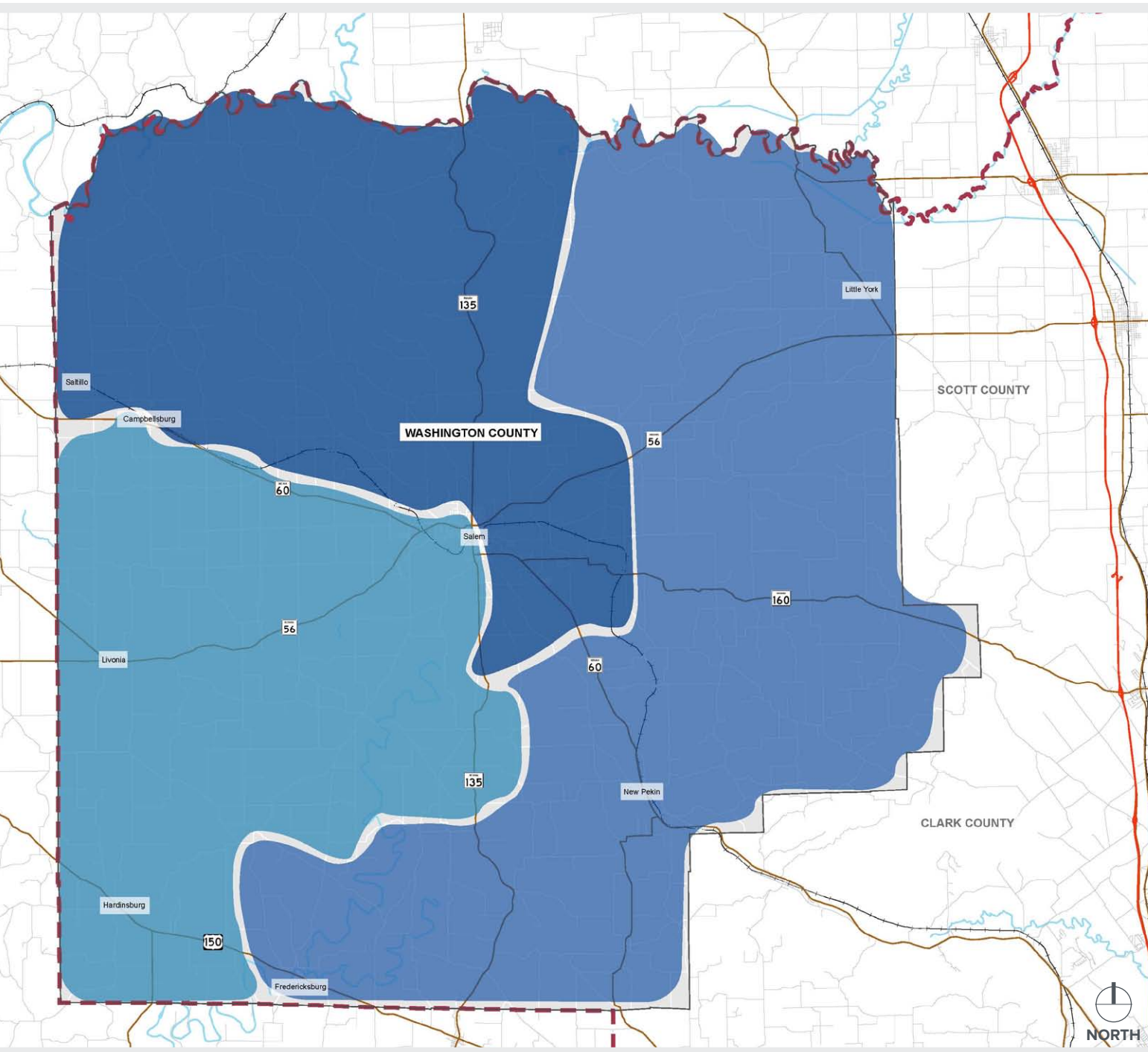
**23.6%**

*of households without a computing device.*



**13.3%**

*of individuals in poverty.*



## MAP LEGEND

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

## BROADBAND LEGEND\*

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

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

# Washington County, Indiana

## Parks, Open Space and Natural Features

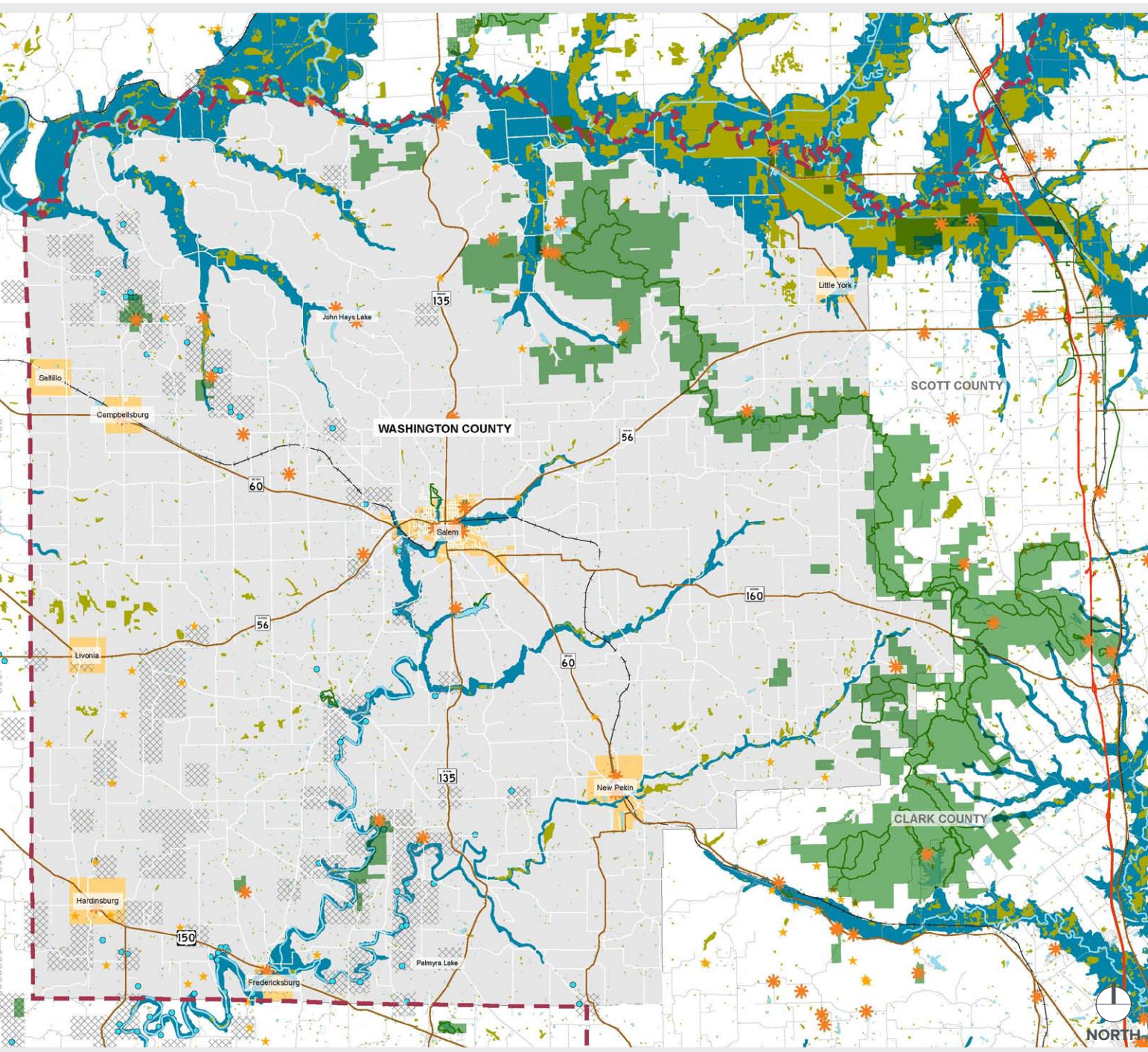
The Salem Parks and Recreation Department oversees four recreational facilities. Myers Community Swimming Pool is open two months out of the year from June 1 to August 1. The facility has a baby pool, adult pool with double slide, lawn chair rentals, concessions stand, shaded picnic area, and a shower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

