



Comprehensive Economic Development Strategy (CEDS) 2020 Update

River Hills Economic Development District and Regional Planning Commission
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Executive Summary

The River Hills Economic Development District (RHEDD) comprised of Clark, Floyd, Harrison, Scott, and Washington Counties is a unique and resource rich region poised for economic growth and development. To capitalize on economic opportunities and to help shepherd a vibrant economy, the communities of the RHEDD have come together to update the Comprehensive Economic Development Strategy (CEDS). The CEDS was developed under the guidance of a steering committee comprised of leaders in government, education, non-profits, and the private sector from throughout the region. The CEDS assesses the economic environment in the district, identifies strengths and opportunities as well as challenges and threats, presents a vision for the district, and provides a strategy to attain the vision.

The forthcoming analysis and summary reflect the economic conditions in the RHEDD prior to the realization of impacts due to the Covid-19 Coronavirus pandemic. Some consideration has been made, particularly concerning the priority projects outlined in this document, but River Hills will produce a separate resiliency and recovery plan to address the impacts of Covid-19.

The RHEDD benefits from a variety of attributes inherent to its geography. Much of the district is part of the Louisville Metropolitan Statistical Area (MSA) which offers a variety of world class amenities and resources indicative of a major American city. The district is centrally located in the eastern portion of the United States with relatively quick access to the Mid-West, South, and portions of the Northeast states. To compliment this benefit the district has access to a comprehensive and robust network of transportation infrastructure including: connections to the largest rail networks in the Eastern United States; access to Interstate Highways 65, 64, and 71; the Ohio River with one of the fastest growing ports in the United States; an expanding regional airport; and access to the Louisville International Airport. The Louisville International Airport is an international port of entry for cargo traffic and hosts the UPS Worldport, UPS's worldwide shipping hub.

In addition to its location the district is rich in natural, historic, and cultural resources. A varied terrain of highlands and lowlands, lakes, caves, and forests provide numerous outdoor recreational opportunities and tourist attractions in the form of State Forests, Parks, Recreation Areas, preserves, and a growing diversity of trails. The district is also home to a variety of hardwood species and is a significant producer of lumber and hardwood products. There is also a wide variety of historic buildings and sites dating back to early settlement and exploration of the region and the country.

The RHEDD also has been trending in a mostly positive direction across several demographic metrics over the past five years indicating growing economic strength. Unlike much of the State, the RHEDD has seen overall population growth. However, this growth is mostly concentrated in the more urban areas closest to Louisville. Rural communities in Washington and Scott Counties have more closely mirrored statewide trends with declining populations.

Income across the district has also been trending upwards over the five-year period from 2013 to 2018. Household incomes across the district were higher with lower percentages in income brackets less than \$50,000. Likewise, poverty rates generally decreased over the same period with rates in Clark, Floyd, and Harrison Counties below the State averages. Scott and Washington Counties also saw

decreases in poverty rates but had significantly higher rates for children under 18 years of age and 65 years and over.

Education in the district is strongly correlated to income with about a third of adults in poverty having only a high school graduate or equivalency diploma or less. However, again trends in the district indicate a growing level of educational attainment with modest increases in rates of post-secondary education. One significant exception is the age cohort of 25 to 34 years old people living in Scott and Harrison Counties. Rates of high school graduate or higher and bachelor's degree or higher attainment decreased over the five-year period. A review of K-12 education in the district indicates that School Corporations perform on average within the State which performs better strongly compared to other States.

Housing in the RHEDD is an area of concern due to the apparent lack of affordable housing options. Counties across the district demonstrate relatively low vacancy rates with little change over the study period. Additionally, in each county over 35% of renting households have gross rent as percentage of their income above 35%. On the other hand, counties in the district saw significant increases in median home values except for Scott County which experienced a decrease.

Health in the district is also a concern with economic development implications. Health indicators including obesity, adults with diabetes, excessive drinking, smoking, physical inactivity, and non-fatal opioid emergencies were at rates equal to or higher than the State and at relatively high levels. For instance, adult obesity rates in each county are 35% or higher, adults who smoke are at 20% or higher, and self-reported physical inactivity levels are at 27% or higher. There were also relatively high rates of births where mother smoked during pregnancy with a low of 10% in Floyd County and a high of 25% in Scott County.

An analysis of commuting patterns indicates a high level of connectedness within the district and with Louisville. The top destinations for include Floyd and Clark Counties and Kentucky (Louisville). The exception is Scott County which has a strong connection to Jackson County due to the proximity to the City of Seymour.

Industry Cluster analysis from 2013 to 2018 demonstrate a number of well performing clusters in the district. Advanced Materials, Transportation and Logistics, and Agribusiness, Food Processing, and Technology are industry clusters with large and growing employment and strong competitive advantages in the region. The Biomedical/Biotechnical cluster is also a large and growing employment cluster with emerging competitive advantages. Forest and Wood Products is a relatively large cluster with strong local and regional competitive advantages but with declining employment. And Business and Financial Services is a large cluster with both decreasing employment and competitiveness. Deeper analysis of well performing clusters can be found in Appendix III.

The RHEDD should continue to focus on the growth and development of a variety of well performing industry clusters. The district has a several of industrial and technology parks as well as opportunity zones which provide unique opportunities to attract industry and investors. All the counties in the district except for Harrison have opportunity zones designated in their urbanized areas.

To capitalize on these regional strengths and opportunities the RHEDD will need to address growing issues with wastewater and water systems in the district. Expansion and update projects are in development in several communities in the RHEDD and will need to be completed to allow for future growth. Additionally, broadband and internet will need to be expanded as there were between 20% to 30% of households in each county without internet service of any kind. While much of this deficiency is correlated with income, there were also service limitations.

River Hills has outlined several priority projects to improve the resiliency and strength of the local and regional economy. These include Covid-19/CARES act projects such as Ivy Tech renovations for healthcare education, Salem Schools Saferooms, Floyd County Novaparke development, Brownfield Redevelopment, and Water and Wastewater Projects in Salem, Scottsburg, Jeffersonville, Charlestown, and Sellersburg, among others.

In addition to these priority projects, the CEDS has articulated a vision for the district: **To support and advance a thriving, resilient, and sustainable economy which provides economic opportunity and prosperity for all with a sound physical infrastructure, high quality human resources, a competitive business environment, and an enhanced quality of life.** To accomplish this vision the CEDS identifies five goals with associated objectives, strategies, and an implementation framework.

1. **Goal:** Maintain and expand effective and efficient local infrastructure throughout the district
 - 1.1 **Objective:** Collaborate with local communities to identify and prioritize capital improvement projects
 - 1.2 **Objective:** Assist with the repair, improvement, and expansion of drainage systems, water and wastewater treatment services and facilities.
 - 1.3 **Objective:** Expand the service and quality of broadband/internet access and connectivity in the district.
 - 1.4 **Objective:** Maintain and expand the various transportation networks serving the district
 - 1.5 **Objective:** Assist communities with transitions in the fossil fuel/energy market
2. **Goal:** Ensure the economic sustainability, resilience, and strength of the district
 - 2.1 **Objective:** Support the ability of the economy to recover from economic shocks
 - 2.2 **Objective:** Improve the economy's durability and ability to avoid economic shocks
3. **Goal:** Develop human capital to create a workforce that thrives in the modern economy
 - 3.1 **Objective:** Improve high school graduation rates and post-secondary education attainment
 - 3.2 **Objective:** Improve existing workforce skill sets
4. **Goal:** Improve the quality of life in communities across the district
 - 4.1 **Objective:** Support the development and implementation of plans which improve quality of place in our communities
 - 4.2 **Objective:** Support healthy and secure communities

4.3 Objective: Promote and Market the regions existing and developing recreational, historical, and cultural resources

5. Goal: Improve/Leverage capacity in local government and non-profit organizations

5.1 Objective: Provide technical assistance to help leverage local resources

5.2 Objective: Collaborate with other economic development-oriented agencies to maximize efficiency and impact of efforts

5.3 Objective: Identify organizational strengths and weaknesses and seeks ways to capitalize on strengths and improve on weaknesses

A Comprehensive Economic Development Strategy

Competitiveness in the modern economy has become ever more dependent on regional factors. The resources available at a regional level, the interconnectedness of these resources, and the ability for communities to cooperate for economic development goals will determine the current and future competitiveness of a region. The Comprehensive Economic Development Strategy (CEDS), a requirement for Economic Development District designation by the Economic Development Administration, is a cooperative process which builds local capacities and leverages public and private resources. Through a framework of collaboration, it is a strategy for the development of an economically prosperous regional community.

River Hills Economic Development District and Regional Planning Commission

The River Hills Economic Development District (RHEDD) consists of Clark, Floyd, Harrison, Scott and Washington Counties. The River Hills Regional Planning Commission was formed on July 19, 1974, under the provisions of the Indiana Code of 1971, Title 18, Article 7, Chapter 1.1. On October 5, 1978, the River Hills Regional Planning Commission was designated as an Economic Development District through EDA.

As initiated in 1991, River Hills continued its personal contact approach to inventory and monitor the development needs of the District. This process continues to evolve increasingly toward a solution-oriented focus of strategy implementation. This strategy implementation is used as a means to resolve the development needs of the District and is a vital function in which River Hills plays an important role. The District's needs inventory is continually evaluated for solutions. Once identified, River Hills assists the local governments, as feasible and appropriate, in pursuing solutions to the District development needs through the provision of guidance, information, advice and coordination.

The CEDS Process

The development and use of the Comprehensive Economic Development Strategy are a multi-step iterative process which relies on stakeholder engagement. The first step of this process was the selection of a CEDS steering committee to inform and guide the development of the CEDS. The committee included multiple stakeholders from each county in the district representing the major economic interests of their communities with representation from public, private, and non-profit entities.

The next step was the composition and organization of data by RHEDD staff into a summary background for the district. Data was utilized and collected from multiple sources including U.S. Census data, EDA University Center analysis from the Purdue Center for Regional Development, and existing local and regional planning documents in the region. Staff then identified strengths, weaknesses, opportunities, and threats (SWOT) evident from the background data. This information was presented to the steering committee for additional input, SWOT identification, and the review of the CEDS vision and goals.

Additional stakeholder input was received from the River Hills full Board of Directors representing the various communities in the district. From this input, a clear vision for the district and primary goals was solidified. The RHEDD staff consulted with local officials and relevant planning and development documents to help develop objectives and actions. Due to the Covid-19 Coronavirus pandemic, much of the communication was in the form of emails, phone calls, and River Hills' needs assessment documents. Finally, an evaluation framework was developed and the CEDS document was presented to the public for comments. Comments were taken into consideration, revisions and additions to the CEDS document were made as necessary.

Planning Documents Review

- Our Region Our Plan Regional Economic Development Plan, Regional Development Authority
- 2035 Corydon Comprehensive Plan
- Borden Comprehensive Plan
- 2035 Jeffersonville Comprehensive Plan
- City of New Albany and Unincorporated Two-Mile Fringe Area Comprehensive Plan, 2036
- Vision Floyd County Comprehensive Plan Update
- Charlestown Comprehensive Plan
- Town of Clarksville Comprehensive Plan
- Town of Sellersburg Comprehensive Plan
- Clark County Comprehensive Plan
- River Ridge Commerce Center Strategic Plan
- Scottsburg Downtown Revitalization Plan
- Georgetown Downtown Revitalization Plan
- Borden Parks and Recreation Master Plan 2018-2023
- Sellersburg parks and Recreation Master Plan
- Horizon 2035 KIPDA Metropolitan Transportation Plan

Using this Document

This document is divided into two main sections. The first is a summary background of the district. It is a broad informative section which outlines the general conditions present. Within the summary background are SWOT (Strengths, Weaknesses/Challenges, Opportunities, and Threats) findings evident from the background data. Strengths and opportunities are demarcated in blue text boxes while challenges and threats are in red text boxes. A summary of these findings can be found at the end of the section.

The second section is where the Vision for the district can be found followed by the strategic plan to achieve that vision. Next is a description of some of the region's priority projects. Finally, an evaluation framework for monitoring the progress of the goals and objectives is outlined in a matrix. Supplemental information can be found in the Appendices including a list of the Steering Committee Members, Community Needs Assessments from throughout the district, and additional cluster data.

Summary Background

Physiographic Conditions

The River Hills District is located in the southern region of Indiana bordering the Ohio River and Kentucky to the south (Figure 1). Four of the five counties in the district are a part of the Louisville- Jefferson County, KY.-IN. metropolitan statistical area (MSA) with Floyd and Clark Counties considered central and Harrison and Washington considered outlying according to the United States Census Bureau. Scott County is not currently considered in the MSA but has been in the past based on commuting patterns.

Proximity to Louisville, KY provides various resources and opportunities. The District's economic well-being is directly linked to the City's.



Figure 1: River Hills District: Washington, Scott, Harrison, Floyd, and Clark Counties

The District's central location and easy access to large cities and markets through major transportation routes are strengths in attracting people and businesses alike.



Figure 2: Relative Location, National
Image Source: One Southern Indiana

Nationally, the District is centrally located in the eastern portion of the United States (Figure 2). Major cities such as Atlanta, Chicago, Cincinnati, Indianapolis, Pittsburgh, and St. Louis are within 500 miles. With two major Highways (Interstate 65 and Interstate 64) running through the district, access to these places is less than a day's drive.

Geology

The River Hills District is in the Southern Plains and Lowlands region of the State and represents one of the most diverse geographic areas in the state. It is comprised of several unique physiographic regions (See Figure 3). Unlike the rest of the state, these regions were not formed as a result of glacial action but were formed as a result of the characteristics of the bedrock.

