

MEETING SUMMARY

DATE: Friday, May 10, 2019

RE: Our Southern Indiana Regional Development Plan: Preliminary Initiative Development

Discussion Items:

1. Regional Vision, Goals and Objectives

The project team provided a brief explanation over the difference between vision, goals, objectives, and action steps. The revised regional vision statement, goals and objective statements were provided to the RDA board members in the form of a handout. RDA board members were asked to provide feedback (comments, changes and suggestions) to the project team by June 4, 2019.

2. Project Role Definition: Leaders, Partner, Supporter

To better define the roles and responsibilities outlined in the planning process the project team presented a written definition for the term 'leader', 'partner' and 'supporter'. Within each definition it is clear what the responsibilities are and how they should be integrated into various projects. RDA board members were asked to provide feedback (comments, changes and suggestions) to the project team by June 4, 2019.

3. Regional Project List

Based on feedback from the last RDA board meeting and the public meeting, the preliminary project list was amended and updated. As presented each project include a high-level definition and proposed RDA role. The roles ranged from lead, partner, and support based on the project identified. The project list also includes a description on how the RDA can assist in the projects themselves and a high-level reasoning on why the RDA should be involved at a particular level. In addition to the list, RDA board members were provided with a written description of the four projects they are identified to lead. The written narrative outlines why the project is important and what steps (with a timeline) should be undertaken to complete the initiative. RDA board members were asked to provide feedback (comments, changes and suggestions) to the project team by June 4, 2019.

4. RDA Workplan

The project team discussed the need to staff and fund the RDA as a prerequisite to implementing the projects outline in the regional plan. In order to meet those needs the project team provided an overview of financing options and development fee models. The presentation also identified an initial listing of benefits that the RDA could bring to local projects.

Following the completion of this regional planning process, the project team identified the need for the RDA board to update the plan. The Regional Score Card was presented as a way to review local projects with regional significance and determine the level of RDA support. The key

takeaway was that a score card should be developed in a way that easily understood and widely applicable. If not, the score card could result in the RDA making a poor decision due to intended consequences.

5. Next Steps

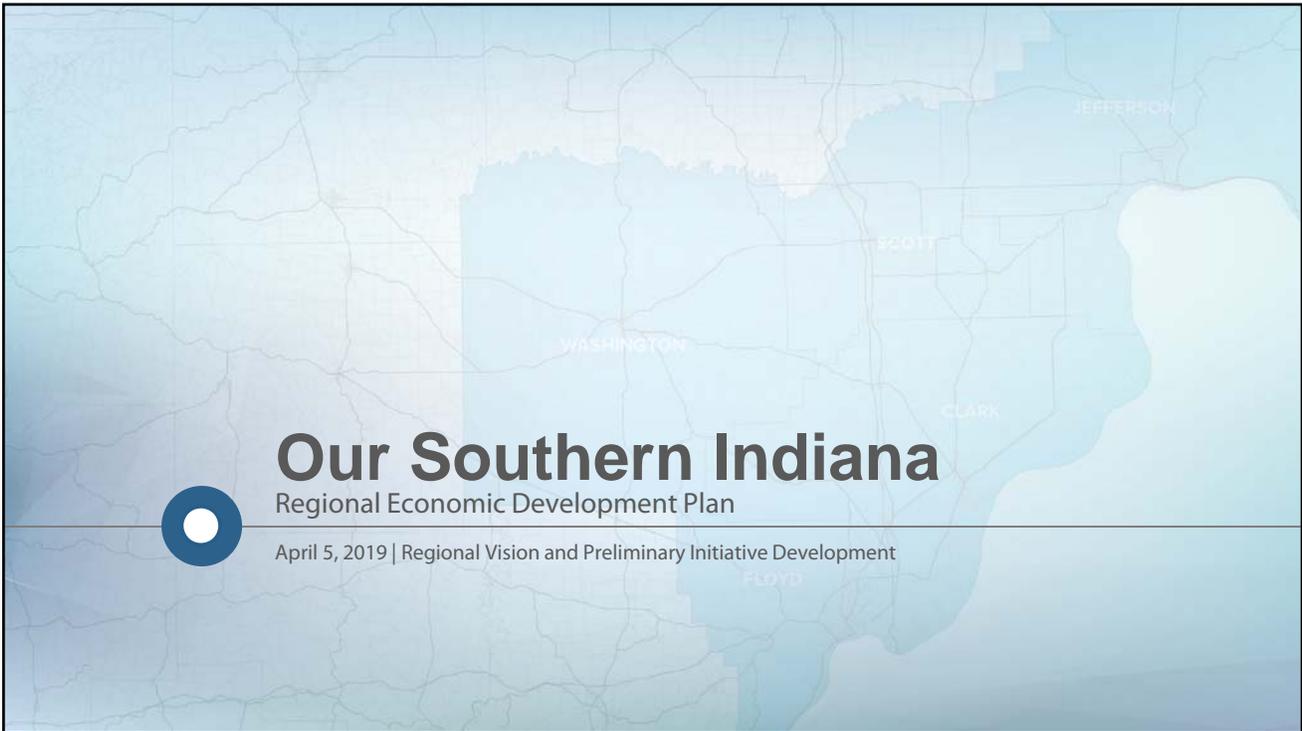
June 4th at 11:00-1:00 (1si Office) - Leadership Meeting #2

- Finalized Vision & Goals
- Updated Scorecard
- Prioritized RDA Projects & Project Action Steps
- Plan Name & Branding

June 4th- RDA Suggestions/ Comments due to project team

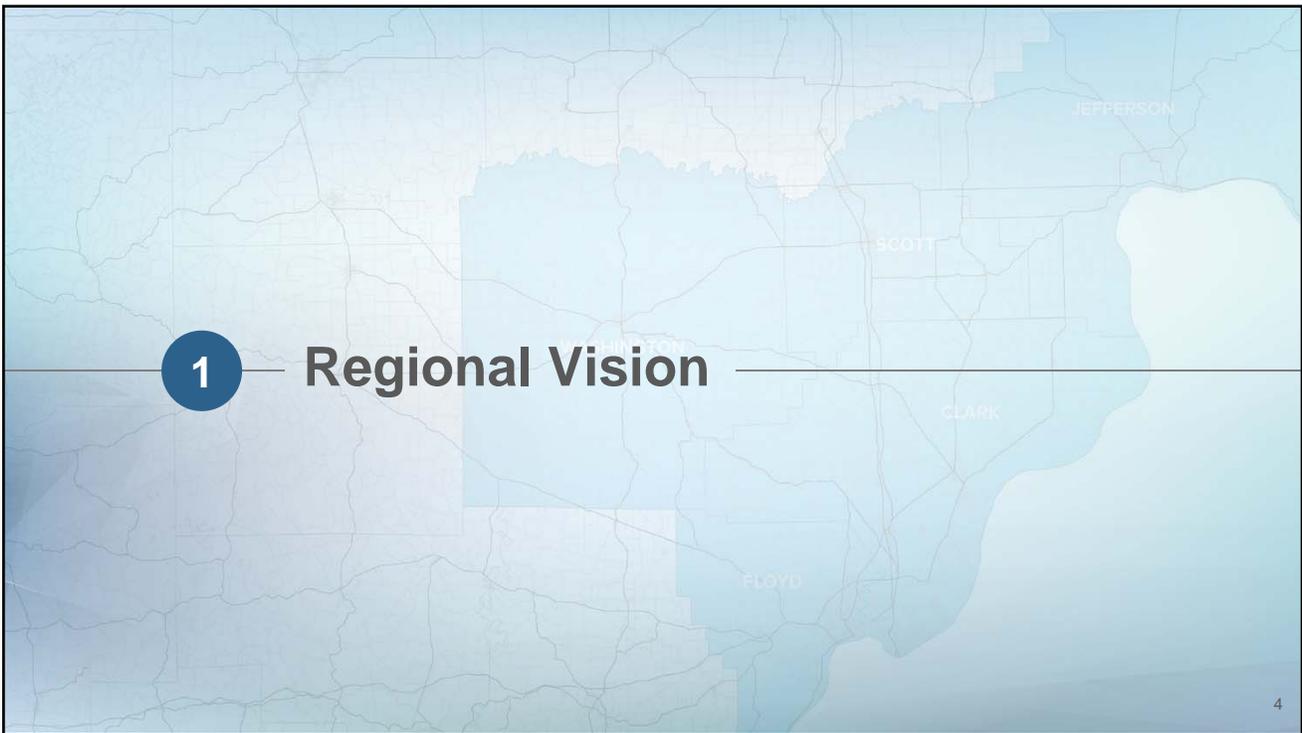
June 7th RDA Board Meeting

- Regional project return on investment
- Draft plan outline



Agenda

- Regional Vision, Goals and Objectives
- Project Role Definition
- Regional Project List
- RDA Workplan
- Next Steps



Vision, goals and objectives

- Long term regional vision at the core- one unified dream
- Supported by key goals and objectives
- Implementation is the responsibility of multiple parties



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By recognizing the value in **diversity of people, places, and perspectives**, the five counties of Clark, Floyd, Jefferson, Scott and Washington will 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.

-2019 Our Southern Indiana Regional Development Plan

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Vision, goals and objectives

Since the last meeting we have been working to develop the elements that support the regional vision.

- Regional goal statements
- Specific and measurable objectives

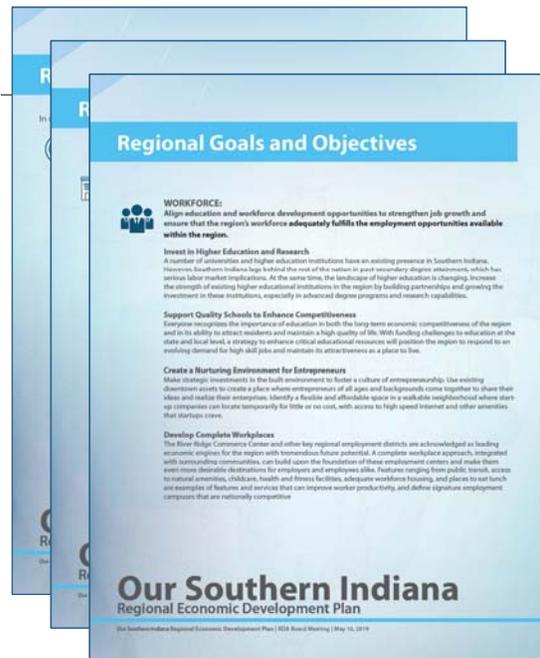


Vision, goals and objectives

Since the last meeting we have been working to develop the elements that support the regional vision.