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

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

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





## MAP LEGEND

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

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

# Washington County, Indiana

## Tourism and Attractions


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

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

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



Image credit (this page): Washington County Tourism



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

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

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

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

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

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

# REGIONAL IMPLICATIONS

## OBSERVATIONS, ISSUES AND OPPORTUNITIES WITHIN WASHINGTON COUNTY

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

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

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

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

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

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

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

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

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

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

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

# REGIONAL IMPLICATIONS

## OBSERVATIONS, ISSUES AND OPPORTUNITIES WITHIN WASHINGTON COUNTY

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

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

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

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

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





# 3

CHAPTER THREE

## OUR Future Vision

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WASHINGTON  
COUNTY  
WORK PLAN



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

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

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

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

**Nurtures a diverse economy with thriving industries;**

**Collaborates to improve efficiencies, attitudes, and perceptions; and**

**Provides exceptional infrastructure, community services, recreational amenities, and neighborhoods for all.**

## OUR REGIONAL VISION

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

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

The Our Southern Indiana regional vision has seven goal topics:

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

Each goal topic contains a series of targets or objectives that our region desires to achieve as part of the goal. Throughout the planning process, the Our Region | Our Plan team worked to use the region's assets to address the region's challenges. Each of the target objectives identifies ways to use the various assets of the region, including people, places, skills, and organizations to organize the region around issues that move its members into action. This method uses the community's own assets to empower stakeholders by encouraging them to utilize what they already possess. Accomplishing the regional goals and the target objectives may take a decade, but the following pages contain the roadmap for actions and guidelines that can be implemented to move the needle starting today. No one is coming to improve the region for us. We, the Our Southern Indiana community, must work together to chart a new course using the amazing resources we have. These goals, target objectives, and proposed projects are the building blocks for our future. Additional details on the seven plan priorities and supporting objectives can be found in Chapter 4 of *Our Region | Our Plan Regional Economic Development Plan*.

The background image shows a city skyline across a body of water. A large bridge is visible on the right side. The sky is overcast. Two semi-transparent orange rectangular boxes are overlaid on the image, containing white text.

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

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

## ACHIEVING THE REGIONAL VISION

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

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

## REGIONAL PROJECT METHODOLOGY

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

## THE RDA'S PLACE IN REGIONAL PROJECTS

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

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

### Project Leaders:

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

### Project Partners:

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

### Project Supporter:

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

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

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

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

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

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

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

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

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

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

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

## REGIONAL PROJECTS ORGANIZATION

During the Our Regional | Our Plan process, nearly 50 projects were identified that would ultimately improve the quality of life at either local or regional levels and drive economic investment and reinvestment in the region. These projects not only improve the quality of life, but they can be used to neutralize and overcome the regional demographic, economic, and infrastructure challenges outlined in Chapter Two: Our Present Condition.

**The projects outlined in this section are NOT organized by priority.**

Priority often infers that all components and benefits of a project are equal, and in this instance, the projects outlined are diverse in scale, scope, and regional benefit. Priority also typically assumes that one cannot start an initiative until the preceding initiatives are complete, or at the very least, underway. **Instead, the proposed projects in the *Our Region | Our Plan Regional Economic Development Plan* and this county work plan are categorized by the RDA's proposed role in an effort to provide guidance and flexibility.**

## RDA LEAD PROJECTS

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

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

## RDA PARTNER & SUPPORTED PROJECTS

The remaining projects lie with either local municipalities, counties, or community organizations as the lead organization, and this planning effort did not intend to dictate a proposed priority or timeline for those initiatives. The provided information for the proposed projects is intended to provide ample insight into the effort, resources required, and ultimate impacts. Project priority and implementation timeline should be a collaborative decision among all parties and should be discussed at the beginning of each effort.

The project summary pages are designed to provide the reader with a concise, written, and graphic summary of the proposed project. To further understand the project summaries, the provided information, and how the information should be used moving forward, refer Chapter 4 of *Our Region | Our Plan Regional Economic Development Plan*. While the RDA will not be the lead organization on the following projects, they can play a support role to the county, city, town or partner organization for project implementation.