The easternmost portion of the district in Scott and Clark Counties is the Muscatatuck Slope area which is formed from resistant limestone and shale. This is a transitional region of rolling hills which flattens into the Scottsburg Lowland. The Scottsburg Lowlands are a generally flat region in the western and central portions of Scott County consisting of primarily shale. To the south is the Charlestown Hills area which is the dominant form in Clark County consisting of relatively flatter gentler sloping hills.

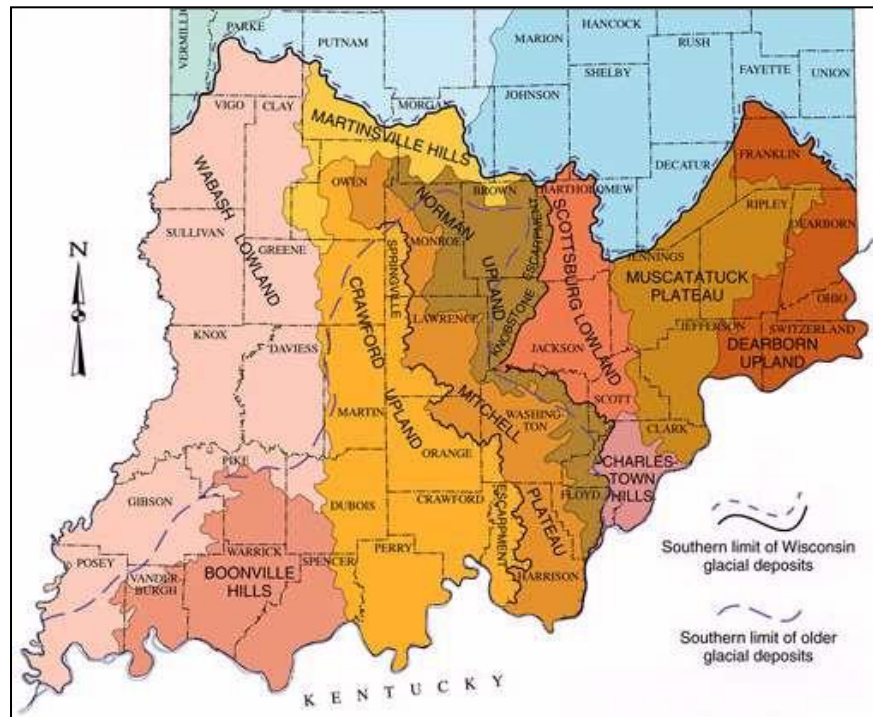


Figure 3: Physiography of Southern Indiana

Image Source: Indiana Karst Conservancy, Physiography of Southern Indiana

Moving westward the terrain returns to a rougher form of slopes, hills, and plateaus known as the Norman Upland which is made of sandstone and limestone. This region runs through the center of the District through Washington, Scott, and Clark Counties and makes up most of Floyd County's terrain. Continuing west and encompassing most of Washington and Harrison Counties is the Mitchell Plateau region which is formed of nearly pure limestone and demonstrates karst topography which is known for its porous nature resulting in sinkholes, caves, and underground drainage systems. Finally, to the westernmost portion of the District the terrain returns to upland features and is known as the Crawford Upland. The westernmost portion of Harrison County and the southwestern portion of Washington County demonstrates this physiographic type.

The karst topography particularly of the western portion of the District and limestone bedrock poses a threat to public facilities including infrastructure in the form of sink holes, drainage dysfunction, and erosion events especially following significant precipitation.

The topography of the region provides unique outdoor and recreational opportunities unique to the region.

Natural Resources

The district sits atop of the New Albany Shale formation, which was named after New Albany, Indiana after outcrops near the city were discovered. The formation extends throughout the Illinois Basin and has been producing gas for over 100 years. Active natural gas fields are in the western portion of the district, especially Harrison County (See Figure 4). Natural Gas production has had resurgence since the mid-1990s with the development of new extraction technology. There are several existing wells in this region with records available through the Indiana Department of Natural Resources.

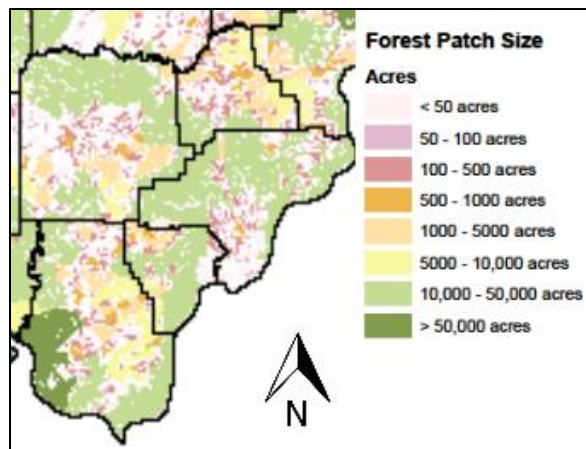


Figure 5: Forest Patch Size
Map Source: Indiana DNR

Though much of the forest land in the region is privately owned the District is home to several state forests and recreation areas including Clark State Forest, Harrison-Crawford State Forest, Jackson-Washington State Forest, Charlestown State Park and Deam Lake State Recreation Area. There are also a variety of Nature Preserves in the district protecting significant natural areas (Figure 6).

In addition to forested land, the District also has significant agricultural lands. Counties in the District produce a substantial amount crops annually such as: corn, soybeans, and wheat. Livestock production is also a large contributor to the districts agricultural output. Hogs, sheep, and especially cattle are all raised in the district.

The region is rich in natural resources that can be both extracted for economic gain and utilized for recreational purposes.

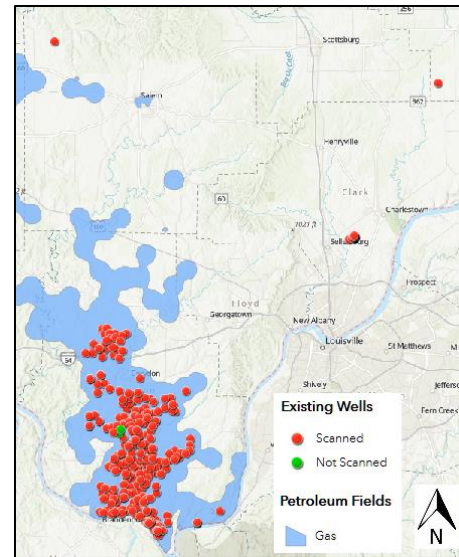
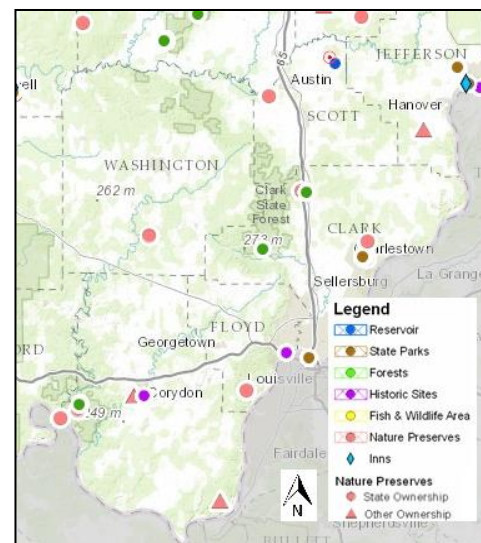


Figure 4: Oil and Gas Resources
Map Source: Indiana DNR, Indiana Oil and Gas Well Records Viewer

The region is well forested with a variety of hardwood species such as: oaks, maples, yellow-poplar, hickory, and ash (Figure 5). These species are well suited for timber production and contribute to several related industries. Private landowners own many of these resources with average tract sizes of 25 acres or less.

Figure 6: Natural Resources Sites
Map Source: Indiana DNR



Climate

The District's climate is typical for the region consisting of four distinct seasons generally temperate in nature. Continental conditions play a significant role in affecting the climate. Polar air brought south from western and central Canada meets warmer moist air brought north from the Gulf of Mexico. Though generally temperate, the result can be a highly variable and sometimes volatile climate. Winters can be mild and bitterly cold in the same season. Summers can be hot and humid with severe storms most frequent in the Spring. Tornadoes and severe storms have been known to generate destructive wind speeds well in excess of 100 mph (Figure 7). Annual precipitation typically ranges from 40 to 50 inches with May being the wettest month.

Flooding in the River Hills District occurs similarly to the region at large; that is flooding can and does occur throughout the region and throughout the year. Historically large-scale flooding has had significant impact on the region with massive flood events in the early 20th Century occurring along the Ohio River. Mitigation efforts since these events have greatly reduced future risks in this area.

In addition to large scale flooding the District is susceptible to flash flooding events. Large storms and consistent precipitation coupled with the geologic features of the district and aging infrastructure result in frequent flash flooding in many parts of the district. Flooding of all sorts poses a significant risk to people and property in the area (Figure 8).

Since 2010, there have been 3 major disaster declarations in the district regarding straight line winds, tornadoes, and flooding. The Army Corps of Engineers Ohio River Basin Climate Change Study indicates that beginning in the 2040s precipitation patterns will result in significant changes to streamflow in the region with increases of Springtime flows and decreases in the fall of up to 25%-30%. This will coincide with more frequent and more intense flood events in the Spring and more intense and frequent drought events in the fall.

Flooding and severe weather pose the greatest environmental hazards to the district. Additionally, climate changes over the next half century will result in increased flooding and drought events putting additional pressure on ecosystems and infrastructure.



Figure 7: Tornado Damage, Henryville in Clark County, 2012
Image Source: National Oceanic and Atmospheric Administration: Storm Survey, National Weather Service



Figure 8: Flooding in Clark County, 2018
Image Source: thehyphennews.com, photo by Dylan Shupe-Logsdon

Demographics:

Population

Figure 9, to the right, shows total population and population change within the district and in aggregate compared to the State. According to the U.S. Census, American Community Survey, in 2018 the total population of the RHEDD was estimated at 283,793. This is an increase of 2.21% since 2013. Within the district Clark, Floyd and Harrison counties saw increased in population with Clark seeing the largest increase at 4.03% followed by Floyd at 2.25% and Harrison at 1.27%. Alternatively, Scott and Washington counties saw decreases of 1.21% and 0.84%. The State experienced a decrease of 1.85% over the same period.

Total Population	2013	2018	Percent Change
Clark	111,221	115,702	4.03%
Floyd	75,120	76,809	2.25%
Harrison	39,213	39,712	1.27%
Scott	24,035	23,743	-1.21%
Washington	28,064	27,827	-0.84%
Total: Region	277,653	283,793	2.21%
Indiana	6,637,426	6,514,861	-1.85%

Figure 9: Population Distribution within RHEDD Counties and 5-year change
Source: US Census, American Community Survey 2013 & 2018 Estimates

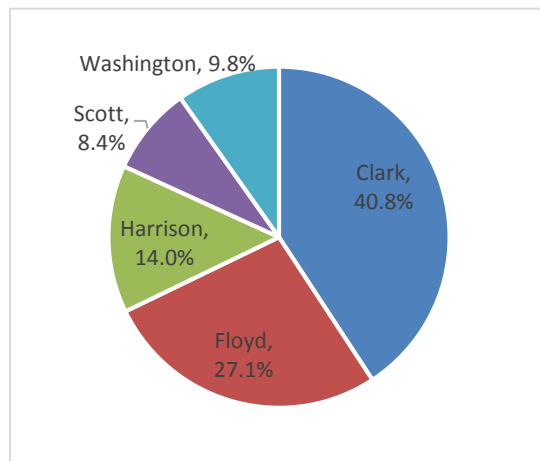


Figure 10: Population distribution by county
Source: US Census, American Community Survey 2018 Estimates

Population distribution within the RHEDD is represented in Figure 10. Clark County is the largest county by population making up around 40% of the district's total followed by Floyd at 27% and Harrison County at 14%. These counties are along the river and closest to the core of Louisville's Metropolitan Statistical Area. Floyd and Clark counties are the most urban counties in the district while Harrison county remains largely rural. Scott and Washington counties are also largely rural counties and make up less than 10% each of the total population of the RHEDD.

Considered together Figures 9 and 10 demonstrate a trend that is also reflected across the State: populations are decreasing in more rural areas and increasing in more urban areas.

The district is one of the few areas in the State experiencing population growth, but it is centered primarily in and near the urban centers nearest Louisville's core.

Population decline in rural communities will need to be addressed in planning and economic and community development activities.

Age distribution of the population of counties in the RHEDD are demonstrated on Figure 11. Distribution across age cohorts are relatively similar across the district with the more rural counties of Washington, Scott, and Harrison skewing slightly older. Across each of the counties, larger percentages of the population are 35 years of age and over with Harrison at 58.6%, Washington at 57.8%, Scott at 57.1%, Floyd at 56.2%, and Clark at 55.3%.

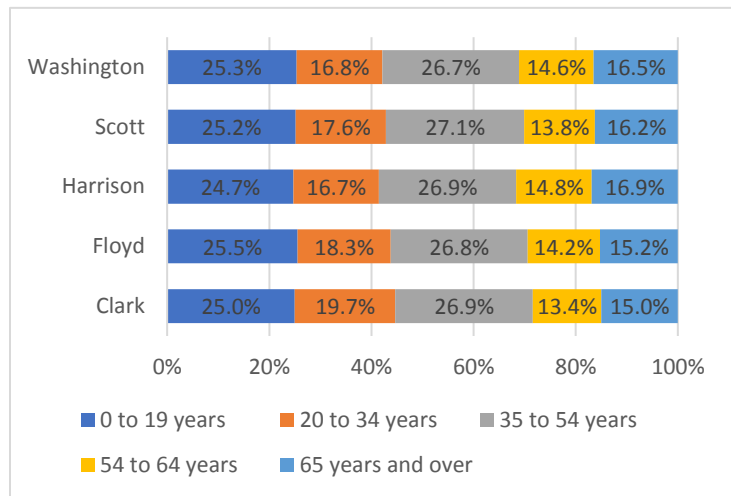


Figure 11: Age Distribution within RHEDD Counties
Source: US Census, American Community Survey 2018 Estimates

Counties across the RHEDD have older populations with the majority of people older than 35 years of age.