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- Specific and measurable objectives

Action Item:
Review goal and objective statements and provide feedback to the project team by June 4th.



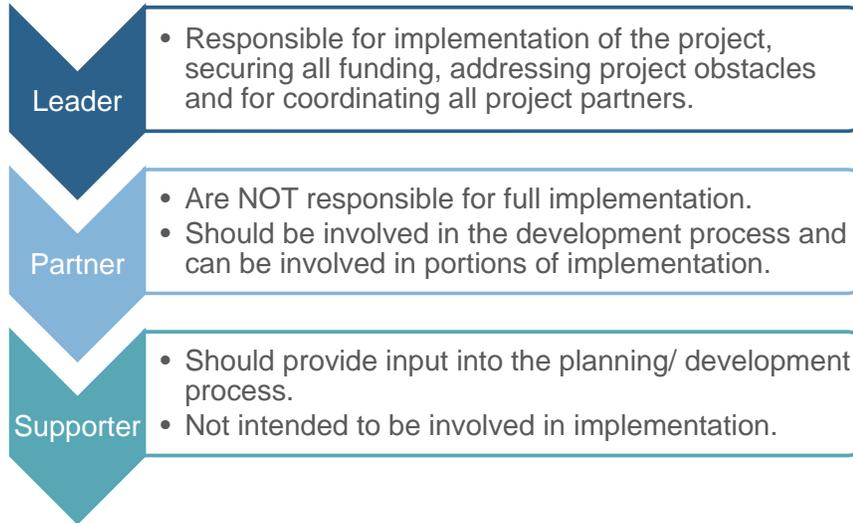


Project Roles and Responsibilities

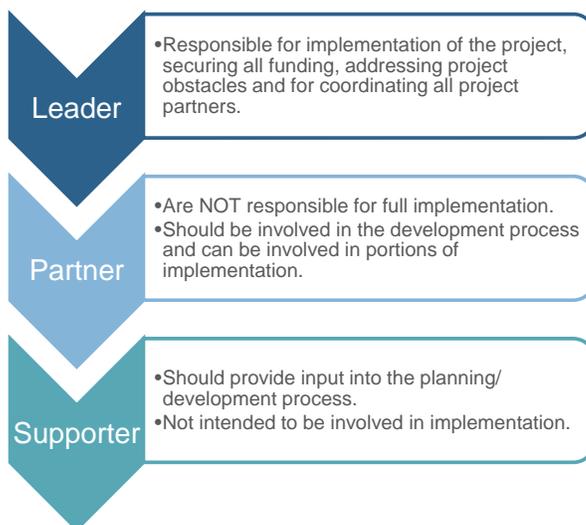
Implementation is the responsibility of multiple parties- RDA, Counties, Cities, Towns

- Project Leaders
- Project Partners
- Project Supporters

Project Roles and Responsibilities



Project Roles and Responsibilities



Preliminary Projects: Roles and Responsibilities

REGIONAL DEVELOPMENT AUTHORITY PROJECT ROLES DEFINITIONS

PROJECT LEADER	PROJECT PARTNER	PROJECT SUPPORTER
<p>A project leader is an individual, organization or governmental entity who has the authority to use their own resources for completion of a given project and has the primary financial responsibility. The project leader is responsible for implementation of the project, securing all funding, addressing project obstacles, and also coordinating project partners or stakeholders.</p> <p>Project leaders should seek to align their organizational purposes, powers and goals with identified projects to ensure effective and efficient implementation.</p>	<p>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 benefit or forward financial resources. Traditionally 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 responsible for the implementation of the project, but should be involved in the development process of proposed initiatives and implementation.</p>	<p>A project supporter is an individual, organization or governmental entity who could benefit from the project's initiation but cannot provide resources to the project. Project supporters can provide input into the planning/ development process and can be used as project advocates during the process or provide gifts of support. Project supporters are not intended to be part of the implementation process of any proposed project or initiative.</p>

Action Item:
Review project role and responsibility definitions and provide feedback to the project team by June 4th.

Project Roles and Responsibilities

Assigned roles and responsibilities are not static.

They can change based on project process and the ultimately implementation of an initiative.



Project Roles and Responsibilities

Regional Trail Connectivity

Identify feasible routes and action steps for implementation of a regional trail that connects assets of the entire region.

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

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

Creating a Regional Greenway for Southern Indiana promotes the history of the region and celebrates the cultural and natural resources of the area that differentiates it from other communities in the state and across the nation. The Southern Indiana Regional Greenway will connect over 20 communities and 10+ destinations, including state and local parks as well as cultural and historic points of interest. In many cases, these recreational areas also connect to trails and towns with additional amenities such as restaurants, lodging, and overnight accommodations. Not only does the Southern Indiana Regional Greenway promote economic development and pedestrian connectivity but it also promotes the development of an increasingly accessible

public transportation system, complete streets, active living, green/low health practices, and biking/learning and recreational opportunities.

Added recreation and tourism, economic development, as well as environmental preservation and protection are all benefits of an established Regional Greenway system in Southern Indiana. As growth and development pressures continue to infringe on natural assets of the area, protecting and preserving the natural landscape becomes challenging. A partnership with existing land trusts in the community enhances the ability to acquire and maintain land in this Regional Greenway system.

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



PROJECT PROFILE

PROJECT LEADER
Our Southern Indiana Regional Development Authority

PROJECT PARTNERS
Ohio River Greenway Commission, Friends of the Ohio River Greenway

Clark County Commissioners, Floyd County Commissioners, Jefferson County Commissioners, Scott County Commissioners, Washington County Commissioners

PROJECT SUPPORTERS
Municipal leaders from all incorporated Cities and Towns within Clark, Floyd, Jefferson, Scott and Washington counties

Anchor institutions and businesses

ALLOCATED FUNDING SOURCES
Our Southern Indiana RDA General Operating Fund

● **Project Roles and Responsibilities: Why This and Not That?**

Why Lead Broadband Readiness



And Not Regional Water Supply



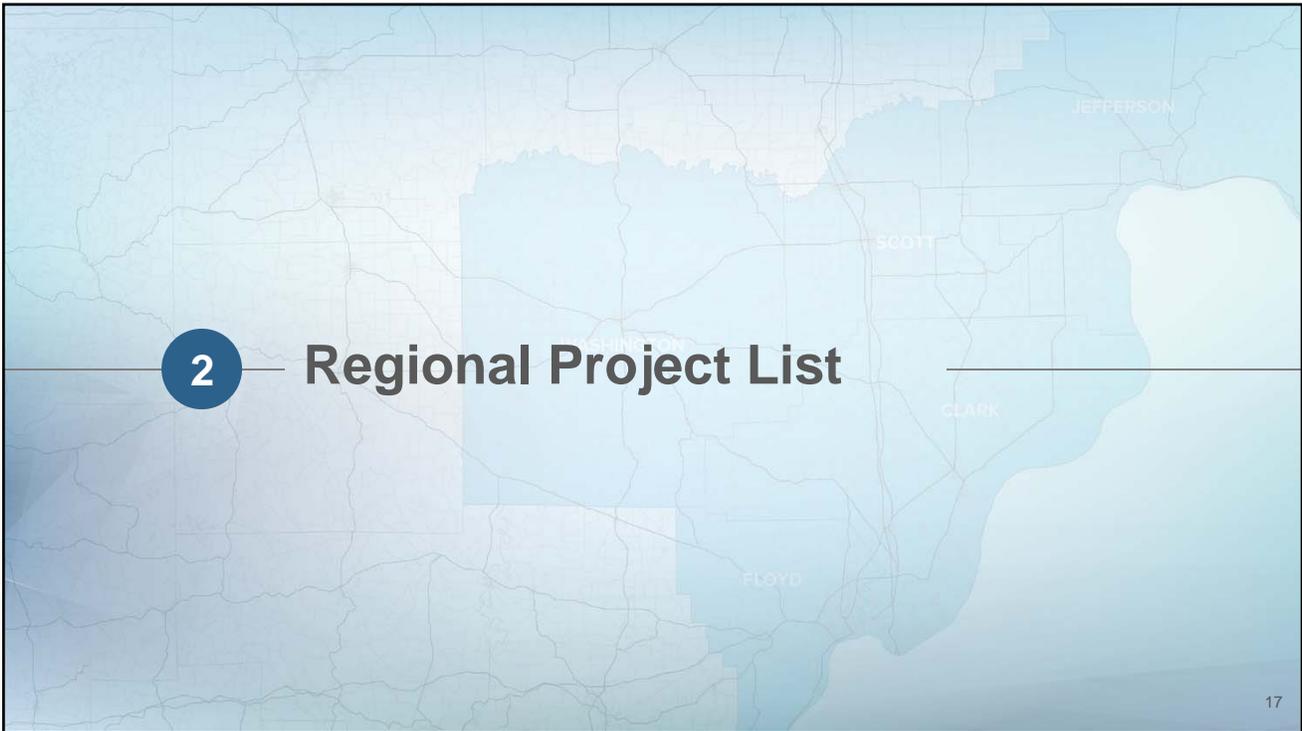
● **Project Roles and Responsibilities: Why This and Not That?**

Why Be A Partner In US 60 Improvements



And Not Improvements to US31/ SR 56





Regional Project List: What You Should Know

The list of preliminary projects considered four key things:

- The regional goal the project supports
- The project definition
- The proposed role of the RDA, County and local municipalities

Based on the feedback we received we have made minor adjustments to the proposed regional project lists.

Regional Projects

Draft Regional Projects

- Identified the RDA's role in the project
- Aligned each project with the outlined regional goals

Action Item:

Review project role and responsibility definitions and provide feedback to the project team by June 4th.

Preliminary Projects: Roles and Responsibilities

REGIONAL PROJECT ROLES AND PROPOSED RESPONSIBILITIES: WHAT DOES IT MEAN FOR OUR SOUTHERN INDIANA RDA?

Proposed projects identified as being championed by the Our Southern Indiana RDA align with the organization's purpose and mission. 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, resources 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. These initiatives will benefit from having a project champion that focuses on regional assets, challenges, needs and benefits.