## PROJECT PROFILE

### PROJECT LEADER\*

Washington County, Campbellsburg, New Pekin, Salem, Salem 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 Washington County should be reinvesting in their downtown by supporting redevelopment.

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

Any one of the historic downtowns or courthouse squares will require reinvestment over time. Some projects will provide needed maintenance while some will be geared toward expanding the area's functionality and programming goals. While these reinvestment efforts will occur primarily at local levels, taking into account the availability of funds locally, the Our Southern Indiana Regional Development Authority could participate regionally in a variety of ways. Because the RDA's resources are limited, their involvement will be limited to those initiatives with the greatest benefit to the region. When reviewing proposed sites and proposed projects and prior to seeking partnership from the RDA, local municipalities, private land owners, and members of the development community should refer to the following criteria that serve to guide the RDA's participation in downtown redevelopment efforts.

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

lead to more investment. While the use of these projects may vary from place to place, it is important to build upon the uniqueness of these places to attract and retain new residents, businesses, and visitors.

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

1. Washington County Quality of Life Plan (Salem)



## PROJECT PROFILE

### PROJECT LEADER\*

Washington 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 Washington 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.

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.



# 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\*

Washington County

### ROLE OF THE REGIONAL DEVELOPMENT AUTHORITY

Project Partner

### PREVIOUS PLANS AND STUDIES

Various local and county-level planning documents

*2015 Our Southern Indiana Regional Development Plan*

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

### PROJECT GOAL CATEGORIES



## Retail Redevelopment

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

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

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

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

While there are various areas across the region that are experiencing vacant and underutilized retail centers, the region's greatest opportunity for reinvestment will be to focus efforts on key retail corridors, intersections, and employment centers. While redevelopment efforts will occur primarily at local levels, taking into account the availability of property, market conditions, and interest from the private development community, the Our Southern Indiana Regional Development Authority could participate at a regional level in a variety of ways. Because the RDA's resources are limited, their involvement will be limited to those sites with the greatest benefit to the region. To better understand the ways in which the RDA can assist in the redevelopment of retail sites, refer to the *Our Region | Our Plan Organizational Work*. 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 ensure 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. SR 60 / Highway 335 (New Pekin)
2. Jackson Street Area, 6 Parcels (Salem)
3. SR 56, 13 Parcels (Salem)
4. JF Helsel Commerce Park (Salem)
5. Old Highway 60 / Highlander Drive (Salem)
6. E. Hackberry Street, 40 Parcels (Salem)
7. Parkview Drive (Salem)
8. Old Highway 60 / N. of Aspen Drive (Salem)

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\*

Salem Municipal Airport

### 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



# Salem Municipal Airport

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

The Salem Municipal Airport is coordinating with the FAA to develop and complete the following improvements:

- Acquire necessary land for Airport construction & Clear Approaches
- Construct a 5,000-foot runway
- Construct a full parallel taxiway
- Construct a new 9,000 Square Yard apron for parked aircraft
- Construct necessary auto parking lot for terminal area parking
- Construct a new airfield lighting to accommodate runway operations during night time flights
- Renovate an existing home for use of as an airport terminal
- Install necessary utilities to operate the terminal building
- Construct a wildlife control and security fence to provide for safe operation of aircraft

is cooperating with local economic development groups within the city and county to improve the potential job growth associated with expansion of their airport to accommodate larger corporate aircraft. An independent study identified that the Salem Municipal Airport currently contributes approximately \$12.5 million of economic development to the surrounding economy. In recent years, several federal senators and congressional representatives have sent letters of support to the FAA to assist in securing funding for the project. The expansion of this airfield will have regional impact on economic development.