Racial Composition

Racial composition in the RHEDD is demonstrated in Figure 12. The RHEDD is not a very racially diverse region with Harrison, Scott, and Washington counties all with more than 95% of the population identifying as white alone. Floyd and Clark counties are somewhat more diverse with 90.1% and 87.7% identifying as white alone. Black/African Americans make up the next largest identifiers in these counties with 5.4% and 6.9% identifying as such. Hispanic/Latino, of any race, also have a small estimate with Clark County having the largest proportion of identifiers at 5.3% and Washington County having the least at 1.3%.

The change in racial composition over the 5-year period is minimal. Change in white alone identifiers saw decreases of around 1% or less with Clark County seeing a 1.2% decrease, Floyd County had a 0.8% decrease, Harrison County had a 1% decrease, and Scott and Washington Counties had 0.2% and 0.3% decreases. Hispanic/Latino identifiers also saw little change over the 5-year period with each county experiencing small increases with the largest change occurring in Scott County of 0.7%.

The RHEDD is a racially homogeneous region with little change over the past 5 years.

	Clark		Floyd		Harrison		Scott		Washington	
	2018	5-year change	2018	5-year change	2018	5-year change	2018	5-year change	2018	5-year change
White	87.7	-1.2	90.1	-0.8	96.6	-1.0	97.5	-0.2	98.1	-0.3
Black/African American	6.9	0.2	5.4	0.7	0.8	0.2	0.3	-0.8	0.1	-0.3
American Indian and Alaska Native	0.1	0.0	0.4	0.2	0.3	0.3	0.3	0.2	0.3	0.1
Asian	0.8	0.0	1.1	-0.1	0.4	-0.1	0.5	0.5	0.3	0.2
Some other race	1.2	0.2	0.8	0.1	0.9	0.7	0.3	-0.3	0.1	0.1
Two or more races	3.3	0.8	2.2	-0.2	1.0	-0.1	1.1	0.6	1.1	0.2
Hispanic/Latino (any race)	5.3	0.4	3.2	0.4	1.8	0.2	2.2	0.7	1.3	0.1

Figure 12: Racial Distribution, Percentage by County and change since 2013
Source: US Census, American Community Survey 2018 and 2013 Estimates

Income and Poverty

Household income in the RHEDD closely matches the State overall with nearly 30% of households earning less than \$35,000 in 2018 and nearly 20% of households making \$100,000 or more, see Figure 13. Compared to the United States the RHEDD has a higher proportion of households making less than \$50,000 and a lessor proportion of households making \$100,000 or more.

Within the RHEDD there is some similarity between the Floyd, Clark, and Harrison counties and between Washington and Scott counties. Generally, Washington and Scott counties have a higher proportion of households making less than \$35,000 annually with Scott and Washington counties at about 38% and Clark, Floyd, and Harrison counties all having less than 30%. Likewise, Washington and Scott counties have lower proportions of households making \$75,000 or more about 28%. While Clark, Floyd, and Harrison counties have between 35% to 40% of households making \$75,000 or more.

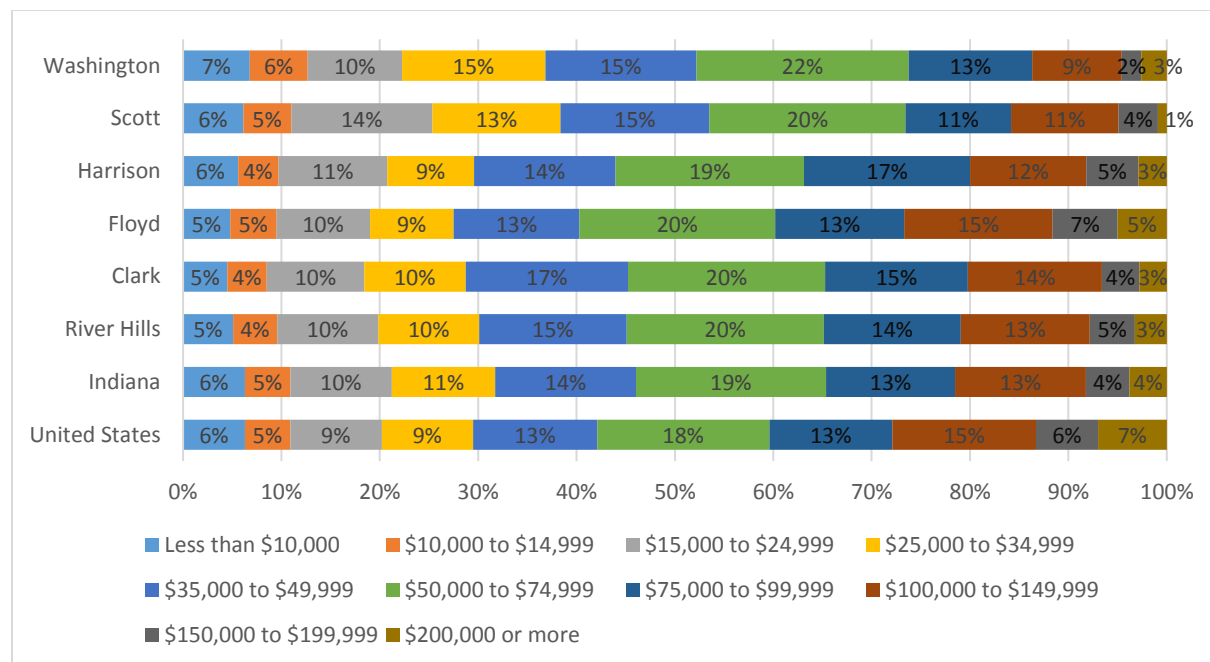


Figure 13: Annual Household Income rates 2018
Source: US Census, American Community Survey

The 5-year change of household income rates can be seen on Figure 14. On the whole trends in household income are positive across the district with decreases generally seen in the rates of lower income levels and increases seen in the rates of the higher income levels. One exception is Scott County demonstrating an increase of 2.3% of households earning just \$15,000 to \$24,999. While most of these changes are positive, they are also relatively small, less than 5%.

5 Year Change 2013-2018	Clark	Floyd	Harrison	Scott	Washington
Less than \$10,000	-2.40%	-2.20%	-0.80%	-1.40%	0.10%
\$10,000 to \$14,999	-0.30%	-0.40%	-1.40%	-1.10%	-0.70%
\$15,000 to \$24,999	-1.80%	-1.60%	0.10%	2.30%	-2.00%
\$25,000 to \$34,999	0.40%	-0.20%	-2.50%	-1.00%	-0.90%
\$35,000 to \$49,999	0.00%	-2.10%	-0.80%	-4.00%	-3.60%
\$50,000 to \$74,999	-2.60%	-0.20%	-1.80%	-2.30%	4.00%
\$75,000 to \$99,999	1.20%	-0.10%	2.60%	1.80%	0.10%
\$100,000 to \$149,999	2.90%	2.10%	-0.50%	3.50%	1.90%
\$150,000 to \$199,999	1.50%	3.00%	3.20%	2.20%	0.20%
\$200,000 or more	1.10%	1.80%	2.00%	0.00%	1.10%

Figure 14: Change in Household income rates 2013-2018
Source: Data, US Census, American Community Survey

Poverty rates in the district and State are shown for children under 18 years old, 18 to 64 years old, and 65 years and over on Figure 15. Across the district and in the State poverty rates saw significant decreases for most age groups over the 2013 to 2018-year period. Washington County was the only county which saw a significant increase of poverty in any age group over the period with about a 3% increase in poverty rates for those 65 years and over. Compared to statewide levels in 2018, Clark and Floyd counties have rates at or significantly lower than the State across all age groups. Harrison and Washington counties have lower rates in the under 18 years and 18 to 64 years age groups but slightly higher rates of poverty for the 65 and over range. Scott County has higher rates of poverty than the State for the under 18 years and the 65 years and over cohorts and a similar rate for the 18 to 64 years cohort.

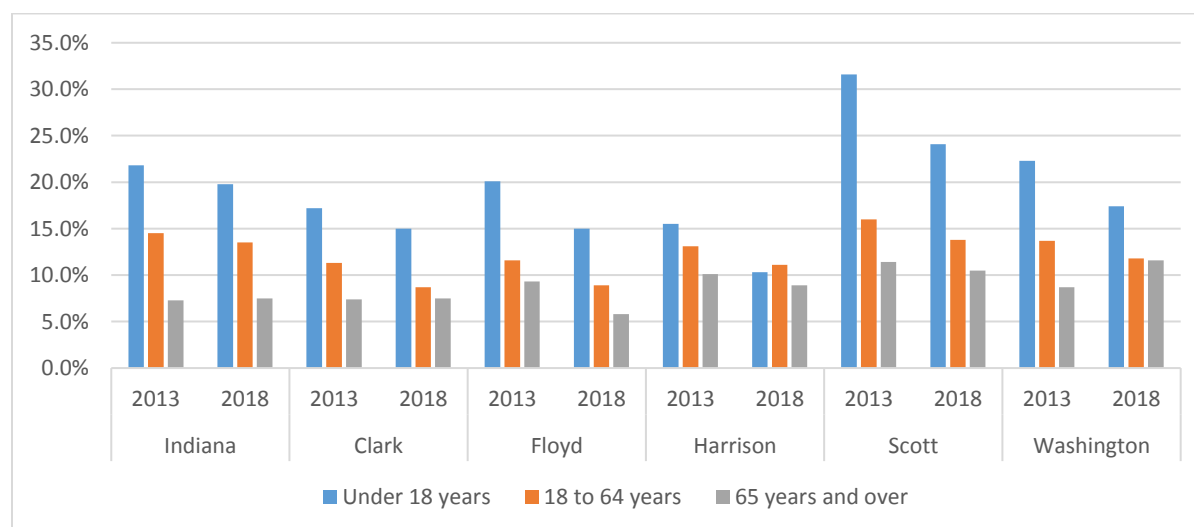


Figure 15: Poverty rates 2013 and 2018
Source: Data, US Census, American Community Survey

Poverty rates by educational attainment for 2018 are shown on Figure 16. The lowest rates of poverty are demonstrated by those with a bachelor's degree or higher with less than 5% of people with those credentials in poverty in any county and as little as 2.1% and 1.9% in Clark and Floyd counties. Those with some college, or an associate degree also have fairly low rates of poverty with the average rates of between 6% and 7%, with the exception of Harrison County where it is a little higher at 9.1%. The greatest poverty rates are seen among those with less than a high school graduate level. Rates for this cohort are in the 21% to 24% range.

EDUCATIONAL ATTAINMENT	Indiana	Clark	Floyd	Harrison	Scott	Washington
Less than high school graduate	24.6%	21.2%	24.0%	21.1%	21.7%	21.7%
High school graduate (includes equivalency)	12.1%	9.9%	9.6%	10.5%	14.8%	12.0%
Some college, associate's degree	9.7%	6.5%	6.4%	9.1%	7.0%	7.3%
Bachelor's degree or higher	4.0%	2.1%	1.9%	3.8%	4.3%	4.9%

Figure 16: Poverty rates by Educational Attainment 2018
Source: Data, US Census, American Community Survey

Household income in the district trended upwards from 2013 to 2018 with increases across the district in the higher income brackets and decreases in the lower.

Poverty rates were also generally lower than the State levels and had a downward trend decreasing the rate of poverty in nearly all age cohorts in each county.

Poverty rates were lowest among the higher educated with less than 5% of those with a bachelor's degree or higher in poverty and around 6% to 7% of those with some college or an associate degree in poverty.

There was a high proportion of households making less than \$35,000 per year in the district.

Poverty rates are highest for children under the age 18 and for those counties furthest from the urban core.

Education

Figure 17 demonstrates the educational attainment levels in the district, the State, and the United States. The district on the whole lags behind the State and the United States in terms of higher educational attainment, Associate degree and higher. Within the district Floyd County has the highest levels of educational attainment with nearly 60% of those 25 years and older having some college or higher. Clark County follows with nearly 55% having some college or greater, Harrison County has nearly 50%, and Scott and Washington counties had around 40%. Additionally, Washington and Scott counties have higher proportions of people 25 years and older with less than a high school graduate or equivalent level of education.