PROPOSED INITIATIVE/PROJECT	PROJECT LEADERSHIP	REGIONAL GOALS
Regional Collaboration: Advocate for regional initiatives and state funding at the state level.	Project Leader: Our Southern Indiana Regional Development Authority	
Regional Broadband Initiative: Improve regional broadband infrastructure and services through working with providers at the regional level.	Project Leader: Our Southern Indiana Regional Development Authority	
Regional Marketing & Branding Initiative: Create a regional marketing and branding plan to promote the each unique assets and identity.	Project Leader: Our Southern Indiana Regional Development Authority	
Regional Trail Initiative: Identify feasible routes & action steps for implementation for a regional trail that connects assets of the entire region.	Project Leader: Our Southern Indiana Regional Development Authority	

Our Southern Indiana
Regional Economic Development Plan

Our Southern Indiana Regional Economic Development Plan | RDA Board Meeting | May 16, 2019

RDA Project Leadership: Detailed Information

Regional Trail Connectivity

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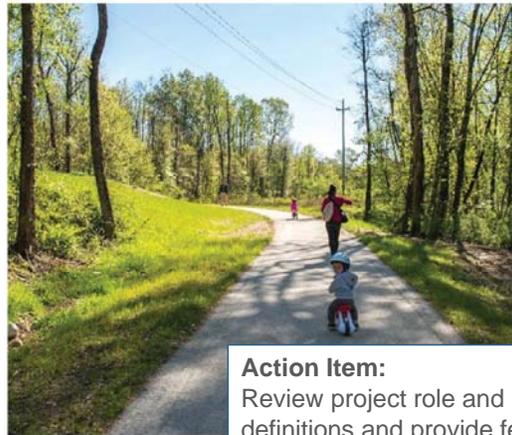
A comprehensive system of trails, greenways, bikeways, paths and outdoor recreation venues also provides new ways for residents and visitors of Southern Indiana to explore natural and historic landmarks, stay active, and access a connected set of regional destinations.

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public transportation system, complete streets, active living, proactive health practices, and lifelong learning and recreational opportunities.

Added recreation and tourism, economic development, as well as environmental preservation and protection are all benefits of an established Regional Greenway system in Southern Indiana. As growth and development pressures continue to infringe on natural assets of the area, protecting and preserving the natural landscape becomes challenging. A partnership with existing land trusts in the community enhances the ability to acquire and maintain land in the Regional Greenway system.

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Our Southern Indiana Regional Development Authority

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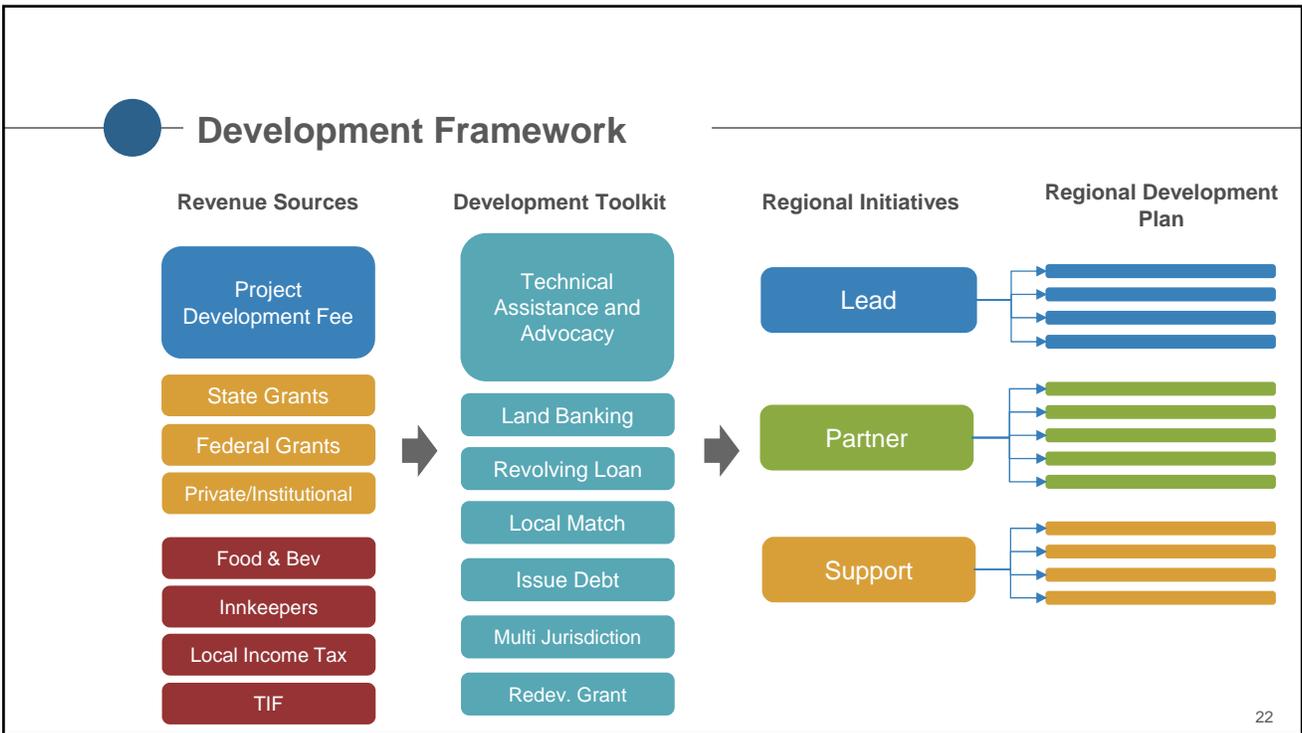
PROJECT SUPPORTERS
Municipal leaders from all incorporated Cities and Towns within Clark, Floyd, Jefferson, Scott and Washington counties

Anchor institutions and businesses

ASSOCIATED FINANCING SOURCES
Our Southern Indiana RDA General Operating Fund

Action Item:

Review project role and responsibility definitions and provide feedback to the project team by June 4th.





Implementation

How will the RDA execute its mission?

- The RDA Board is a governance body and is not situated to execute the mission of the Authority.
- The RDA will need to hire professional staff and/or procure professional services in order to do the work of Authority.
- As a Development Authority, the RDA will be involved in marshalling resources to support projects that are regionally significant and beyond the scope of a single political entity.

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RDA Operations in Indiana

RDA's can roughly be divided into three groups:

1. Northwest Indiana RDA was created in 2006, and was originally funded by State appropriations, gaming revenues, and local income tax revenues.
2. Regional Cities grants were awarded the three RDA's, which are responsible for the investment of the grant proceeds.
3. The remaining RDA's have not established significant, ongoing sources of revenues.

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RDA Activities

Operating Activities

- Organizational strategy and development
- Communication with communities and stakeholders
- Project management
- Advocacy

Development Activities

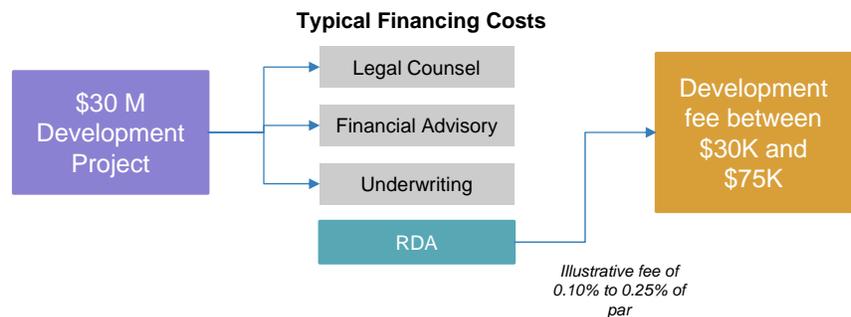
- Leveraging local funds with private/federal/state funds
- Local matching funds
- Land banking and aggregation
- Revolving loans and financing

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Operational Funding

Operating Activities

- Organizational strategy and development
- Communication with communities and stakeholders
- Project management
- Advocacy



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Benefits of the Development Fee

Benefits to Project:

- Technical assistance and advocacy support from the RDA
- Access to RDA's Development Toolkit; potential for revenue contributions or reduced financing cost
- Fee paid either by public or private side of a development project (or a combination)
- Potential prioritization for State contributions

Access to



Development Toolkit

Technical Support and Advocacy

Land Banking

Revolving Loan Program

Local Matching Grants

Debt Issuance

Multi-jurisdictional Facilitation

Redevelopment Grants

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Seed Funding Option

County	Annual Operating Revenue					
	\$50K	\$100K	\$250K	\$500K	\$750K	\$1M
Clark	\$21 K	\$42 K	\$105 K	\$210 K	\$314 K	\$419 K
Floyd	\$14 K	\$28 K	\$70 K	\$139 K	\$209 K	\$278 K
Jefferson	\$6 K	\$12 K	\$29 K	\$59 K	\$88 K	\$117 K
Scott	\$4 K	\$9 K	\$21 K	\$43 K	\$64 K	\$86 K
Washington	\$5 K	\$10 K	\$25 K	\$50 K	\$75 K	\$100 K

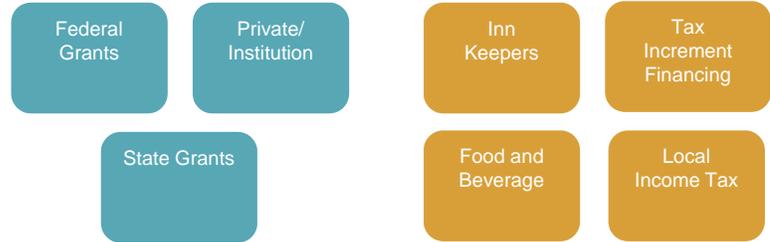
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Development Funding

Development Activities

- Leveraging local funds with private/federal/state funds
- Local matching funds
- Land banking and aggregation
- Revolving loans and financing

Programmatic Funding



Updating the Plan
Regional Economic Development Plan Evolution

Scorecard Best Practices

Do:

- Provide a fair and equitable basis for decision making.
- Develop scoring categories that are easily understood and widely applicable.
- Ensure attention is given to a variety of characteristics or scoring categories.

Don't:

- Give the illusion of certainty from uncertain inputs.
- Unintentionally bias the results due to weighting between categories.
- Be boxed in to a poor decision due to unintended consequences.