In recent years the airport has received several grants from the FAA through the Airport Improvement Program totaling almost \$5.5 million toward this project. Continued funding through the year 2020 is programmed by the FAA and INDOT as well. The Salem Municipal Airport Board of Aviation Commissioners (BOAC)



SR 56

SALEM MUNICIPAL  
AIRPORT

Quarry Road

## PROJECT PROFILE

### PROJECT LEADER\*

Indiana Department of Transportation  
(INDOT)

### ROLE OF THE REGIONAL DEVELOPMENT AUTHORITY

Project Partner

### PREVIOUS PLANS AND STUDIES

*Clark County Comprehensive Plan 2040*

*2016 Clark County Indiana Transportation  
Plan*

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

### PROJECT GOAL CATEGORIES



## SR 60 Improvements

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

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

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

## **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

Washington 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

Washington County, New Pekin and Salem

### 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 New Pekin and Salem 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, Washington 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.

## REGIONAL BICYCLE AND PEDESTRIAN IMPROVEMENTS

### KEY PLAYERS

Washington 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.

## REGIONAL COMMUTER SYSTEM (SALEM, MADISON, SCOTTSBURG)

### KEY PLAYERS

Washington County

### PREVIOUS PLANS AND STUDIES

Scott County Comprehensive Plan

Regional transportation is a key factor as our population continues to age and also as our communities continue to grow. The need for a smaller, regional commuter system was identified and Scott County has identified the need to consider the possibility of creating a vanpool system to take commuters to Louisville, Madison, Salem and other communities in Indiana.

## SUBSTANCE ABUSE PROGRAMS

### KEY PLAYERS

Washington 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**

Washington 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

WASHINGTON  
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 Development 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 Washington County Use This Plan?



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

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

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

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

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

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

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

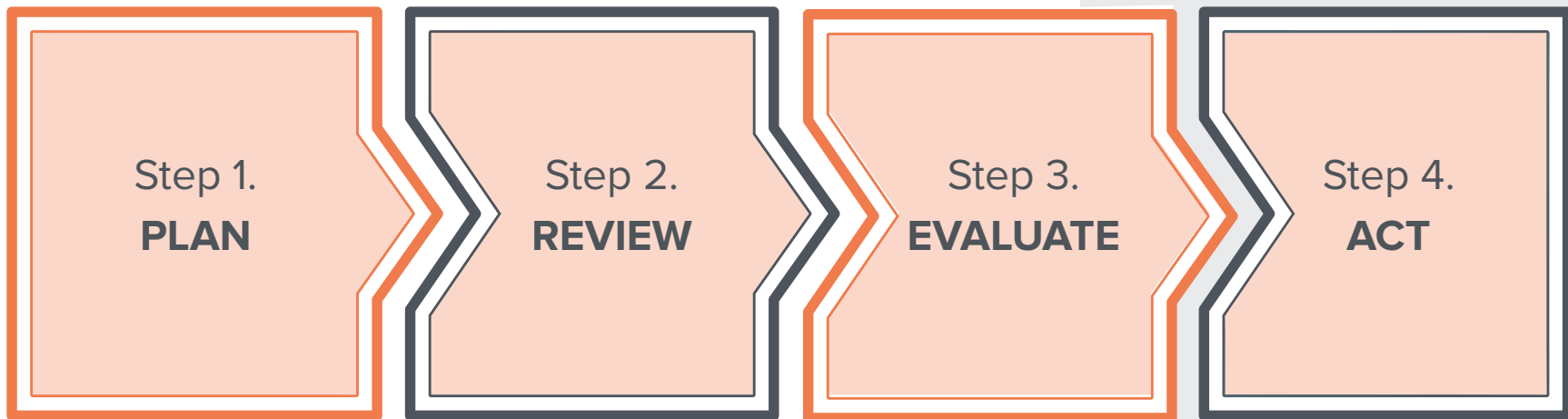
## 3. Redevelopment Tax Credit: How Redevelopment Projects Can Become Eligible for Redevelopment Tax Credits

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

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

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

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



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

#### STEP 1: PLAN

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

#### STEP 2: REVIEW

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

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

#### STEP 3: EVALUATE

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

#### STEP 4: ACT

Once a project is approved by the RDA board, it will be added to the listing of regional projects by amending Appendix A of the *Our Region | Our Plan Regional Economic Development Plan*, and a representative from the RDA should be included in communications as the project develops and is implemented (Project Coordination page 74).