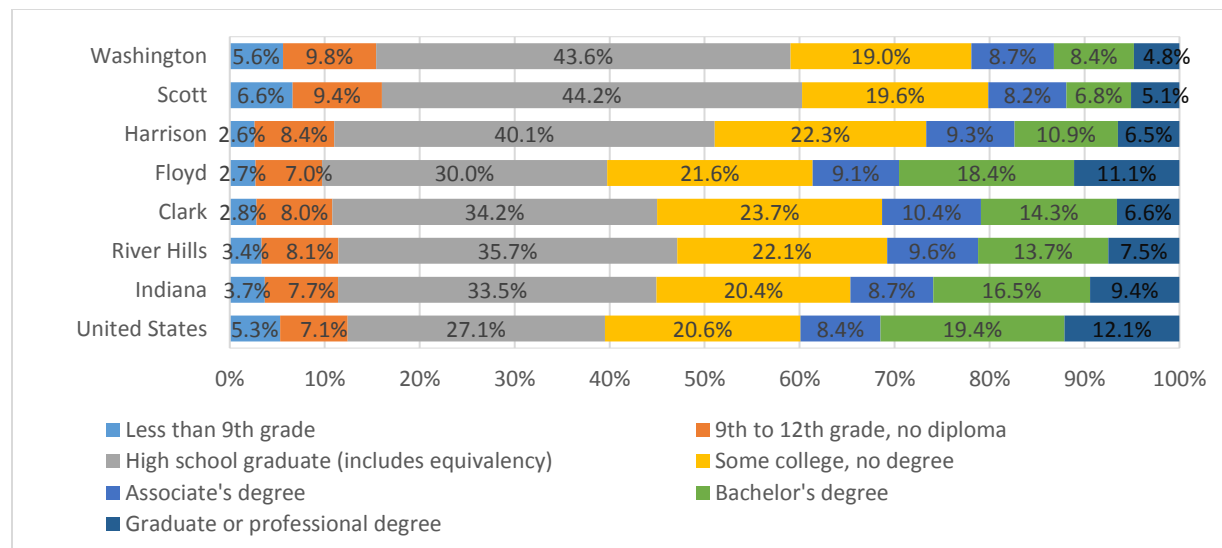


Figure 17: Educational Attainment 25 years and older, Source: American Community Survey 5-year estimates, 2018

Figure 18 shows the 5-year change in educational attainment for people 25-years old and over in the district. Across the district the rates of people earning an associate's degree or higher generally increased with Clark County seeing about a 4.1% increase, Floyd County seeing over an 8.1% increase, Harrison County seeing about a 4.4% increase, Scott County seeing about a 1.9% increase, and Washington County seeing about a 2.2% increase.

5-year change	Clark	Floyd	Harrison	Scott	Washington
Less than 9th grade	-1.7%	-0.7%	-1.0%	-1.4%	-0.7%
9th to 12th grade, no diploma	-1.3%	-1.6%	-0.4%	-3.9%	-3.8%
High school graduate (includes equivalency)	-1.2%	-4.5%	-3.7%	3.5%	-0.3%
Some college, no degree	0.1%	-1.4%	0.8%	-0.2%	2.6%
Associate's degree	2.1%	1.2%	1.9%	1.5%	0.9%
Bachelor's degree	1.6%	3.2%	1.1%	-1.2%	2.0%
Graduate or professional degree	0.4%	3.7%	1.4%	1.6%	-0.7%

Figure 18: Figure: 5 Year Change, Educational Attainment 25 years and older; Source: American Community Survey 5-year estimates, 2013 & 2018

The 5-year change of educational attainment by age cohort is represented on Figure 19. For most of the age groups across most counties there were increases in attainment levels. However, for the 25 to 34 years age cohort both Harrison and Scott counties saw significant decreases in the high school graduate or higher and the bachelor's degree or higher attainment levels. Clark County also saw a decrease of bachelor's degree or higher attainment.

		Clark	Floyd	Harrison	Scott	Washington
Population 25 to 34 years	High school graduate or higher	4.2%	1.7%	-2.4%	-4.5%	5.4%
	Bachelor's degree or higher	-0.7%	1.9%	-5.5%	-1.3%	2.3%
Population 35 to 44 years	High school graduate or higher	1.1%	2.4%	0.2%	1.7%	7.3%
	Bachelor's degree or higher	5.3%	6.6%	4.0%	-1.9%	4.7%
Population 45 to 64 years	High school graduate or higher	0.3%	-0.3%	4.2%	6.9%	2.9%
	Bachelor's degree or higher	0.9%	7.1%	3.1%	0.4%	0.2%
Population 65 years and over	High school graduate or higher	10.0%	8.6%	1.4%	14.2%	6.1%
	Bachelor's degree or higher	4.4%	12.5%	6.9%	3.8%	0.2%

Figure 19: 5-year change in Educational Attainment by Age cohort, Source: American Community Survey 5-year estimates, 2013 & 2018

The 5-year change shows increase in higher levels of education attainment across the district.

The RHEDD and most of the counties within it had lower levels of higher educational attainment than the State and the United States.

There were higher levels of less than high school graduate educational attainment in some areas.

There were decreasing levels of educational attainment in the age cohort 25-34 years old in some areas.

Housing

Figure 20 below is a chart of housing occupancy within the district in 2018 and the change from 2013. All the counties in the district had small increases in total housing units with Clark County leading the way with a 4.3% increase, Harrison increased 2.8%, Floyd, Scott, and Washington counties had growth between 1.5% to 2%. Vacancy rates in the district for both homeowner and rental saw decreases in every county except Washington homeowner which had a small increase of .2%. Homeowner vacancy rates for Clark, Floyd, and Washington counties were around 2% while Scott County had a slightly higher rate at 2.7% and Harrison County had a lower rate at .9%. Rental vacancy rates were also declining from 2013 levels: Clark County decreased 1.5% to 8.2%, Floyd County decreased .2% to 7%, Harrison County decreased 12% to only 3.2%, Scott County decreased 2% to 8.7%, and Washington County decreased 1% to 2.7%.

	Clark		Floyd		Harrison		Scott		Washington	
HOUSING OCCUPANCY	2018	2013 +/-	2018	2013 +/-	2018	2013 +/-	2018	2013 +/-	2018	2013 +/-
Total housing units	50140	2153	32644	613	16972	473	10580	155	12351	198
Homeowner vacancy rate	2.1	-0.5	2	-0.2	0.9	-1.2	2.7	-0.9	2	0.2
Rental vacancy rate	8.2	-1.5	7	-0.2	3.2	-12	8.7	-2	2.7	-1

Figure 20: Housing Occupancy and vacancy rates, Source: American Community Survey 5-year estimates, 2013 & 2018

Median home values in the district increased in all but one county in the district from 2013 to 2018, as seen in Figure 21. The largest increases were in Harrison, Floyd, and Washington counties at 14.9%, 9.2%, and 10.3% up to \$143,500, \$166,700, and \$113,200. Clark County increased 7.5% up to \$137,800. Scott County saw a slight decrease in median home value of 1.8% to \$99,600. Statewide the median home value in 2018 was \$147,300.

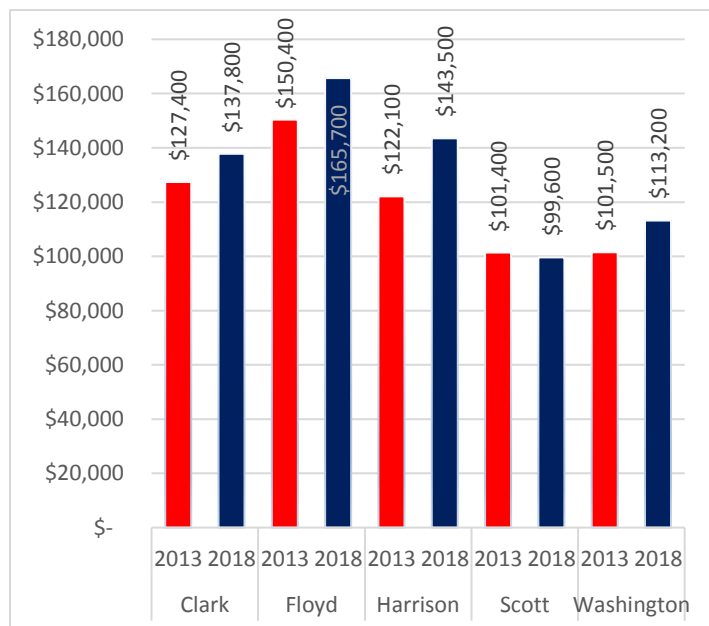


Figure 21: Median Home Value, Source: American Community Survey 5-year estimates, 2013 & 2018

Gross rent as a percentage of income (GRPI) is shown for the district in 2018 and the 5-year change since 2013. Counties in the district had between 35% to 38% of renters paying 35% or more of their income on housing in 2018. Except for Washington County which saw an increase of 6.3%, counties in the district saw decreases of 1.6% to 4% of people paying 35% or more for rent.

	Clark		Floyd		Harrison		Scott		Washington	
<u>2018 (GRPI) and 5 year change</u>	2018	2013 +/-	2018	2013 +/-	2018	2013 +/-	2018	2013 +/-	2018	2013 +/-
Occupied units paying rent	12237	755	7354	-320	2127	-162	2135	99	2129	409
35.0 percent or more (percent)	35.6	-1.6	35.5	-4.0	37.1	-3.0	35.3	-1.7	37.7	6.3

Figure 22: (GRPI) Gross Rent as a Percentage of Household Income 35% or more, Source: American Community Survey 5-year estimates, 2013 & 2018

Median home values across most of the district have significantly risen over the last 5 years.

Vacancy rates are decreasing already low rates limiting the availability of affordable housing across the district.

A high percentage of renters in the district are paying 35% or more of their household income on rent.

Health

Figure 23, below, expresses various health and healthcare indicators in the district and the State as a whole. The number of uninsured adults and children within the district are like the State with Floyd County having the least uninsured at 13% and Washing County having the most uninsured at 20%, Clark, Floyd, and Harrison counties having 15%. The district generally has higher rates of adult obesity, adult diabetes, and physical inactivity than the State. About 1 in 7 to 1 in 8 adults in the district have diabetes and more than 1 in 3 adults are obese. Additionally, between 16% and 18% of adults report excessive drinking and between 20% and 22% of adults smoke. The district has higher rates of non-fatal opioid emergency department visits than the State as well in all counties except for Harrison with Scott and Washington counties having much higher rates. Finally, Figure 14 shows births where mother smoked during pregnancy and teen births per 1,000 females. In 2017, births where mother smoked during pregnancy were at higher rates in the more rural counties of Harrison, Scott, and Washington with a high of 25.1% in Scott County, 20.5% in Washington County, and 16.6% in Harrison County. Clark and Floyd counties were lower at 11.6% and 10.3%. Teen births were also at the highest rates in Scott and Washington counties.

	Clark	Floyd	Harrison	Scott	Washington	Indiana
Uninsured Adults - 2020	10.0%	8.0%	9.0%	10.0%	12.0%	11.0%
Uninsured Children - 2020	5.0%	5.0%	6.0%	5.0%	8.0%	6.0%
Adults with Diabetes - 2020	12.0%	14.0%	12.0%	14.0%	15.0%	12.0%
Adult Obesity - 2020	37.0%	35.0%	38.0%	33.0%	41.0%	33.0%
Adults Reporting Physical Inactivity - 2020	28.0%	28.0%	27.0%	29.0%	34.0%	27.0%
Adults Reporting Excessive Drinking - 2020	18.0%	18.0%	17.0%	17.0%	16.0%	18.0%
Non-Fatal Opioid Emergency Department Visits Per 100k - 2017	153	142.7	92.7	188.5	219.2	122.5
Adults Who Smoke - 2020	22.0%	22.0%	20.0%	21.0%	21.0%	22.0%
Births Where Mother Smoked During Pregnancy - 2017	11.6%	10.3%	16.6%	25.1%	20.5%	13.5%
Teen Births (Ages 15-19) Per 1k Females - 2017	25.7	23.5	19.9	36	32.3	22.8

Figure 23: Various Health and Healthcare indicators in the District, Source: indianaicators.org

There are several health and healthcare indicators including obesity, physical inactivity, smoking, smoking while pregnant, etc. that are higher than the State average in the district.

Economy:

Commuting Patterns

Figure 24 depicts the commuting patterns for the counties making up the RHEDD. Each of the counties experience negative net commuters meaning more people leave the county to work than enter it. While Clark and Floyd Counties have the largest number of net commuters leaving the county, they also have the largest workforces in the District. As a proportion of their total workforces, Clark County is losing 11.7% of its workforce to outside communities. Floyd County is losing 17.8%; Harrison County is losing 25.1%; Scott County is losing 14.1%; and Washington County is losing 24.1%.

Figure 24 also depicts the source and destination for commuters from the counties in the RHEDD. The most common destinations for commuters were Clark County, Floyd County, and Kentucky. While the most common sources for commuters were Clark County, Floyd County, and Harrison County. The table demonstrates that the majority of commuting occurs outside the district with the Kentucky being the largest destination. However, it also demonstrates that there is significant commuting within the district with Clark and Floyd Counties the primary destinations.

Scott County also has a strong commuting connection with neighboring counties outside the district including Jackson and Jefferson Counties. Jackson County was the primary destination for workers from Scott County.

Clark County			
Net Commuters			-8,923
Commuting from	number	Commuting to	number
Floyd Co.	6,107	Kentucky	13,877
Kentucky	2,467	Floyd Co.	4,852
Harrison Co.	1,731	Out of State	1,348
Washington Co.	1,379	Jefferson Co.	1,247
Scott County	937	Scott Co.	364
Floyd County			
Net Commuters			-9,353
Commuting from	number	Commuting to	number
Clark Co.	4,852	Kentucky	10,258
Harrison Co.	2,374	Clark Co.	6,107
Kentucky	1,178	Out of State	1,015
Washington Co.	913	Jefferson Co.	886
Scott Co.	254	Harrison Co.	688
Harrison County			
Net Commuters			-6,750
Commuting from	number	Commuting to	number
Floyd Co.	688	Kentucky	3,800
Crawford Co.	625	Floyd Co.	2,374
Kentucky	363	Clark Co.	1,731
Clark Co.	354	Out of State	502
Washington Co.	266	Jefferson Co.	246
Scott County			
Net Commuters			-2,060
Commuting from	number	Commuting to	number
Washington Co.	373	Jackson Co.	1,053
Clark Co.	364	Clark Co.	937
Jackson Co.	362	Kentucky	523
Jefferson Co.	246	Jefferson Co.	308
Jennings Co.	82	Floyd Co.	254
Washington County			
Net Commuters			-4,238
Commuting from	number	Commuting to	number
Orange Co.	153	Clark Co.	1,379
Clark Co.	134	Kentucky	1,053
Lawrence Co.	105	Floyd Co.	913
Harrison Co.	104	Scott Co.	373
Floyd Co.	96	Out of State	289

Figure 24: Net Commuters, Top 5 sources and destinations (2018)
Source: Stats Indiana, annual commuting trends

Industry Cluster Analysis

Cluster analysis is an important tool in recognizing a region's connections between industries and provides a basis for understanding competitiveness of these industries. A cluster is defined by businesses and industries which are connected by shared interests, resources, or requirements. This could be through connections in supply and value chains, requiring similar infrastructure for operations, utilizing similar technology and skills, having similar labor markets, and so forth.