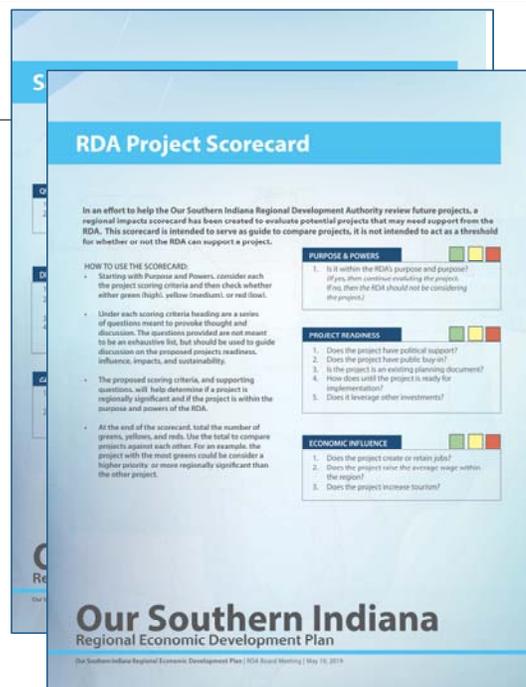
Draft Regional Scorecard

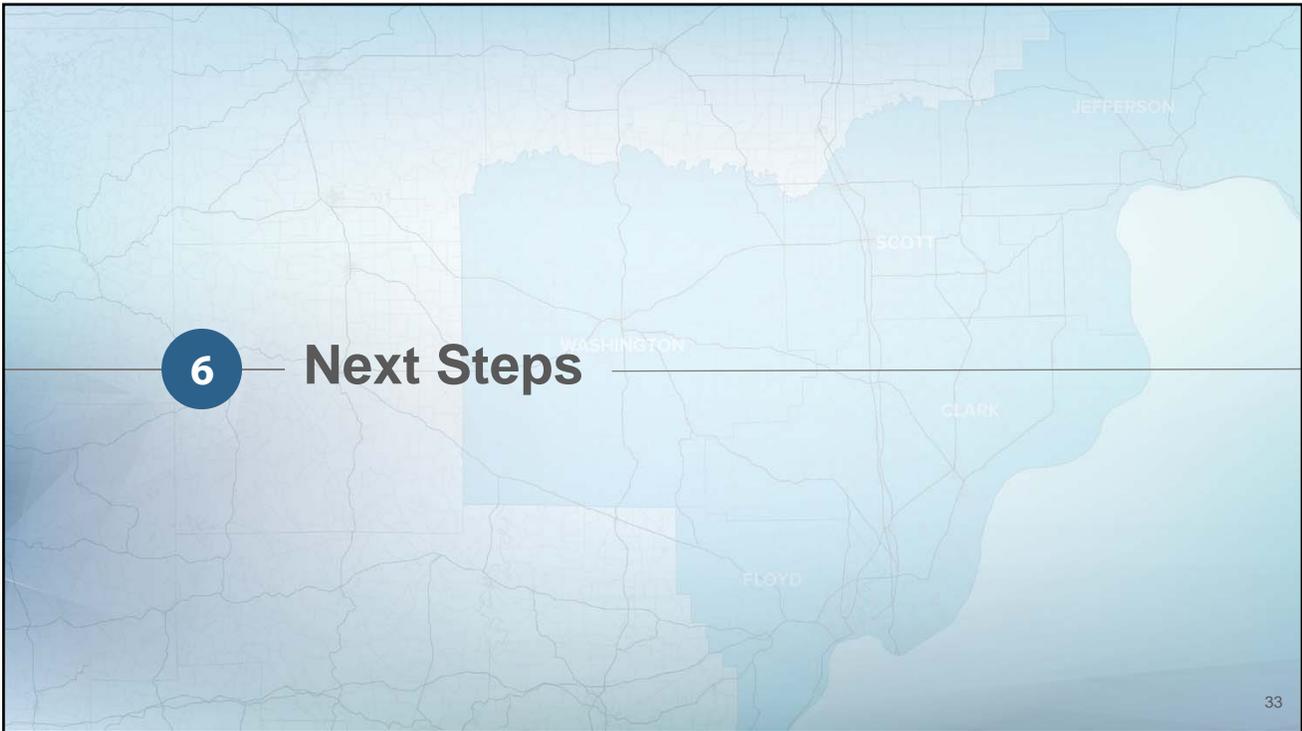
Scorecard should be used to review future regional projects

Intended to serve as a guide for comparing projects

Draft score card

- Incorporates key project criteria
- Allows for flexible measurement
- Provides for a clear process on use, deliberation and final consensus





RDA Homework: Identification of Improvement Sites

IT'S HOMEWORK TIME!

Partner Project Definition:

- Potential Industrial Redevelopment Sites
- Potential Military Reuse & Redevelopment Sites
- Potential Retail Redevelopment Sites

These sites will be mapped as a part of the individual county-wide workplans.



Next Steps

June 4th at 11:00-1:00 (1si Office) - Leadership Meeting #2

- Finalized Vision & Goals
- Updated Scorecard
- Prioritized RDA Projects & Project Action Steps
- Plan Name & Branding

June 7th RDA Board Meeting

- Regional project return on investment
- Draft plan outline

Southern Indiana Regional Vision

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

- nurtures a diverse economy with thriving industries,
- collaborates to improve efficiencies, attitudes, and perceptions, and
- provides exceptional infrastructure, community services, recreational amenities, and neighborhoods for all.



Our Southern Indiana Regional Economic Development Plan

Regional Goals and Objectives

In order to realize this shared regional aspiration, Southern Indiana should strive to:



GOVERNMENT:

Encourage collaboration among organizations, agencies, and local government.

Coordinate Public Services

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

Pursue Cross-Jurisdictional Partnerships

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

Our Southern Indiana

Regional Economic Development Plan

Regional Goals and Objectives



ECONOMIC DEVELOPMENT:

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

Transform Underutilized Sites into Community Anchors

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

Reposition Regional Retail Centers

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

Create Active, Vital Downtown Destinations

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

Enhance Livability of Existing and Future Neighborhoods

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

Our Southern Indiana

Regional Economic Development Plan

Regional Goals and Objectives



WORKFORCE:

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

Invest in Higher Education and Research

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

Support Quality Schools to Enhance Competitiveness

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

Create a Nurturing Environment for Entrepreneurs

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

Develop Complete Workplaces

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

Our Southern Indiana

Regional Economic Development Plan

Regional Goals and Objectives



DESTINATIONS:

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

Enhance Downtown and Small Town Quality of Place

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

Promote Unique Visitor Experiences

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

Expand Regional Entertainment Offerings

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

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Regional Goals and Objectives



NATURAL ASSETS:

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

Develop a World-Class Greenway System

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

Transform the Ohio River from a Barrier to an Asset

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

Promote the Region's Natural Features and Destinations

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

Recognize and Build Upon Our Agricultural Heritage

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

Our Southern Indiana

Regional Economic Development Plan

Regional Goals and Objectives



CONNECTIONS

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

Connect Infrastructure to Strategic Industries

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

Strengthen Transit to Expand Access to Opportunity

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

Provide Complete, Livable Streets

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

Develop Gateways that Welcome and Market to Visitors

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

Our Southern Indiana

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INFRASTRUCTURE:

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

Upgrade Critical Infrastructure

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

Provide Universal Access to High Speed Internet and WiFi Services

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

Develop Regional Solutions to Water Supply Challenges

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

Our Southern Indiana

Regional Economic Development Plan

Preliminary Projects: Roles and Responsibilities

REGIONAL DEVELOPMENT AUTHORITY PROJECT ROLES DEFINITIONS

PROJECT LEADER

A **project leader** is an individual, organization, or governmental entity that has the authority to use their various resources for completion of a given project **and has the primary financial responsibility**. The project champion 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 their organizational purpose, powers, and goals with identified projects to ensure effective and efficient implementation.

PROJECT PARTNER

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. Traditionally 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 responsible for the implementation of the project**, but should be involved in the development process of proposed initiatives and implementation.

PROJECT SUPPORTER

A **project supporter** is an individual, organization, or governmental entity that could benefit from the project/ initiative but cannot provide resources to the project. 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.

Our Southern Indiana

Regional Economic Development Plan

Preliminary Projects: Roles and Responsibilities

REGIONAL PROJECT ROLES AND PROPOSED RESPONSIBILITIES: WHAT DOES IT MEAN FOR OUR SOUTHERN INDIANA RDA?

Proposed projects identified as being championed 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. These initiatives will benefit from having a project champion that focuses on regional assets, challenges, needs, and benefits.

Government	Economic Development	Workforce	Destinations	Natural Assets	Connections	Infrastructure
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PROPOSED INITIATIVE/ PROJECT	PROJECT LEADERSHIP	REGIONAL GOALS					
Regional Collaboration- Advocate for regional initiatives and state funding at the state level.	Project Leader: Our Southern Indiana Regional Development Authority	X	X	X	X		
Regional Broadband Initiative- Improve regional broadband infrastructure and services through working with providers at the regional level.	Project Leader: Our Southern Indiana Regional Development Authority	X	X	X			X
Regional Marketing & Branding Initiative- Create a regional marketing and branding plan to promote the area's unique assets and identity.	Project Leader: Our Southern Indiana Regional Development Authority	X	X	X	X	X	
Regional Trail Initiative- Identify feasible routes & action steps for implementation for a regional trail that connects assets of the entire region.	Project Leader: Our Southern Indiana Regional Development Authority		X		X	X	X

Our Southern Indiana Regional Economic Development Plan

Preliminary Projects: Roles and Responsibilities

REGIONAL PROJECT ROLES AND PROPOSED RESPONSIBILITIES: 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. 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 limited financial resources but is not responsible for securing funding for the project.

Government	Economic Development	Workforce	Destinations	Natural Assets	Connections	Infrastructure
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PROPOSED INITIATIVE/ PROJECT	PROJECT LEADERSHIP	REGIONAL GOALS						
Clark County Regional Airport- Construct a terminal building/ SCRAA Headquarters at the Clark County Regional Airport.	Project Partner: Our Southern Indiana Regional Development Authority		X				X	
Commerce Way- Construct a roadway connection from River Ridge to the Clark County Airport.	Project Partner: Our Southern Indiana Regional Development Authority		X				X	X
Downtown Redevelopment- Reinvest in downtowns by supporting redevelopment.	Project Partner: Our Southern Indiana Regional Development Authority		X		X	X		X
Industrial Redevelopment- Reinvest in former industrial sites by supporting redevelopment and infill opportunities.	Project Partner: Our Southern Indiana Regional Development Authority		X	X				X
Jeff Boat Redevelopment- Redevelop the Jeff Boat property.	Project Partner: Our Southern Indiana Regional Development Authority	X	X		X		X	X
Military Reuse & Redevelopment- Reinvest in former military sites by supporting reuse or redevelopment.	Project Partner: Our Southern Indiana Regional Development Authority		X	X				X
Regional Conference Facility- Plan for and develop a regional conference facility.	Project Partner: Our Southern Indiana Regional Development Authority		X		X			

Our Southern Indiana Regional Economic Development Plan

Preliminary Projects: Roles and Responsibilities

REGIONAL PROJECT ROLES AND PROPOSED RESPONSIBILITIES: 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. 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 limited financial resources but is not responsible for securing funding for the project.

Government	Economic Development	Workforce	Destinations	Natural Assets	Connections	Infrastructure
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PROPOSED INITIATIVE/ PROJECT	PROJECT LEADERSHIP	REGIONAL GOALS					
Regional Public Service and Training Facility- Plan for and develop a regional facility that provides for the basic and enhanced needs of the region's law enforcement, fire service, EMC and EOC personnel.	Project Partner: Our Southern Indiana Regional Development Authority	X	X		X		X
Regional Water Supply- Implement the findings of the 2018 Southeastern Indiana Regional Water Study.	Project Partner: Our Southern Indiana Regional Development Authority	X	X				X
Regional Youth Sports Complex- Plan for and develop a regional youth sports complex.	Project Partner: Our Southern Indiana Regional Development Authority		X		X		
Retail Redevelopment- Reinvest in former retail sites by supporting redevelopment.	Project Partner: Our Southern Indiana Regional Development Authority		X	X			X
South Clarksville Redevelopment- Redevelop the South Clarksville Waterfront.	Project Partner: Our Southern Indiana Regional Development Authority		X		X	X	X
US 60 Improvements- Improve the capacity, safety and amenities along US 60. (Salem, Indiana to Grant Line Road)	Project Partner: Our Southern Indiana Regional Development Authority		X			X	X
US 62 Improvements- Improve the capacity, safety and amenities along US 62. (River Ridge to Madison)	Project Partner: Our Southern Indiana Regional Development Authority		X			X	X

Our Southern Indiana Regional Economic Development Plan

Preliminary Projects: Roles and Responsibilities

REGIONAL PROJECT ROLES AND PROPOSED RESPONSIBILITIES: 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.

Government	Economic Development	Workforce	Destinations	Natural Assets	Connections	Infrastructure
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PROPOSED INITIATIVE/ PROJECT	PROJECT LEADERSHIP	REGIONAL GOALS					
Intersection Improvements at US 150 & Old Vincennes Road- Improve the capacity of the intersection of US 150 and Old Vincennes Road.	Project Supporter: Our Southern Indiana Regional Development Authority					X	X
Intersection Improvements at US 150- Improve the capacity and safety of the intersections of US 150/Lawrence Banet Road/Old Vincennes Road and Old Vincennes Road/Duffy.	Project Supporter: Our Southern Indiana Regional Development Authority					X	X
Intersection Improvements at US 150 & Navilletown Road- Improve the capacity of the intersection of US 150 and Navilletown Road.	Project Supporter: Our Southern Indiana Regional Development Authority					X	X
Intersection Improvements at US 31 & SR 56- Improve the capacity, safety and aesthetics at the intersection of US 31 & SR 56.	Project Supporter: Our Southern Indiana Regional Development Authority					X	X
Lake Road Improvements- Improve the capacity, safety and aesthetics of Lake Road West (County Road 150S) from Lake Road North (County Road 100W) to Boatman Road (County Road 200W).	Project Supporter: Our Southern Indiana Regional Development Authority					X	X
Moonglo Road Improvements- Improve the capacity, safety and aesthetics of Moonglo Road (County Road 100N) from I-65 to Boatman Road (County Road 200W).	Project Supporter: Our Southern Indiana Regional Development Authority					X	X

Our Southern Indiana Regional Economic Development Plan

Preliminary Projects: Roles and Responsibilities

REGIONAL PROJECT ROLES AND PROPOSED RESPONSIBILITIES: 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 through 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 no financial resources.

Government	Economic Development	Workforce	Destinations	Natural Assets	Connections	Infrastructure
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PROPOSED INITIATIVE/ PROJECT	PROJECT LEADERSHIP	REGIONAL GOALS					
Outer Loop By-Pass for Austin & Scottsburg- Conduct a feasibility study for an outer loop around the Cities of Austin and Scottsburg.	Project Supporter: Our Southern Indiana Regional Development Authority					X	X
Downtown Main Street Enhancements- Improve the capacity, safety and aesthetics of downtown main streets.	Project Supporter: Our Southern Indiana Regional Development Authority			X		X	X
Sellersburg Park- Reinvest in facilities and amenities offered at the park.	Project Supporter: Our Southern Indiana Regional Development Authority			X	X		X
SR 56 Improvements- Improve the capacity, safety and aesthetics of State Road 56 east to State Road 3.	Project Supporter: Our Southern Indiana Regional Development Authority					X	X
US 150 Improvements- Improve the capacity, safety and aesthetics of the Intersection of US 31 and State Road 56.	Project Supporter: Our Southern Indiana Regional Development Authority					X	X
Wood Township Park- Reinvest in facilities and amenities offered at the park.	Project Supporter: Our Southern Indiana Regional Development Authority			X	X		X
Early Education Programs- Develop early education programs.	Project Supporter: Our Southern Indiana Regional Development Authority	X	X				
Substance Abuse- Develop programs and facilities that support the reduction of substance abuse within the counties and municipalities.	Project Supporter: Our Southern Indiana Regional Development Authority	X	X				

Our Southern Indiana Regional Economic Development Plan

Regional Collaboration

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

Southern Indiana has a rich history and set of cultural assets that set this area apart from Central Indiana or even Northern Kentucky. More specifically, each of the five counties, each city, and each town all have a host of strengths that create a distinct and separate identity from one another. While the region itself is a melting pot of unique destinations, amenities, and people, the region itself is unified by the threats and challenges they face on a daily basis. Challenges such as public health, aging and incomplete infrastructure, aging populations, educational attainment and funding within the region impact each resident, business owner, and community leader. These challenges span multiple jurisdictions and see no boundary line and therefore, the solutions to mitigate these challenges should not be compartmentalized.

The idea of regionalism- a movement that focuses on the interests of a particular region- provides Southern Indiana with the opportunity to not only bring the diversity of its constituent communities and landscape together as a comprehensive whole, but it also allows the region to leverage the gifts and resources of its governments and social organizations to better the whole. As a regional development authority, the Our Southern Indiana RDA was formed under the premise that by collaborating, the region as a whole would benefit at multiple scales. The Our Southern Indiana RDA has the interests of the region at the forefront of their mind and should be a driving force in ensuring that five- county area- along with all of the cities and towns- have a unified voice, especially when the message is being delivered to state governments. Without

a unified voice, the communities within Southern Indiana may miss out on vital opportunities to raise revenue, or to share in regional priorities.

Thinking and acting regionally while important can often be incredibly difficult. The counties, cities, and towns are not single governments, but rather are governed by dozens of elected officials, CEOs, philanthropists, educators, skills providers, neighborhood groups, and other civic actors, all of which have different goals, interests, and priorities. Gathering these leaders together to agree on shared challenges and potential solutions—with action—requires significant time and resources. Empowering one single entity to lead this collaborative forum will allow for the organization’s staff and resources to be focused on organizing, communicating, and implementing the roundtable forum and subsequent discussions. Choosing an entity that already has its roots in identifying ways to better the region ensures that the primary goal of collaboration for the region’s betterment will not get lost in the process.

Under the RDA’s leadership, unifying the leaders of Clark, Floyd, Jefferson, Scott and Washington counties, along with the local cities and towns, will allow for each entity to discuss local challenges, collaborate on solutions, and leverage their individual assets and resources to drive change in infrastructure, quality of life improvements, and economic development policies. By empowering and channeling the strength of these leaders, the group can work together to grow and change the Southern Indiana region.



PROJECT PROFILE

PROJECT LEADER

Our Southern Indiana Regional Development Authority

PROJECT PARTNERS

Clark County Commissioners, Floyd County Commissioners, Jefferson County Commissioners, Scott County Commissioners, Washington County Commissioners, Municipal leaders from all incorporated Cities and Towns within Clark, Floyd, Jefferson, Scott, and Washington counties

PROJECT SUPPORTERS

Community organizations and anchor institutions

ANTICIPATED FUNDING SOURCES

Our Southern Indiana RDA General Operating Fund

Implementation Steps: Regional Leadership Roundtable Forum

The following action steps are recommended for the completion of a proposed Regional Leadership Roundtables Forum.

1. Assemble a roundtable champion working group | 0-3 Months

Work with identified project partners and project supporters to assemble an ad hoc leadership committee or roundtable champion working group that will guide development and implementation of a series of regional roundtable discussions. It is recommended that the leadership committee or working group consist of at least one RDA board member and at least one key leader from each of the Southern Indiana counties. Members of the working group should be passionate about the region, be able to collaborate, and should be able to communicate with local leaders. The primary purpose of this leadership group is to identify ways to increase/encourage collaboration across the region, to set the agenda for each roundtable session, and to advocate for the roundtable forum within their community. To provide structure and practicality to the working group, it is recommended that the group be overseen and facilitated by the Our Southern Indiana Redevelopment Authority's executive director.

2. Identify and convene regional leaders | 3-12 Months

On a quarterly basis, convene regional leaders for a roundtable forum. The forum should be used as a platform to discuss regional issues, challenges, and solutions so that together, appropriate action plans can be created and advocated for state and local levels. It is recommended that the meetings be held in a facility or in a location, perceived to be "neutral territory." The One Southern Indiana offices, in New Albany, Indiana, is a prime example for an optimal facility due to its focus on the region's residents and business owners.

In preparation of each quarterly meeting, it is recommended that the Our Southern Indiana RDA publish an agenda that outlines a clear meeting topic. To fully understand the local impacts, each meeting should feature short presentations from local leaders that highlight

local challenges or the solutions local communities are implementing. To maintain transparency, and to allow for the broader public to have access to the meeting's information, it is recommended that each meeting be recorded and/or summarized.

In preparation of each quarterly meeting, it is also recommended that the roundtable champion group work to ensure that all local leaders participate in the quarterly meeting. As an advocate for the process, the roundtable champions should be encouraged to identify topic presenters, assist in the facilitation of the meeting, and share the meeting summary following the event.