The industry cluster analysis for the RHEDD is based on location quotient (LQ) analysis which measures local job concentration in a cluster compared to the national average. LQs of 1 or 1.2 or greater are considered basic or exporting industries while LQs of less than 1 are non-basic or importing industries. Exporting industries generally indicate strength because they bring money into the region from outside.

In addition to LQs, clusters are analyzed based on whether they have increased or decreased the concentration of jobs in the cluster. Based on these comparisons, clusters are classified as Star, Mature, Transforming, and Emerging (See Figure 25). Star clusters are clusters with a high LQ and are increasing in jobs over the study period. Star clusters are considered competitive clusters in the regional economy. Mature clusters are clusters with high LQ but decreasing in jobs. Mature clusters are losing their competitiveness. Transforming clusters are clusters with both a low LQ and decreasing job concentration. Transforming clusters are declining industries. Emerging clusters are clusters with LQs below 1 but are increasing in job concentration. Emerging clusters are regaining or becoming competitive. These stages are often described as the business life cycle of industries (See Figure 25).

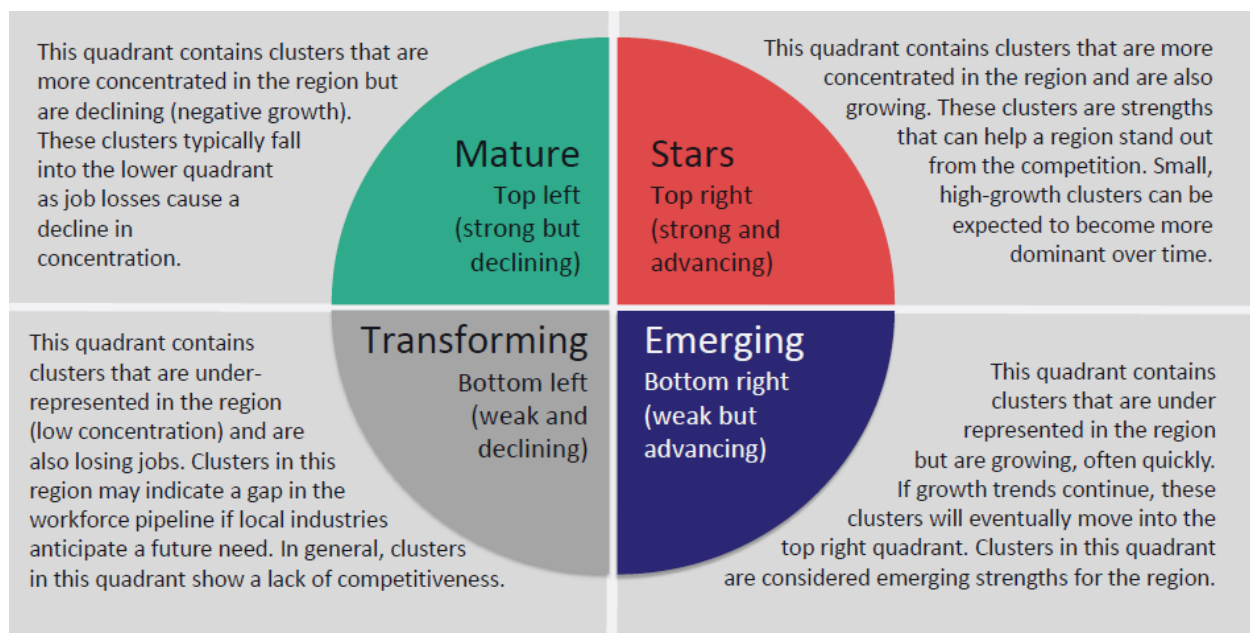


Figure 25: Cluster Analysis Categories

Source: Purdue Center for Regional Development

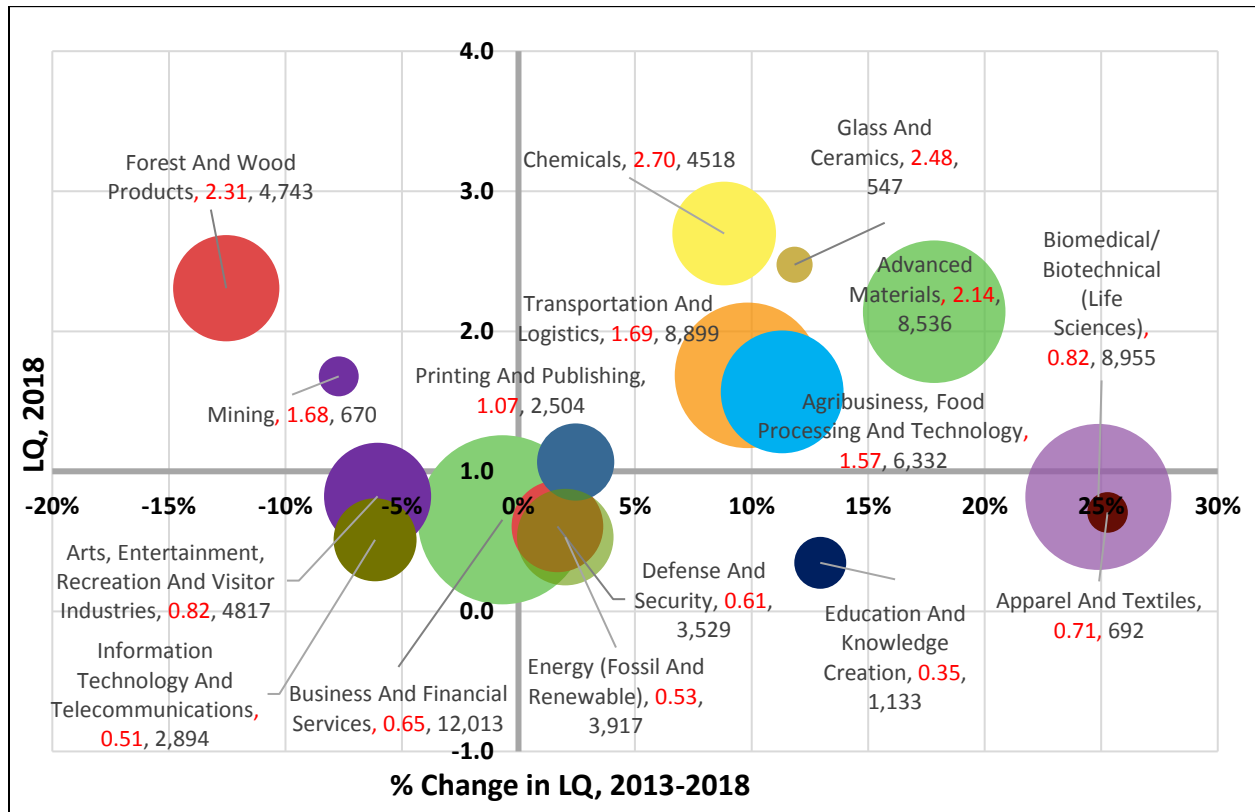


Figure 26: Industry Cluster Analysis, 2013-2018
Source: Purdue Center for Regional Development

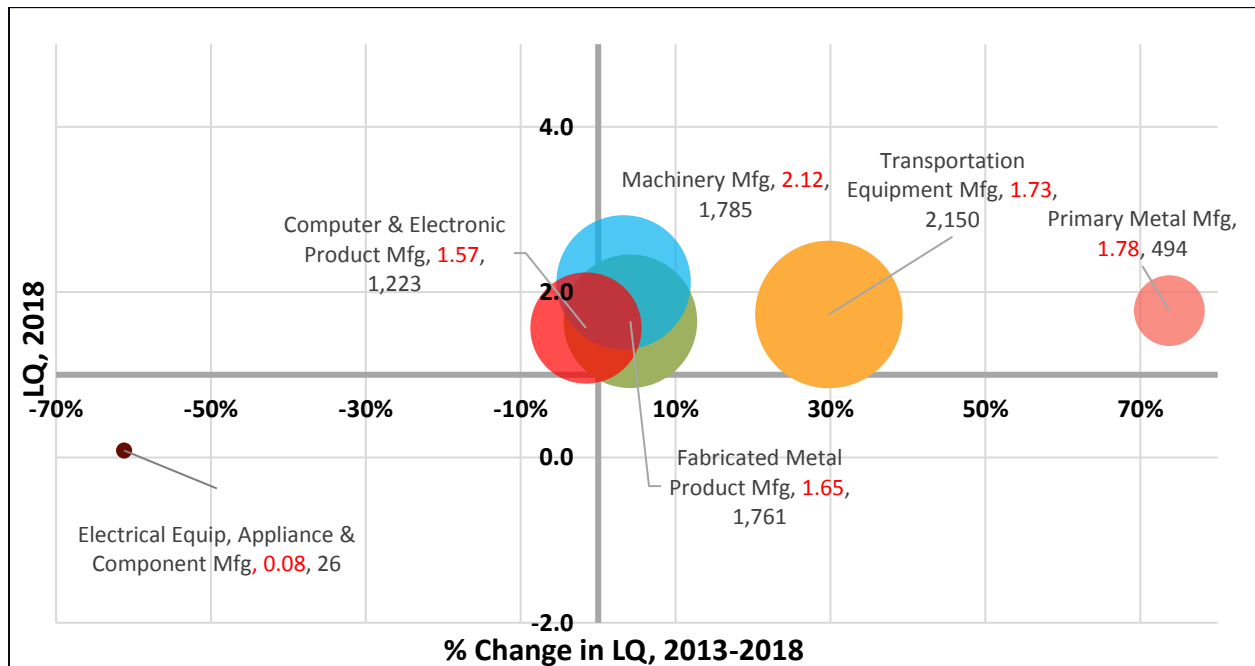


Figure 27: Industry Cluster Analysis, Manufacturing Super Cluster, 2013-2018
Source: Purdue Center for Regional Development

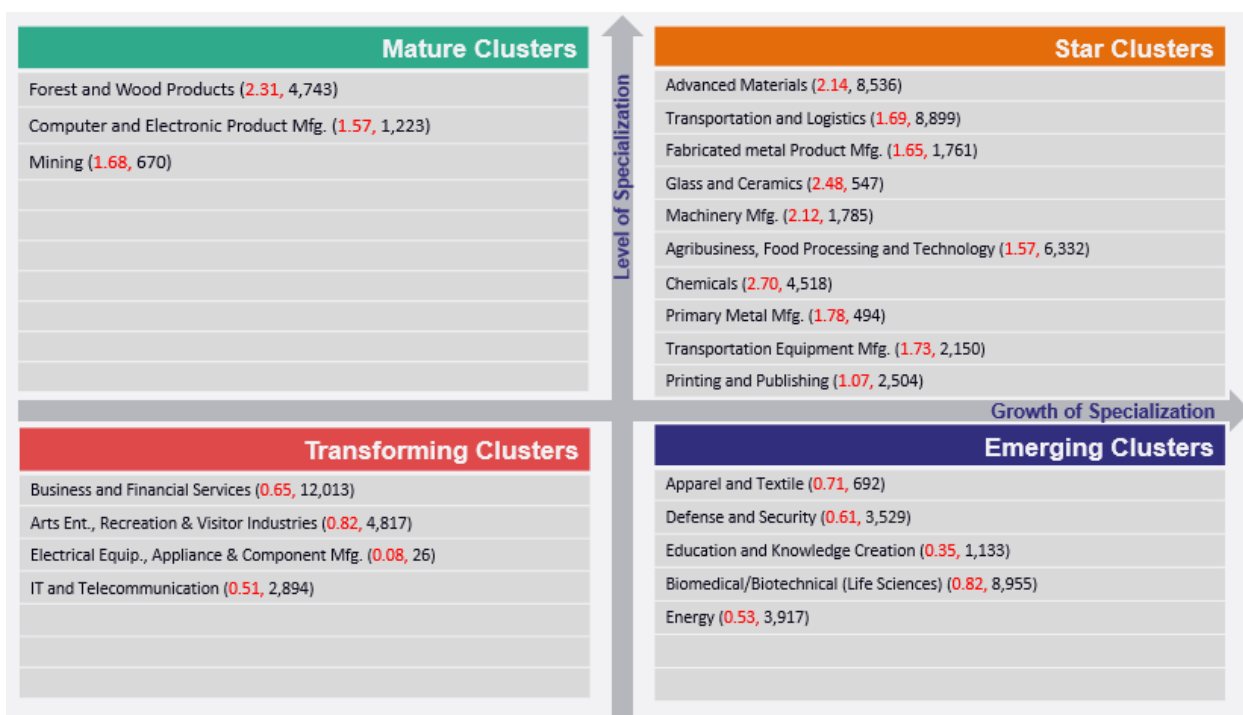


Figure 28: Industry Cluster Analysis Summary Table, 2013-2018
Source: Purdue Center for Regional Development

Based on the cluster analysis demonstrated in Figures 26, 27, and 28 for the period 2013 to 2018, the RHEDD has most industry clusters in the “Star” and “Emerging” categories. Meaning most industries were growing in the region. Clusters of note due to their relative size as employers are the Star Clusters of Advanced Materials, Transportation and Logistics, and Agribusiness, Food Processing and Technology. In addition to growing in concentration these are “basic” or exporting industries. Additionally, the Emerging Cluster of Biomedical/Biotechnical industries was a major employer which is not yet an exporting cluster.