3. Evaluate and adjust | 12+ Months

At the end of the first year, the roundtable champion working group should meet to evaluate the programs' success, identify new regional leaders that should be included, and identify necessary changes in the program's organization or facilitation.

The roundtable program's success should be based on metrics such as the number of regional leaders involved, growth in the number of regional leaders involved, and the ability to identify action-oriented solutions for the region.

While the initial meetings of the roundtable should focus on unifying members of local government, as the program grows and shows metrics of success, leaders of community organizations and community foundations should also be included.



CASE STUDY

Northeast Indiana Regional Partnership

Adams, Allen, DeKalb, Huntington, Kosciusko, LaGrange, Noble, Steuben, Wabash, Wells and Whitley counties, Indiana

The Northeast Indiana Regional Partnership is a collaborative organization made up of leaders and representatives from the 11 counties within the area. The group's primary goal is to work together to make Northeast Indiana a magnet for business and talent and to ensure prosperity for the entire region.

The partnership encourages collaboration through three separate forums: The Local Economic Development Organization (LEDO) Council, the Regional Opportunities Council and the Mayors and Commissioners Caucus of Northeast Indiana. The Mayors and Commissioners Caucus provides government leaders from the 11 counties the opportunity to build consensus on issues and to advocate for economic development policies at the state level.

Regional Broadband

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

Reliable and fast internet service has become an essential part of our everyday lives. From researching a school assignment, ordering groceries, applying for a job and filing a critical work deadline. While the world seems to revolve around the internet and its supporting infrastructure, 24 percent of rural adults across the country report that access to the internet is a major problem in their local community.¹ The PEW Research Center also reported that nationwide, nearly six in ten rural Americans believe access to high-speed internet is a problem in their area. Southern Indiana is not immune to the nationwide concerns centered on broadband infrastructure. Within the last year, Indiana has focused on broadband infrastructure, especially in rural areas by initiating both planning and implementation grant programs for broadband study and expansion. The programs seek to not only identify the system's gaps, but partner communities with broadband service providers to facilitate implementation and system improvements.

Broadband or high-speed internet capability allows users to access the internet at significantly higher speeds than those available through traditional dial-up services. Broadband services are provided through any of the following methods: fiber optic cable, digital subscriber line (DSL), cable modem, wireless, or satellite devices.

Access to broadband and other communication services in rural, suburban, and urban areas is and will continue to remain critical for a functioning 21st-century economy. In rural areas, broadband infrastructure is expected to be an important factor that contributes to business investment

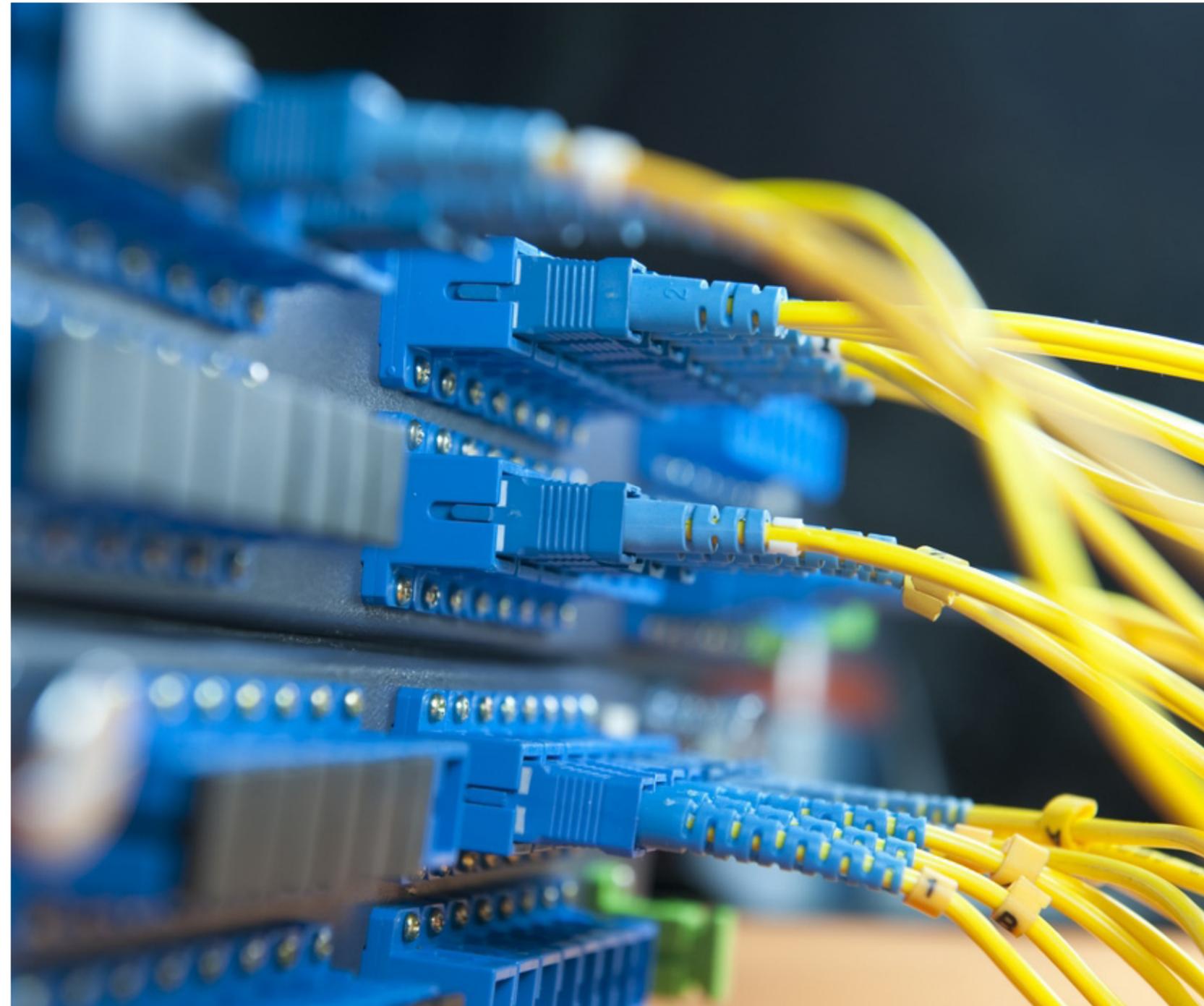
¹ <https://www.pewsocialtrends.org/2018/05/22/what-unites-and-divides-urban-suburban-and-rural-communities/>, 2018.

and job creation as well as general economic growth, especially within the disciplines of telemedicine, education, and farming.²

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

Internet access and quality of service were both frequently named topics in RDA board meetings and in stakeholder and project leadership group conversations. Much like the highway infrastructure that connects communities today, high-speed internet allows an increasing number of people to work remotely from their home, saving travel costs and boosting worker morale and productivity. Internet access is also critical to education and workforce development, as many resources for learning new skills are available on the internet. Improvements to the regional infrastructure within Southern Indiana will ensure that the region stays economically competitive and establishes a high quality of life for current and future residents.

² <https://www.pcrd.purdue.edu/files/media/006-RPINSights-Indiana-Broadband-Study.pdf>



PROJECT PROFILE

PROJECT LEADER

Our Southern Indiana Regional Development Authority

PROJECT PARTNERS

Broadband service providers; Clark County Commissioners, Floyd County Commissioners, Jefferson County Commissioners, Scott County Commissioners, Washington County Commissioners

PROJECT SUPPORTERS

Municipal leaders from all incorporated Cities and Towns within Clark, Floyd, Jefferson, Scott, and Washington counties

Anchor institutions and businesses

ANTICIPATED FUNDING SOURCES

Our Southern Indiana RDA General Operating Fund

Indiana's Next Level Connections Program

Implementation Steps: Regional Broadband Readiness Plan

The following action steps are recommended for the completion of a proposed Regional Broadband Readiness Plan.

1. Assemble an advisory committee or working group | 0-3 Months

Work with identified project partners and project supporters to assemble an ad hoc advisory committee or working group that will guide the analysis of needs and the development of solutions. It is recommended that the advisory committee or working group consist of at least one RDA board member and leaders from each of the identified partner organizations, including the primary broadband providers that will need to implement infrastructure improvements. To provide structure and practicality to the working group, it is recommended that the group be overseen and facilitated by the Our Southern Indiana Redevelopment Authority's executive director.

2. Prepare a Regional Broadband Readiness Plan | 3-12 Months

The group must prepare a detailed Regional Broadband Readiness Plan that takes into account the region's infrastructure assets and potential growth areas. The plan should seek to find innovative ways to encourage and facilitate both physical infrastructure improvements and digital literacy advancement in the region's rural areas. An outside consultant can be hired to assist in facilitating this effort. At a minimum the plan should include:

Existing Conditions: What is the state of broadband in the region?

Through on-site investigation and data analysis, the plan should document the existing broadband assets in the region, including known infrastructure and existing and potential customers (both residential and commercial). It is critical to understand the current availability including known service providers, current speeds, existing service areas, and known gaps in provider service areas.

To ensure that the unique needs of each community are represented, the analysis of region's broadband capability will be supplemented with demographic and socioeconomic information such as population, educational attainment, and income.

Visioning and Key Goals: What do we want broadband service to look like?

The broadband readiness initiative should include the development and adoption of a realistic, yet inspiring, vision of the future. To provide consensus around the region's needs, it is recommended that this step include various stakeholders from each community and county as well as notable organizations and businesses. Together, the vision and supporting goal and objectives should seek to address service gaps, service needs, and broadband access to residents and employers.

Action Plan: How do we close the infrastructure gaps?

Using the vision and goals as a guide, the plan should identify a series of strategic recommendations to improve broadband access, and to provide locations for new or upgraded infrastructure. The recommendations should include information on costs, land requirements, implementation timelines, funding opportunities, and responsible parties.

3. Coordinate with broadband providers to execute improvements to the region's broadband infrastructure | 12+ Months

Following the completion of the readiness plan, the RDA should continue to coordinate improvements with the region's various service providers. As necessary, the RDA should assist in funding applications, progress communication, and community outreach.



CASE STUDY

Main West Regional Technology Plan

Oxford Hills, River Valley and Bethel, Maine

Maine West is a partnership of local and regional organizations that have a dedicated focus on addressing issues traditionally seen in rural areas while also enhancing the communities in which they live and work. The organization's three primary focus topics are active communities, broadband access, and educational aspirations and attainment.

To address the region's rural access to broadband internet services, the organization partnered with a telecommunication and professional services company, residents, municipal leaders, and members of the business community to complete a Regional Technology Plan in 2018.

The plan, which produced a series of regional recommendations and community action plans, also features a Digital Inclusion & Regional Workforce Plan that provided recommendations on ways to improve the region's digital literacy.

Regional Marketing & Branding

Recognize the region's talent pool, improve both capital and business attraction efforts while also increasing tourism in the region by creating a regional marketing and branding plan.

In regards to the Southern Indiana region, branding is simply a way of clearly highlighting what makes the region different from, and more desirable than, surrounding areas. Effective branding cannot only visually elevate people, places, and things, but the branding can also create an emotional response or connection to the place. Together, the visual perception and the emotional response are generally what assist users in making decisions such as which job to take, where to build a home, where they spend their free time, where their national organization holds their annual convention, or even which restaurant they should chose for dinner. Without an identity or brand, a unique place, business, or even a larger regional initiative could struggle to gain the critical mass of support it needs to succeed.

Branding, especially at a regional level, should take into account the area's unique assets. In the case of Southern Indiana, the area's rich history, natural features, and unique destinations create a powerful platform that sets the five-county region apart from Louisville, Indianapolis, and the surrounding Indiana counties. A true value of a branding effort, either local or regional, is that the strategy makes it possible to sell the future or aspirations of an area now, even while they are still working to achieve the goal. It allows remote regions to sell what they intend to become, not just what they are.

Marketing often serves as a complement to branding since marketing generally means the method by which you promote or sell your unique services or brand. Conveying

a branded message to the public can occur in a variety of ways, but in the case of Southern Indiana, the area's features are centralized in digital formats including websites, social media, and press kits. The Clark-Floyd Counties Convention Tourism Bureau (SoIN) is a prime example of an online resource providing marketing information on the history of Clark and Floyd County, the area's events, recreational opportunities, restaurants, hotels, and retail destinations.

While the Southern Indiana region has several individual entities working to market portions of the area's assets, the information presented through each platform is often only specific to certain geographical areas. While the branding or messages are similar, the campaigns could be perceived as competitive to one another. The branding and marketing efforts currently utilized have been successful by bringing attention to the area's activity centers and destinations. While these efforts should continue, the region should also work to harness the power of those individual entities by also approaching branding and marketing at a regional scale. By creating a consistent visual and verbal aspirational narrative and promoting assets in all geographical areas, the five-county area and all of the incorporated cities and towns will benefit from increased tourism rates and greater recognition of regional talent. Additionally, a coordinated regional branding and marketing program could work to improve both capital and business attraction efforts in the five-county area.



PROJECT PROFILE

PROJECT LEADER

Our Southern Indiana Regional Development Authority

PROJECT PARTNERS

Clark-Floyd Counties Convention Tourism Bureau, Scott County Visitors Commission, Washington County Indiana Tourism Bureau, Visit Madison

PROJECT SUPPORTERS

Clark County Commissioners, Floyd County Commissioners, Jefferson County Commissioners, Scott County Commissioners, Washington County Commissioners

Municipal leaders from all incorporated Cities and Towns within Clark, Floyd, Jefferson, Scott, and Washington counties

Anchor institutions and businesses

ANTICIPATED FUNDING SOURCES

Our Southern Indiana RDA General Operating Fund

Implementation Steps: Regional Marketing and Branding Plan

The following action steps are recommended for the completion of a proposed Marketing and Branding Plan.

1. Assemble an advisory committee or working group | 0-3 Months

Work with identified project partners and project supporters to assemble an ad hoc advisory committee or working group that will guide the analysis of needs and the development of solutions. It is recommended that the advisory committee or working group consist of at least one RDA board member, leaders from each of the identified partner organizations, and leaders from those organizations, groups, or commissions that will need to deliver or implement the branding and marketing strategy. To provide structure and practicality to the working group, it is recommended that the group be overseen and facilitated by the Our Southern Indiana Redevelopment Authority's executive director.

2. Prepare a Regional Branding and Marketing Action Plan | 3-12 Months

Prepare a detailed Regional Marketing and Branding Plan that is aspirational and takes into account the region's unique assets. The plan should also find innovative ways to encourage collaboration and resource sharing. An outside consultant can be hired to assist in facilitating this effort. At a minimum, the plan should include:

Development of the vision, mission and objectives

The regional branding initiative should start with the development and adoption of a realistic, yet inspiring, vision of the future. To provide consensus around the regional messaging, it is recommended that this step include various stakeholders from each community and county as well as notable organizations and businesses. Together, the vision, mission, and objectives should seek to define the region's competitive advantages, the market focus for the future, and the local benefits the area hopes to gain.

Analysis of the existing local and regional identity

This portion of the effort should focus on identifying and understanding the region's assets. It is recommended that the analysis include on-site investigations and a robust community outreach program to ensure that physical assets as well as the thoughts and opinions of residents and visitors are incorporated into the process.

Identification of strategic branding and marketing tools and techniques

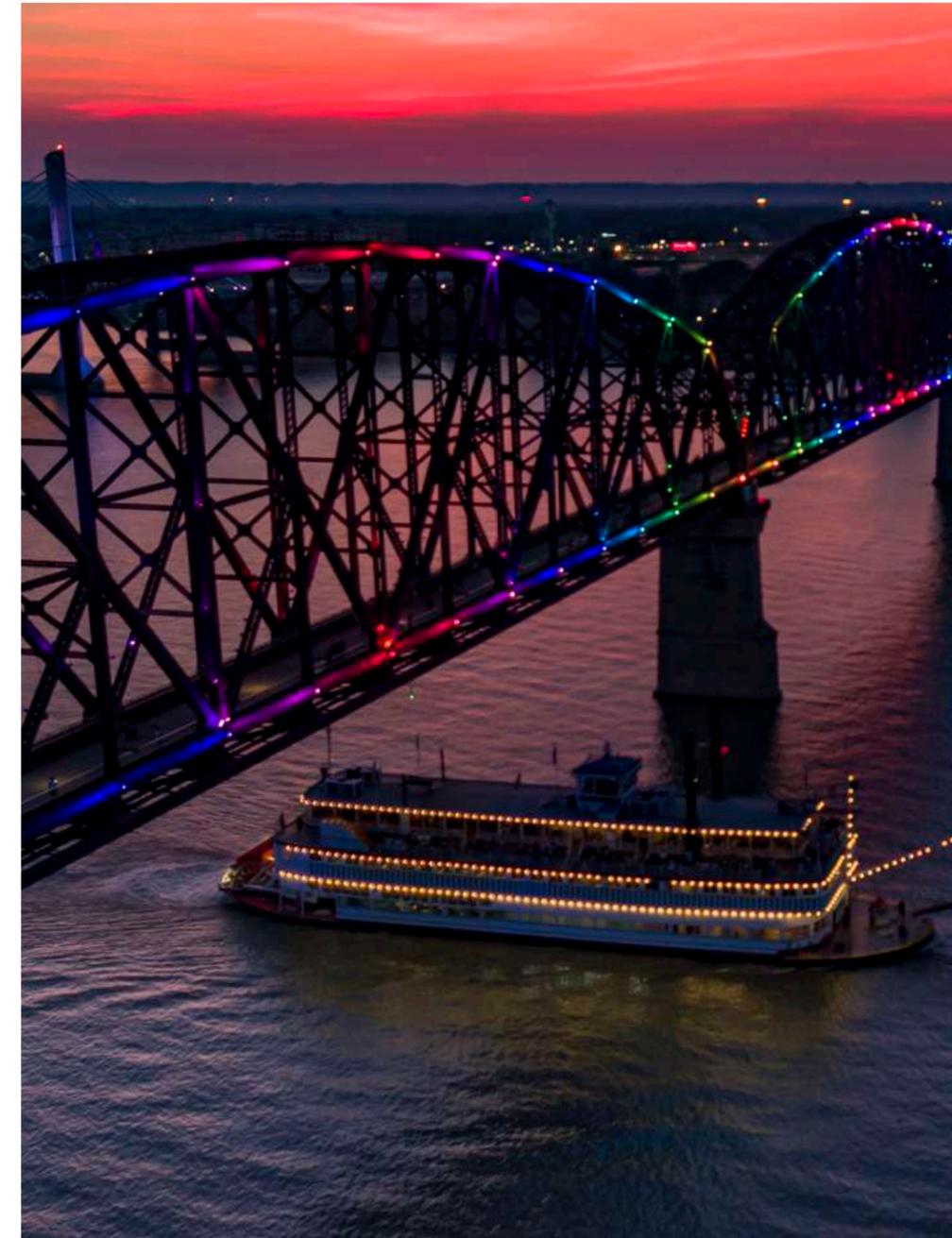
To support the delivery of the regional brand, identify strategic action steps and necessary tools so that the project partners and supporters can consistently communicate the regional brand.

3. Implement the Regional Branding and Marketing Action Plan | 12-18 Months

Using the strategies and recommendations as a guide, provide each project partner organization the tools and materials they need to share the identified regional brand. As necessary, adjust marketing tools and techniques based on technology advances.

4. Monitor and Report Regional Metrics | 18+ Months

While the regional brand should be in place for a broader time horizon, marketing efforts should be continuous and ongoing. To ensure that the marketing methods are successful, both qualitative and quantitative testing should occur at regular intervals following implementation.



CASE STUDY

Indiana Dunes Strategic Branding, Development and Marketing Plan

Porter County, Indiana

In 2008, Porter County officials began a process of completing a county-side assessment of their physical assets so that they could determine how to better leverage their proximity to Chicago, their natural assets, and their local communities. At the time, nearly three million people were visiting the county's Indiana Dunes each year, but due to various challenges, these same visitors were leaving before visiting adjacent communities to the south.

The plan, completed in 2010, integrated onsite assessments, SWOT exercises, public engagement, and design charrettes to provide strategic input on the development of a regional brand, a series of marketing recommendations, and a series of inter-related recommendations and initiatives designed to increase visitor spending and promote a healthy economy.

Regional Trail Connectivity

Provide new ways for residents and visitors to experience the region's natural features and destinations by identifying feasible routes and action steps for the implementation of a regional trail that connects assets of the entire region.