However, there were some industry clusters that were decreasing in concentration including some that had significant competitive advantages in terms of its regional performance particularly Forest and Wood Products which was an exporting industry. Other major employers that decreased in concentration were Business and Financial Services and Arts Entertainment, Recreation and Visitor Industries which were all “non-basic” industries or industries producing services for local needs.

The River Hills District has many of its industry clusters growing in concentration including some of the largest employment clusters. Many of which are also “basic” or exporting industries.

Large employer Clusters of Business and Financial Services and Forest and Wood Products have been decreasing in concentration over the five-year period.

Industry Analysis – Example: Advanced Materials Cluster

Deeper analysis into the clusters reveal individual industry performance, industry expenditures and leakages, industry median wages by occupation and likelihood of automation, and the location of jobs within the region by County. The following is analysis of the Advanced Materials Cluster. Additional analysis of the Transportation and Logistics, Biomedical/Biotechnical, Agribusiness and Food Processing, and Business and Financial Services Clusters can be found in Appendix III. These Clusters were chosen for deeper analysis due to their relative size as employers in the RHEDD.

A “shift-share analysis” of industries within the Advanced Materials Cluster is presented in Figure 29. Data is sorted by the amount of jobs provided by the industry and demonstrates the job growth, or decline, over the period from 2013 to 2018. It describes the National Trend, which explains how much of the regional industry’s growth is explained by the overall growth of the national economy. The Industry Trend explains the expected growth based on the growth of specific industry sector at the national level. Comparing the sum of job growth expected as a result of national and industry trends with the actual job growth of the industry can be used to evaluate the performance of the industry in the RHEDD. For example, Electronic Connector Manufacturing experienced a regional performance of -178 which indicates a weaker competitive advantage in the region while Other Motor Vehicle Parts manufacturing saw a regional performance of 390 which indicates a stronger regional competitive advantage.

Industries	Jobs 2018	National Trend 2013-2018	Industry Trend 2013-2018	Cumulative Expected Growth	Actual Job Growth 2013-2018	Regional Performance, 2013-2018
All Other Plastics Product Manufacturing	2,452	217	38	255	269	14
Electronic Connector Manufacturing	929	97	39	136	-43	-178
Other Motor Vehicle Parts Manufacturing	631	21	10	31	421	390
Machine Shops	412	40	-42	-2	7	8
Unlaminated Plastics Profile Shape Manufacturing	361	23	-12	11	131	121
Gasket, Packing, and Sealing Device Manufacturing	323	28	-16	12	42	30
Surgical and Medical Instrument Manufacturing	311	13	-1	12	179	167
Other Electronic Component Manufacturing	247	18	-22	-4	69	72
Metal Coating, Engraving (except Jewelry and Silverware), and Allied Services to Manufacturers	219	25	-2	23	-29	-51
Sheet Metal Work Manufacturing	214	13	7	20	79	59
All Other Miscellaneous Fabricated Metal Product Manufacturing	213	20	-5	15	10	-5
Nonferrous Metal (except Copper and Aluminum) Rolling, Drawing, and Extruding	213	12	1	13	89	76
Other Commercial and Service Industry Machinery Manufacturing	197	15	2	17	49	32
Rolled Steel Shape Manufacturing	135	2	-3	-1	110	111
Paper Bag and Coated and Treated Paper Manufacturing	134	25	-40	-15	-113	-98

Figure 29: Shift-share Analysis of Advanced Materials cluster 2013-2018

Source: Purdue Center for Regional Development

Figure 30 shows the Advanced Materials expenditures by industry sorted by amount. It also shows the percent of those expenditures satisfied within the region and the percent outside of the region. Industries that have a large portion of their expenditures outside of the region may present opportunities for regional growth if those goods and services could be satisfied within the region instead. Machine Shops, for instance, satisfy only 12.7% of its \$30,532,542 expenditures within the region. Meaning \$26,654,909 in expenditures are going outside the region and could present an opportunity for growth within the industry for these goods and services.

Industries	Total Estimated Input (\$ 2018)	% In-Region	% Out of Region
Plastics Material and Resin Manufacturing	\$108,473,788	0.8%	99.2%
Corporate, Subsidiary, and Regional Managing Offices	\$66,854,876	2.2%	97.8%
Iron and Steel Mills and Ferroalloy Manufacturing	\$60,920,399	13.8%	86.2%
Machine Shops	\$30,532,542	12.7%	87.3%
Motor Vehicle Metal Stamping	\$30,094,581	3.1%	96.9%
Petroleum Refineries	\$23,848,409	0.0%	100.0%
Petrochemical Manufacturing	\$21,990,616	0.0%	100.0%
All Other Plastics Product Manufacturing	\$21,957,151	30.8%	69.2%
Other Motor Vehicle Parts Manufacturing	\$21,885,927	82.1%	17.9%
General Warehousing and Storage	\$19,434,824	36.4%	63.6%
All Other Basic Organic Chemical Manufacturing	\$19,284,969	0.0%	100.0%
Corrugated and Solid Fiber Box Manufacturing	\$16,671,209	0.0%	100.0%
Offices of Lawyers	\$15,661,937	35.2%	64.8%
Nonferrous Metal (except Copper and Aluminum) Rolling, Drawing, and Extruding	\$15,314,290	61.5%	38.5%
Nonferrous Metal (except Aluminum) Smelting and Refining	\$15,157,013	0.0%	100.0%

Figure 30: Top Expenditures and Leakages, Advanced Materials Cluster, 2013-2018
Source: Purdue Center for Regional Development

Figure 31 represents the different occupations within the Cluster sorted by the largest employed occupations. It describes the five-year change in jobs, the median hourly earnings, the amount of education required at entry level, and the automation index score which indicates the likelihood that the occupation will face automation in the future. Scores above 100 on the Index represent higher than average risk of automation. As an example, Machinists had median hourly earnings of \$21.23, only required a high school diploma or equivalent at entry level but it has a higher than average likelihood of automation.

Finally, the location of jobs and the number of establishments from the Cluster are pictured in Figure 32. Jobs and employers are distributed across the RHEDD with highest concentrations in Floyd and Clark Counties but with significant representation in Harrison, Scott, and Washington Counties.

Industries	Jobs 2018	% Change 2013-2018	Median Hourly Earnings (\$)	Entry Level Education	Automation Index
Cutting, Punching, and Press Machine Setters, Operators, and Tenders, Metal and Plastic	962	31%	\$19.04	High school diploma or equivalent	115.9
Assemblers and Fabricators, All Other, Including Team Assemblers	816	29%	\$14.22	High school diploma or equivalent	112.6
Molding, Coremaking, and Casting Machine Setters, Operators, and Tenders, Metal and Plastic	519	40%	\$15.16	High school diploma or equivalent	117
Machinists	282	16%	\$21.23	High school diploma or equivalent	115.2
First-Line Supervisors of Production and Operating Workers	255	16%	\$31.73	High school diploma or equivalent	88.6
Electrical, Electronic, and Electromechanical Assemblers, Except Coil Winders, Tapers, and Finishers	219	19%	\$13.37	High school diploma or equivalent	110.9
Computer-Controlled Machine Tool Operators, Metal and Plastic	209	15%	\$17.08	High school diploma or equivalent	116
Engine and Other Machine Assemblers	207	568%	\$9.20	High school diploma or equivalent	118.7
Inspectors, Testers, Sorters, Samplers, and Weighers	175	13%	\$20.96	High school diploma or equivalent	106.1
Architectural and Engineering Managers	173	18%	\$56.17	Bachelor's degree	80.7
Laborers and Freight, Stock, and Material Movers, Hand	166	42%	\$14.20	No formal educational credential	117.2
Sales Representatives, Wholesale and Manufacturing, Except Technical and Scientific Products	167	14%	\$24.67	High school diploma or equivalent	91.5
Plating and Coating Machine Setters, Operators, and Tenders, Metal and Plastic	133	6%	\$13.51	High school diploma or equivalent	122
Helpers--Production Workers	126	-24%	\$11.42	High school diploma or equivalent	120
Grinding, Lapping, Polishing, and Buffing Machine Tool Setters, Operators, and Tenders, Metal and Plastic	121	33%	\$17.19	High school diploma or equivalent	119

Figure 31: Occupations, change of jobs, Median Income, and Automation Index, Advanced Materials cluster, 2013-2018

Source: Purdue Center for Regional Development

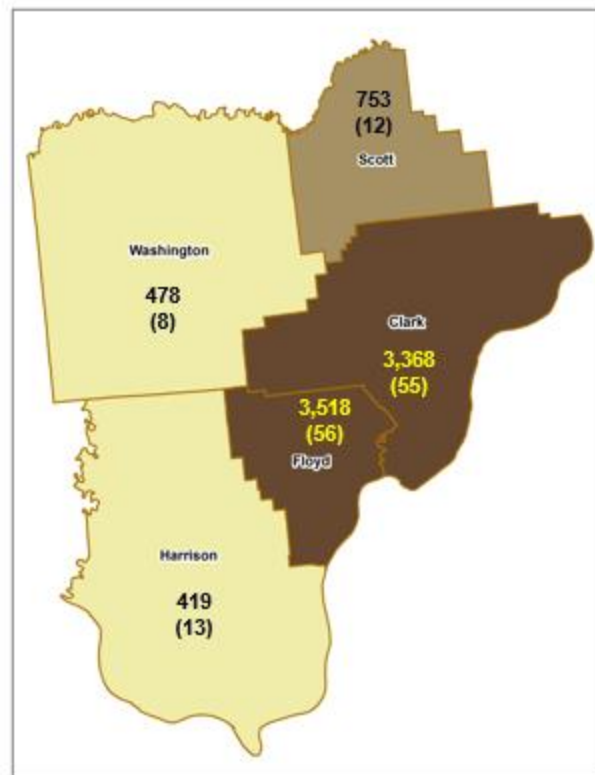


Figure 32: Location of jobs and employers, Advanced Materials Cluster, 2013-2018

Source: Purdue Center for Regional Development

Major Employers in RHEDD

There are a wide variety of large employers in the RHEDD (See Figure 33). Employers include large private entities as well as public employers. Among the largest employers in each county are the School Corporations serving the communities. Walmart Supercenters are also large employers in each of the counties. Hospitals are also among the largest employers in counties where they are present. Many of the largest private employers are most heavily concentrated in Floyd and Clark Counties but a variety of employment opportunities with large employers are present in Scott, Harrison, and Washington Counties.

Major employers in Clark County include logistics and warehousing industries, public employers, healthcare, higher education, and production among others. Major employers in Floyd County include healthcare providers, advanced materials producers, auto parts manufacturers, higher education, and others. Harrison County has hospitality/entertainment, agribusiness, governmental, healthcare services, and manufacturing employers. Scott County likewise has agribusiness and food production, advanced materials, healthcare, and auto parts manufacturing. And Washington County has auto part manufacturers, advanced materials, retail sales, and healthcare.

Clark County	Floyd County
Amazon Fulfillment Services	Baptist Health Floyd
U.S. Bureau of the Census	Samtec, Inc.
Ivy Tech Community College	Discount Labels Inc.
Clark Memorial Hospital	NYX, LLC
Shoe Sensation Inc.	Indiana University Southeast
Koetter Woodworking	Hitachi Cable America Inc.
Harrison County	Scott County
Caesars Southern Indiana	Austin Tri-hawk Auto. Inc.
Tyson Foods Inc.	Morgan Foods Inc.
Harrison County Government	Samtec Inc.
Physician Referral Svc	Scott Memorial Hospital
Icon Metal Forming	Pepsi Beverages Co
Washington County	Ilpea Industries Inc
Peerless Gear	Various Locations
Kimball Office Casegoods Mfg	Walmart Supercenter
Netshape Technologies	School Corporations
John Jones Auto Group	
Salem Crossing	

Figure 33: Sample of Major Employers in the district

A variety of large employers provide employment opportunities at various levels and various skill sets throughout the District. Many are in industries with regional strength and provide well-paying jobs.

Additional Factors:

Transportation

The River Hills Economic Development District contains a variety of transportation options within the district and is located proximal to Louisville which is an international transportation hub. The region is home to a robust network of roads and highways, rail, and air and river ports. As a result, the region is well positioned to access national and international markets.

In addition, transportation networks within the district allow for relatively quick and efficient access between different communities and employment centers. Figure 34 demonstrates the approximate drive time between various communities in the district and with Louisville. Drive times are approximate from “downtown” to “downtown” and are meant to be illustrative of connectivity between communities.

	Louisville	Jeffersonville	New Albany	Corydon	Salem	Scottsburg	Charlestown
Jeffersonville	8	-	14	33	46	33	22
New Albany	12	14	-	24	42	35	23
Corydon	33	33	24	-	39	52	41
Salem	49	46	42	39	-	26	43
Scottsburg	35	33	35	52	26	-	26
Charlestown	25	22	23	41	43	26	-

Figure 34: Drivetime average “downtown to downtown”
Source: maps.google.com

As of 2018, the average one-way commute was approximately 26.1 minutes in the United States according to the American Community Survey. As Figure 34 shows, much of the RHEDD is accessible within a half hour drive, comparable with the National average. In fact, within the RHEDD average commuting times, according to the American Community Survey, were Clark County residents commuted for 23.9 minutes, Floyd residents commuted 22.8 minutes, Harrison County was 30.9 minutes, Scott County was 25.3 minutes, and Washington County was 31.2 minutes. These commuting patterns were made possible by a network of well-developed roads and highways across the district.