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

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

Creating a regional greenway for Southern Indiana promotes the region's history and celebrates the area's cultural and natural resources that differentiate it from other communities in the state and across the nation. The Southern Indiana Regional Greenway will connect over 20 communities and 30+ destinations, including state and local parks as well as cultural and historic points of interest. In many cases, these recreational areas also connect to trails and towns with additional amenities such as restaurants, nightlife, and overnight accommodations. Not only does the Southern Indiana Regional Greenway promote economic development and pedestrian connectivity, but it also promotes the development of an increasingly accessible

public transportation system, complete streets, active living, proactive health practices, and lifelong learning and recreational opportunities.

Added recreation and tourism, economic development, as well as environmental preservation and protection are all benefits of an established Regional Greenway system in Southern Indiana. As growth and development pressures continue to infringe on the area's natural assets, protecting and preserving the natural landscape becomes challenging. A partnership with existing land trusts in the community enhances the ability to acquire and maintain land in this regional greenway system.

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



PROJECT PROFILE

PROJECT LEADER

Our Southern Indiana Regional Development Authority

PROJECT PARTNERS

Ohio River Greenway Commission, Friends of the Ohio River Greenway

Clark County Commissioners, Floyd County Commissioners, Jefferson County Commissioners, Scott County Commissioners, Washington County Commissioners

PROJECT SUPPORTERS

Municipal leaders from all incorporated Cities and Towns within Clark, Floyd, Jefferson, Scott, and Washington counties

Anchor institutions and businesses

ANTICIPATED FUNDING SOURCES

Our Southern Indiana RDA General Operating Fund

Implementation Steps: Regional Trail Feasibility Plan

The following action steps are recommended for the completion of a proposed Regional Trail Feasibility Plan.

1. Assemble an advisory committee or working group | 0-3 Months

Work with identified project partners and project supporters to assemble an ad hoc advisory committee or working group that will guide the analysis of needs and the development of solutions. It is recommended that the advisory committee or working group consist of at least one RDA board member and leaders from each of the identified partner organizations. To provide structure and practicality to the working group, it is recommended that the group be overseen and facilitated by the Our Southern Indiana Redevelopment Authority's executive director.

2. Prepare a Regional Trail Feasibility Plan | 3-18 Months

Prepare a detailed Regional Trail Feasibility Plan that takes into account the region's existing trails, planned expansions, existing destinations, and growth areas. The plan should seek to find innovative ways to encourage and facilitate physical infrastructure improvements, especially to those destinations and communities in the rural counties. An outside consultant can be hired to assist in the facilitation of this effort. At a minimum the plan should include:

Identify and evaluate existing and planned routes | 3-9 Months

Through data collection, previous plan review and intensive on-site field study, the project team should inventory each existing and previously planned trail route. Many communities within the region have been planning for and implementing greenway and trail improvements over the course of several years. This phase of the process should work to take into account all previous investments including identifying funding, current and previous project leaders and project supporters.

Collaborate with the region on new destinations and routes | 9-12 Months

Through a robust public engagement strategy, the project team should seek to identify prominent destinations and routes by engaging with the residents and business owners in each of the five counties. At a minimum the public engagement strategy should include one on one conversations, focus group discussions, public open houses, and community walking tours.

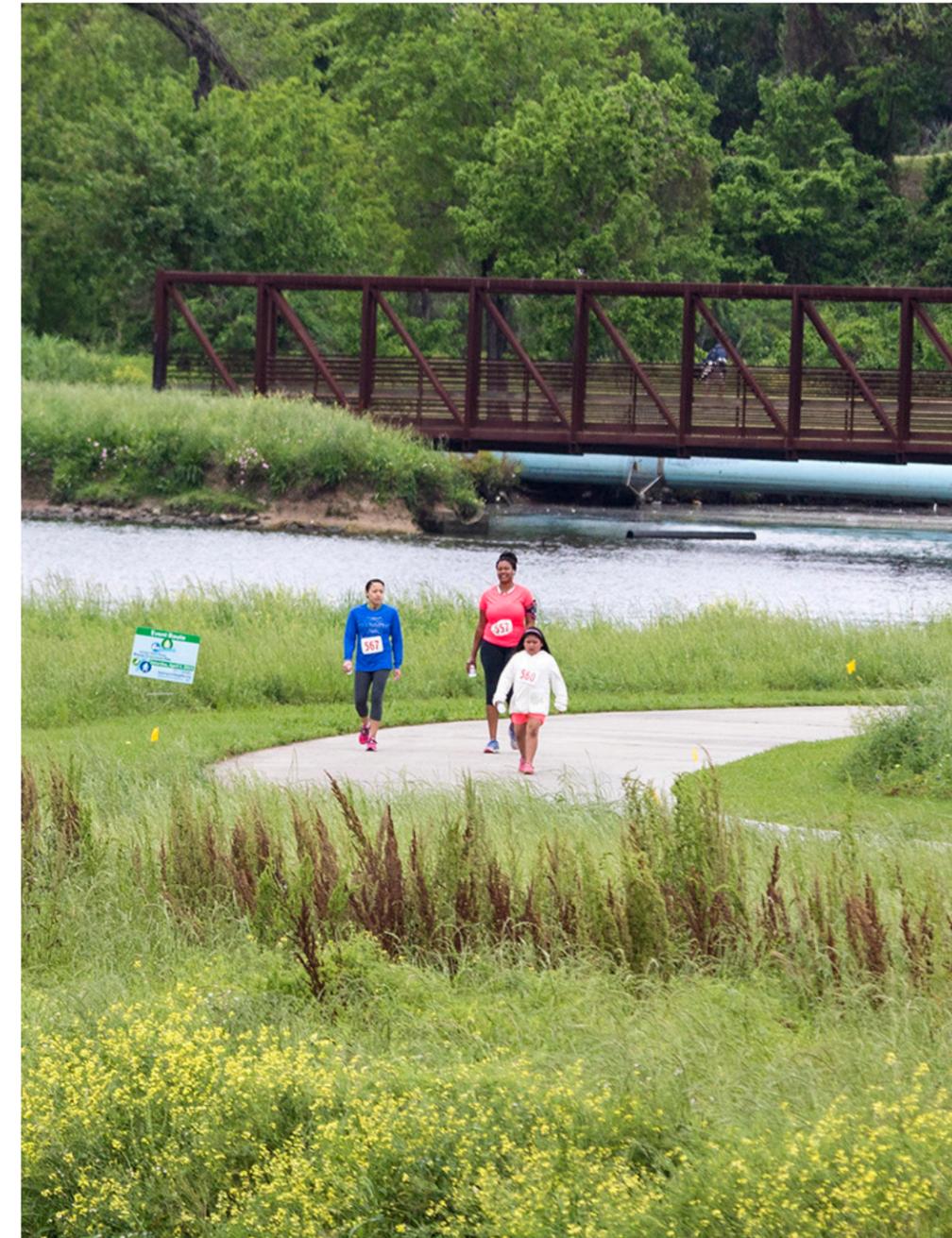
Regional Trail Implementation Action Plan | 12-18 Months

The final Regional Trail Feasibility Plan should include information on future routes and existing infrastructure improvements. Detailed information should be provided to convey the intended design character, required land or right-of-way requirements, preferred amenity placement and design, and unique trail features that celebrate the various cities, towns, and county destinations. The plan should also identify known or anticipated development or environmental impacts that would prohibit or otherwise challenge the implementation process.

The plan's recommendations should outline the responsible parties for implementation of each trail segment or phase. Since trail ownership will vary across the region, the action steps and funding sources may differ and should be clearly outlined within the plan.

3. Coordinate with city, town and county officials to execute improvements and additions | 18+ Months

Following the completion of the regional trail plan, the RDA should continue to coordinate improvements with the various city, town, and county officials. As necessary, the RDA should assist in funding applications, progress communication, and community outreach.



CASE STUDY

The Marquette Plan- Phase I & II

Communities within Lake and Porter County, Indiana

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

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

RDA Project Scorecard

In an effort to help the Our Southern Indiana Regional Development Authority review future projects, a regional impacts scorecard has been created to evaluate potential projects that may need support from the RDA. This scorecard is intended to serve as guide to compare projects, it is not intended to act as a threshold for whether or not the RDA can support a project.

HOW TO USE THE SCORECARD:

- Starting with Purpose and Powers, consider each the project scoring criteria and then check whether either green (high), yellow (medium), or red (low).
- Under each scoring criteria heading are a series of questions meant to provoke thought and discussion. The questions provided are not meant to be an exhaustive list, but should be used to guide discussion on the proposed projects readiness, influence, impacts, and sustainability.
- The proposed scoring criteria, and supporting questions, will help determine if a project is regionally significant and if the project is within the purpose and powers of the RDA.
- At the end of the scorecard, total the number of greens, yellows, and reds. Use the total to compare projects against each other. For an example, the project with the most greens could be consider a higher priority or more regionally significant than the other project.

PURPOSE & POWERS



1. Is it within the RDA's purpose and purpose?
*(If yes, then continue evaluating the project.
If no, then the RDA should not be considering the project.)*

PROJECT READINESS



1. Does the project have political support?
2. Does the project have public buy-in?
3. Is the project is an existing planning document?
4. How does until the project is ready for implementation?
5. Does it leverage other investments?

ECONOMIC INFLUENCE



1. Does the project create or retain jobs?
2. Does the project raise the average wage within the region?
3. Does the project increase tourism?

Our Southern Indiana

Regional Economic Development Plan

RDA Project Scorecard Continued

QUALITY OF LIFE



1. Does the project attract or retain residents?
2. Does the project provide amenities or services for residents?

PUBLIC INFRASTRUCTURE



1. Does the project provide amenities or services for residents?
2. Does the project improve connectivity?

DIVERSITY & EQUITY



1. Does the project displace minorities?
2. Does the project positively support low income residents?
3. Could the project improve unemployment rates?
4. Is this project located in an area that diversifies the RDA's geographic focus?

MAINTENANCE & SUSTAINABILITY



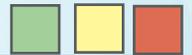
1. Does the project have an assigned responsible party for maintenance and a financial plan for implementation of the project?
2. Is this project considered a rehabilitation or reuse project?
3. Does the project include green infrastructure/construction standards?

GEOGRAPHIC INFLUENCE



1. Does the physical project stretch across multiple jurisdictions?
2. Would multiple jurisdictions be positively impacted by this project?

OTHER



Our Southern Indiana

Regional Economic Development Plan