Roads and Highways

The region is spanned by Interstate Highways 64 from East to West and 65 from North to South and connects to 71 across the Ohio River running Northeast. In addition to interstate highways, Highways 150, 135, 62 and 31 runs through the District. The Ohio River Bridges Project was also completed creating two new bridges across the Ohio River both ensuring efficient access to regional and national markets but also encouraging additional development in the RHEDD.

Rail

The district is connected to a vast network of railways with port facilities or yards located in Jeffersonville and Louisville. Two Class-I railroad operators have lines in the District with yards in Louisville, CSX Transportation Inc. and Norfolk Southern. These are two of the largest rail companies in the U.S. with rail networks spanning east of the Mississippi River.

Louisville & Indiana Railroad Co. (LIRC) is a Class III railroad operator with port facilities in Jeffersonville. LIRC connects with CSX, Norfolk Southern, Indiana Railroad, and Paducah & Louisville lines. LIRC serves a variety of industries locally with an annual volume of 20,000 carloads.

Airports

There are three airport facilities in the district's direct vicinity the Clark Regional Airport and the Muhammad Ali Louisville International Airport. The Clark Regional Airport is a small 2 runway facility located in Clark County. It has traditionally averaged 48,000 takeoffs and landings per year. And the Salem Municipal Airport which has the ability to service small planes and corporate jets. Louisville International, on the other hand, is a large public and military use airport. It is one of the busiest airports in the world in cargo traffic and averages well over 3,000,000 passengers a year in the last decade. It is a port of entry for cargo flights and host UPS Worldport, UPS's worldwide shipping hub.

River Ports

The Port of Jeffersonville is in Clark County along the Ohio River. It is one of three ports in the Ports of Indiana system. It has been one of the fastest growing U.S. ports adding more than 20 companies since 1993. The port's industrial park is home to warehousing, distribution, and manufacturing facilities including a variety of steel services, and multimodal connections.

The Port supports domestic barge services as well as international service via the Ohio-Mississippi Rivers. The port facilitates over 1,000 barges, 250,000 trucks, and 16,000 railcars annually. Some major cargos at the port are corn, fertilizer, salt, wire rod, steel, liquid, asphalt, pig iron, and heavy lift cargo.

Transportation routes within the district allow for commuting across the district to employment centers consistent with the national average commuting times.

The District has access to a comprehensive and robust network of roads, highways, railways, airports, and river ports. These assets are invaluable to a variety industries and employers across the District and provide a distinct competitive advantage to other regions.

Utilities - Electricity

Electricity in the District is provided by a small assortment of utility companies including investor owned Duke Utilities, Scottsburg Municipal Electric Utility, and four Rural Electric Membership Cooperatives (REMC), Harrison REMC, Clark County REMC, Jackson County REMC, and Orange County REMC (See Figure 35).

The District's energy portfolio mirrors the state with the vast majority of energy provided by coal with a small but growing portion coming from natural gas and an even smaller from renewables. The R. Gallagher Generating Station is a coal-fired plant operated by Duke Energy and is the largest energy producer in the district (280 MW). It is located on the Ohio River to the south of New Albany. Additional energy production includes natural gas production from the Sellersburg field by Vectren. Finally, Hoosier Energy operates Clark-Floyd Landfill Gas Generation and a limited number of solar arrays as a renewable energy source; however, it produces a small fraction of the District's energy.

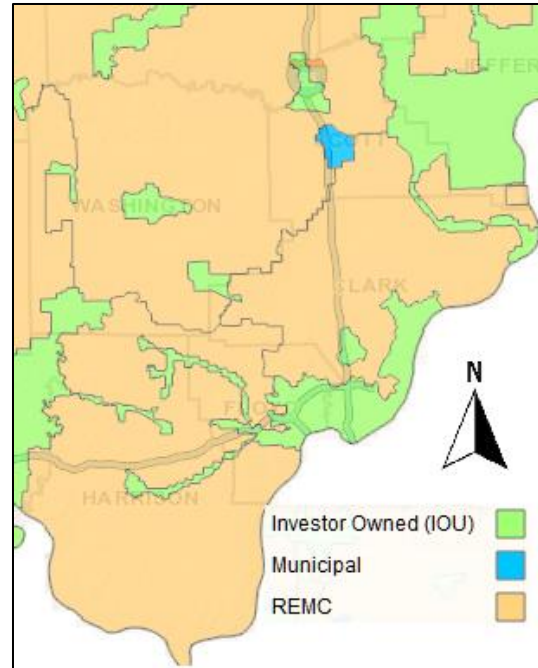


Figure 35: Electric Utilities coverage in the district

Source: maps.indiana.edu

Energy costs in the district and the State in general have increased over the years. According to U.S. Energy Information Administration data, from the period of 2001 to 2018 Indiana electricity costs rankings fell from 9th to 15th in residential costs, 3rd to 30th in commercial costs, and 11th to 29th in industrial costs. The Indiana Energy Association attributes some of these declines to investments in pollution controls, new power plants, and transmission and distribution infrastructure.

The District relies heavily on coal for energy. The lack of diversification makes it highly susceptible to changes in the market particularly due to federal regulations.

Electricity costs in the State and district have increased over the past several decades but remain competitive nationally.

Internet Access/Broadband

The ability to connect through the internet has become more and more essential for families and businesses. Education, work, financial management, and communication has increasingly become dependent on internet services. Access to the internet in the RHEDD was variable based on a variety of factors, two in particular have significant implications, location and income.

Figure 36 demonstrates rates of access to the internet by County and income and the presence of computers in the household. As the figure indicates, the more rural counties of Harrison, Scott, and Washington have significantly higher rates of no internet access. Washington County has nearly 30% of households without access to the internet with Scott County having 27% and Harrison County at 24%. The more urban counties of Floyd and Clark are at about 20% without internet access in the household.

Figure 36 also shows access to internet based on household income. The highest rates of no internet are found at lower income levels decreasing substantially as income increases. While income appears to be a factor it is not the only factor as even higher income households lack internet access with slightly higher rates also appearing in the more rural counties.

Internet in Household	Clark	Floyd	Harrison	Scott	Washington
Total Households:	44,275	29,356	14,584	9,004	10,721
With an Internet subscription	75.3%	77.2%	72.4%	67.5%	67.6%
Internet access without a subscription	3.8%	2.7%	2.9%	5.3%	2.9%
No Internet access	20.8%	20.0%	24.7%	27.2%	29.6%
Without Internet Subscription by HH income					
HH income less than \$20,000	59.6%	59.5%	54.7%	58.1%	62.9%
HH income \$20,000 to \$74,999:	25.6%	24.7%	31.4%	33.3%	32.9%
HH income \$75,000 or more:	9.7%	7.2%	12.1%	12.4%	10.5%

Figure 36: Households with access to internet, Access to internet by household income, 2018
Source: US Census, American Community Survey

There were a significant number of households in the district in both rural and urban areas without access to the internet. Income appears to be a significant but not sole factor.

Water and Sewer

The communities of the RHEDD are served by a wide variety of public and private water and wastewater service providers. There are several issues related to water services in the district. Communities further from the Ohio River often rely on surface water resources which continue to increase in cost of treatment, particularly in Scott and Washington Counties. Some areas rely on aquifers mostly near the Ohio River, but access is limited. Rural areas still have some reliance on private wells. Many of these areas lack the resources to increase water service. Infrastructure and capacity improvements are continuously required due to expanding development and failures in old systems. Many of the waterlines were installed decades ago with a relatively high price of replacement.

Similar to water service, there are many different wastewater service providers throughout the District. There are also many areas which rely on septic systems for wastewater. Several issues from compliance to incompatible topographic features cause problems with these septic systems throughout the District. Many areas would like to be served by sewer systems, but communities and individuals may lack the resources to provide them. Further, many existing sewer systems are plagued with failing or insufficient infrastructure resulting in overflows and leakages. Similar to water services, wastewater lines are often decades old and have a high cost to replace. Consolidation of services can lead to economies of scale allowing for funding for more repairs and replacements but many of the rural areas are not currently viable for this option.

Water and wastewater infrastructure in the district are generally deteriorated due to age with high costs of replacement. Growth continues to drive need for capacity increases. Many communities in the RHEDD require immediate upgrades to their systems to remain in compliance with environmental regulations.

Industrial and Technology Parks

There is a wide variety of industrial parks located in the District offering a diverse package of amenities and resources to developers and industries. Industrial Parks are most heavily concentrated in Clark County though sites are available in each county of the RHEDD (See Figure 37). These parks and parks not indicated on the map represent the full range of site development from fully leased and operating to shovel ready to completely undeveloped.

In addition to industrial parks there are several technology parks in the district. Technology Parks focus on the support and development of industries that utilize and develop innovative technologic and scientific product and service development. The Mid-American Science Park in Scottsburg and the newly developed Novaparke Innovation and Technology Campus in Floyd County.

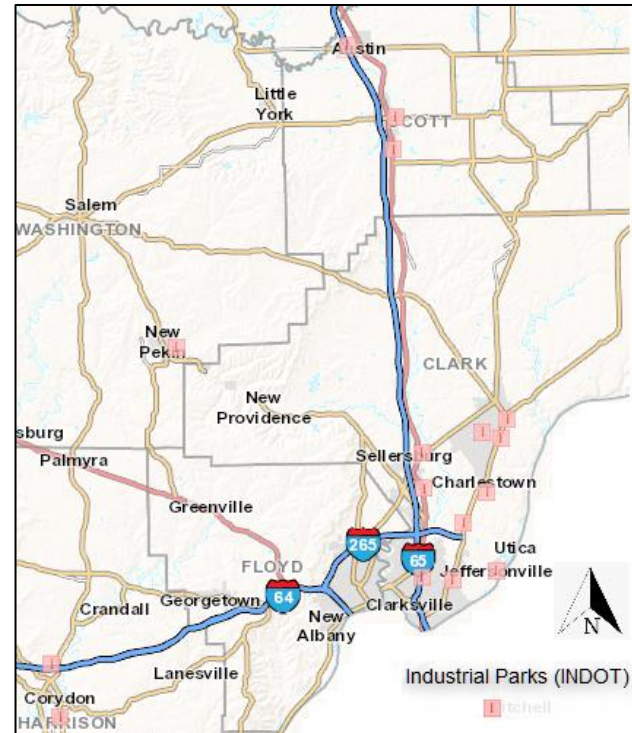


Figure 37: Recognized industrial parks
Source: maps.indiana.edu

River Ridge Commerce Center

A particularly impactful industrial/commerce park is the River Ridge Commerce Center in Clark County. Located near the I-265 extension and the Ohio River Bridges Project the site is approximately 6,000 acres. The site of a former Army ammunitions plant, the property was turned over to the River Ridge Development Authority for economic development in the late 1990s. Infrastructure improvements, access to major transportation networks, large tracts of land, incentive programs, and a variety of other resources make the park highly competitive in attracting businesses. River Ridge focuses on attracting industries in the following sectors: aerospace, automotive, food and beverage, information technology, life sciences, and logistics. The site has already attracted more than 35 major employers. With much of the site still available for development, River Ridge will have a great impact on the economic development of the region.

Continued development of industrial/commerce parks throughout the District but particularly at River Ridge will continue to make great contributions to the economic well-being of the region. These sites represent a great opportunity for industrial growth and attraction of quality employment opportunities.

Opportunity Zones

Opportunity Zones are designated census tracts which provide federal capital gains tax advantages. The zones provide powerful tax incentives to encourage investment. To be designated an opportunity zone a census tract must have qualified as “low-income” by percent of household poverty or by median family income.

The RHEDD has 7 designated opportunity zones (Figure 38). The City of Scottsburg, the City of Salem, the City of Charlestown, the City of Jeffersonville, the Town of Clarksville, and the City of New Albany all have opportunity zones in their jurisdictions.

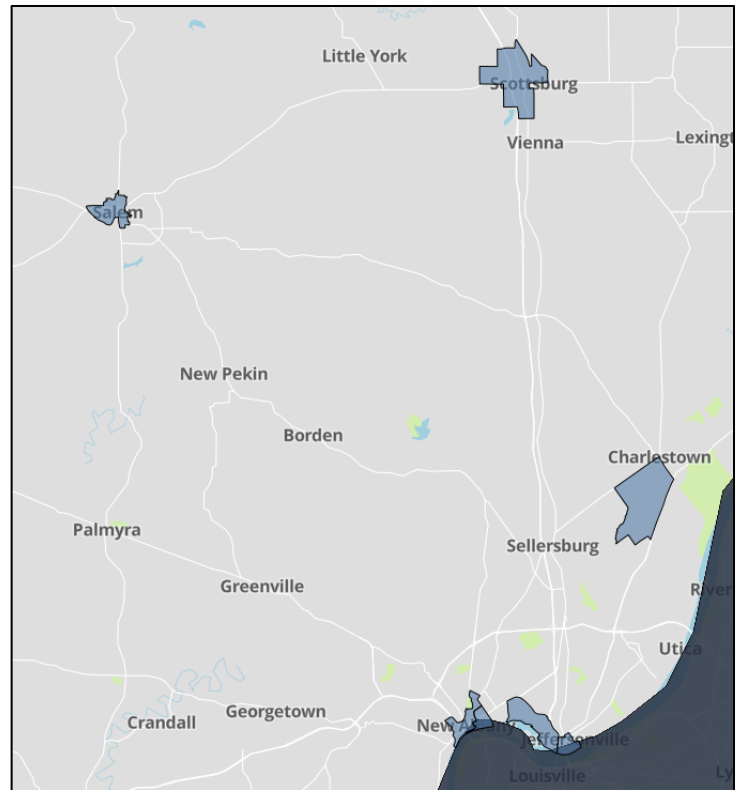


Figure 38: Designated Opportunity Zones in the RHEDD
Source: <https://www.in.gov/gov/2979.htm>

There are a number of opportunity zones designated in the district which provide powerful incentives for investment.

Cost of Living

Cost of Living calculated by average costs for food and groceries, housing costs, home costs, utilities, transportation, healthcare costs, and a variety of miscellaneous costs including entertainment, clothes, etc. form a basis for comparison between various urban centers and communities within the RHEDD, presented on Figure 39. Louisville has a lower index score than many larger cities like Atlanta, Chicago, Nashville, and Austin, Texas but similar if not a little higher cost of living than peer cities like Columbus, Ohio, Indianapolis, and Oklahoma City.

Within the region the cities and towns in RHEDD compare favorably against the City of Louisville which encompasses all of Jefferson County, KY (See Table 39, bottom). The primary factor in the difference between these communities is housing costs. Communities like Jeffersonville and New Albany have faster access to downtown Louisville and its amenities than some areas of Jefferson County.

Cost of living in the RHEDD is lower than the City of Louisville which is lower than many larger cities in the country but similar to peer cities.

Urban Area	Index Score
Louisville	88.4
Indianapolis	83.5
Fort Wayne	78.9
Evansville	78.5
South Bend	68.4
Cincinnati	84.6
Nashville, TN	101.4
Oklahoma City	85.4
Columbus, OH	85.5
Charlotte, NC	98.9
Chicago	106.9
Austin, TX	119.3
St. Louis	81.3
Atlanta	107.5
Pittsburgh	87.5
Memphis	76
Within the RHEDD	
Louisville	88.4
Jeffersonville	79.9
Clarksville	78.9
Charlestown	84.1
New Albany	83
Georgetown	94.9
Corydon	88.2
Lanesville	94
Salem	81.6
New Pekin	79
Scottsburg	78.1
Austin	74.2
Sellersburg	80.9

Figure 39: Cost of Living Index Scores, Peer Cities to Louisville and communities within RHEDD
Source: bestplaces.net

Schools

A quality education system has numerous positive impacts, two of which are especially significant for economic development purposes. Schools produce the future workforce and good schools attract families with the means to move.

According to the Nation's Report Card, which tracks the National Assessment of Educational Progress (NAEP) testing, Indiana has consistently ranked above the national average in reading, math, and science for 4th and 8th grade students. U.S. News and World Report also ranks Indiana's pre-k to 12th Grade education 6th in the nation with high scores also for college readiness and high school graduation rates.

Within the State public school corporations have been rated on an A – F scale. Schools were graded based on performance scores, growth, and “multiple measures” such as college readiness and graduation rates. For 2019, most of the school corporations in the district score a B rating with Scott County District 1, Salem Community Schools, and East Washington School Corporation scoring a C grade (Figure 40).

Residents in the District also have a wide assortment of advanced educational opportunities. In addition to local options, the counties in the region have developed reciprocity agreements with many area colleges and universities in Louisville, Kentucky. Opportunities include: Colleges, Universities, Technical, Trade, and Vocational schools (See Table 41).

Indiana ranks above average in pre-k through 12 education. There are various post-secondary education opportunities in and around the region.

School Corporation	State Grade
West Clark Community Schools	B
Clarksville Community School Corp	B
Greater Clark County Schools	B
New Albany-Floyd Co Con Sch	B
Lanesville Community School Corp	B
North Harrison Com School Corp	B
South Harrison Com Schools	B
Scott County School District 1	C
Scott County School District 2	B
Salem Community Schools	C
East Washington School Corp	C
West Washington School Corp	B

Figure 40: Indiana 2019 School Corporations A-F Ratings
Source: Indiana Department of Education

School	Location
Indiana University Southeast	New Albany
Purdue Polytechnic Institute	New Albany
Ivy Tech Community College	Sellersburg
University of Louisville	Louisville
Bellarmino University	Louisville
Spalding University	Louisville
Sullivan University	Louisville
McKendree University	Louisville
Webster University	Louisville
Jefferson Community & Technical College	Louisville
Galen College of Nursing	Louisville
Ottawa University	Jeffersonville
Indiana Wesleyan University	Louisville
Charles Allen Prosser School of Technology	New Albany
Hanover College	Hanover
Mid-America College of Funeral Service	Jeffersonville

Figure 41: Colleges, Universities, Vocational, and Technical post-secondary education institutions

Strengths and Opportunities Summary

Proximity to Louisville, KY provides various resources and opportunities. The District's economic well-being is directly linked to the City's.

The District's central location and easy access to large cities and markets through major transportation routes are strengths in attracting people and businesses alike.

The topography of the region provides unique outdoor and recreational opportunities unique to the region.

The region is rich in natural resources that can be both extracted for economic gain and utilized for recreational purposes.

The district is one of the few areas in the State experiencing population growth, but it is centered primarily in and near the urban centers nearest Louisville's core.

Household income in the district trended upwards from 2013 to 2018 with increases across the district in the higher income brackets and decreases in the lower.

Poverty rates were also generally lower than the State levels and had a downward trend decreasing the rate of poverty in nearly all age cohorts in each county.

Poverty rates were lowest among the higher educated with less than 5% of those with a bachelor's degree or higher in poverty and around 6% to 7% of those with some college or an associate degree in poverty.

The 5-year change shows an increase in higher levels of education attainment across the district.

Median home values across most of the district have significantly risen over the last 5 years.

The River Hills District has many of its industry clusters growing in concentration including some of the largest employment clusters. Many of which are also "basic" or exporting industries.

A variety of large employers provide employment opportunities at various levels and various skill sets throughout the District. Many are in industries with regional strength and provide well-paying jobs.

Transportation routes within the district allow for commuting across the district to employment centers consistent with the national average commuting times.

The District has access to a comprehensive and robust network of roads, highways, railways, airports, and river ports. These assets are invaluable to a variety of industries and employers across the District and provide a distinct competitive advantage to other regions.

Continued development of industrial/commerce parks throughout the District but particularly at River Ridge will continue to make great contributions to the economic well-being of the region. These sites represent a great opportunity for industrial growth and attraction of quality employment opportunities.

There are a number of opportunity zones designated in the district which provide powerful incentives for investment.

Cost of living in the RHEDD is lower than the City of Louisville which is lower than many larger cities in the country but similar to peer cities.

Threats & Weaknesses Summary

The karst topography particularly of the western portion of the District and limestone bedrock poses a threat to public facilities including infrastructure in the form of sink holes, drainage dysfunction, and erosion events especially following significant precipitation.

Flooding and severe weather pose the greatest environmental hazards to the district. Additionally, climate changes over the next half century will result in increased flooding and draught events putting additional pressure on ecosystems and infrastructure.

Population decline in rural communities will need to be addressed in planning and economic and community development activities.

There was a high proportion of households making less than \$35,000 per year in the district.

Poverty rates are highest for children under the age 18 and for those counties furthest from the urban core.

The RHEDD and most of the counties within it had lower levels of higher educational attainment than the State and the United States.

There were higher levels of less than high school graduate educational attainment in some areas.

There were decreasing levels of educational attainment in the age cohort 25-34 years old in some areas.

Vacancy rates are decreasing already low rates limiting the availability of affordable housing across the district.

A high percentage of renters in the district are paying 35% or more of their household income on rent.

There are several health and healthcare indicators including obesity, physical inactivity, smoking, smoking while pregnant, etc. that are higher than the State average in the district.

Large employer Clusters of Business and Financial Services and Forest and Wood Products have been decreasing in concentration over the five-year period.

There were a significant number of households in the district in both rural and urban areas without access to the internet. Income appears to be a significant but not sole factor.

Water and wastewater infrastructure in the district are generally deteriorated due to age with high costs of replacement. Growth continues to drive need for capacity increases. Many communities in the RHEDD require immediate upgrades to their systems to remain in compliance with environmental regulations.

Vision:

Supporting and advancing a thriving, resilient, and sustainable economy which provides economic opportunity and prosperity for all with a sound physical infrastructure, high quality human resources, a competitive business environment, and an enhanced quality of life.

The following goals have been ordered based on priority.

1. **Goal:** Maintain and expand effective and efficient local infrastructure throughout the district

1.1 Objective: Collaborate with local communities to identify and prioritize capital improvement projects

1.1.1 Strategy: Regularly communicate with local officials regarding capital improvement projects, priorities, and progress.

1.1.2 Strategy: Continue to maintain and update community needs assessments inventories annually.

1.2 Objective: Assist with the repair, improvement, and expansion of drainage systems, water and wastewater treatment services and facilities.

1.2.1 Strategy: Assist communities with educating and increasing the awareness of drainage, water and wastewater issues in their community.

1.2.2 Strategy: Assist communities in finding and acquiring funding opportunities for drainage, water and wastewater improvements.

1.3 Objective: Expand the service and quality of broadband/internet access and connectivity in the district.

1.3.1 Strategy: Promote the development and use of free Wi-Fi internet access at public facilities where not already existing.

1.3.2 Strategy: Help communities develop plans to ensure all citizens have access to a quality internet connection.

1.4 Objective: Maintain and expand the various transportation networks serving the district

1.4.1 Strategy: Collaborate with local and state transportation agencies like INDOT and KIPDA to help plan transportation maintenance and improvements

1.4.2 Strategy: Help communities identify and find funding for transportation infrastructure and services

1.5 Objective: Assist communities with transitions in the fossil fuel/energy market

1.5.1 Strategy: Continue to pursue financing opportunities to address changes in energy industry production in the region.

1.5.2 Strategy: Encourage and support the development of a diverse and efficient energy portfolio in the district.

2. Goal: Ensure the economic sustainability, resilience, and strength of the district

2.1 Objective: Support the ability of the economy to recover from economic shocks

2.1.1 Strategy: Utilize CARES Act funding and any additional funding sources to develop Covid-19 recovery plans and assist communities with implementation and stabilization strategies

2.1.2 Strategy: Work with each county in the district to update, maintain and implement Multi-Hazard Mitigation Plans

2.2 Objective: Improve the economy's durability and ability to avoid economic shocks

2.2.1 Strategy: Advocate for a diverse industry mix which focuses on regional strengths.

2.2.2 Strategy: Share research and resources with redevelopment and development organizations throughout the district

2.2.3 Strategy: Work with the local schools, colleges, and communities to promote and develop a more robust package of resources for entrepreneurship

2.2.4 Strategy: Aid and support business incubator/accelerator development

2.2.5 Strategy: Support the redevelopment of Brownfields in the district through identification and assessment of sites

3. Goal: Develop human capital to create a workforce that thrives in the modern economy

3.1 Objective: Improve high school graduation rates and post-secondary education attainment

3.1.1 Strategy: Maintain relationships with local schools to find and implement opportunities for improvements

3.1.2 Strategy: Work with communities in promoting and advancing a culture of education in the region

3.1.3 Strategy: Support Public-Private Partnerships between local business and schools

3.2 Objective: Improve existing workforce skill sets

3.2.1 Strategy: Work with local colleges, training organizations, communities, and industry to promote and expand adult workforce development programs

3.2.2 Strategy: Research and communicate with local industry and community leaders regarding skills needed for employment to better target and improve development

4. Goal: Improve the quality of life in communities across the district

4.1 Objective: Support the development and implementation of plans which improve quality of place in our communities

4.1.1 Strategy: Continue to help communities identify and find funding for planning and implementation of Comprehensive Plans, Downtown Revitalization Plans, Park Plans, etc.

4.2 Objective: Support healthy and secure communities

4.2.1 Strategy: Assist communities with developing public safety service resources like fire, police, and ems.

4.2.2 Strategy: Promote and assist with the development of programs and projects that improve the health of individuals

4.3 Objective: Promote and Market the regions existing and developing recreational, historical, and cultural resources

4.3.1 Strategy: Communicate and coordinate with local tourism groups to help promote and develop the regions resources

4.3.2 Strategy: Support the development of a regionally inclusive branding/marketing effort by collaborating with existing marketing efforts

5. Goal: Improve/Leverage capacity in local government and non-profit organizations

5.1 Objective: Provide technical assistance to help leverage local resources

5.1.1 Strategy: Assist communities and non-profits with services such as data collection, research, grant writing, etc.

5.1.2 Strategy: Partner with EDA University Centers for assistance with data development and utilization

5.2 Objective: Collaborate with other economic development-oriented agencies to maximize efficiency and impact of efforts

5.2.1 Strategy: Communicate with local Chamber of Commerce Organizations, Workforce Development Organization, LEDOs, and the like, to find opportunities to share resources and improve outcomes

5.3 Objective: Identify organizational strengths and weaknesses and seeks ways to capitalize on strengths and improve on weaknesses

5.3.1 Strategy: Continue to develop skills and capacities through staff education opportunities.

5.3.2 Strategy: Continue to network with other economic development and regional planning agencies and organizations to evaluate best practices.

Priority Projects

Project: Covid-19 Resiliency and Recovery

Funding: EDA, CDBG, OCRA, USDA, Community Funds

Time Frame: Immediate and ongoing

Key Responsible Actors: River Hills EDD & RPC, Community Officials, EDA, OCRA, USDA, EDA University Centers

Project Description:

The outbreak of Covid-19 has resulted in a major and not entirely realized immediate and long-term shock to the economy. A number of Federal, State, and local resources have already been dedicated to assist communities with response and recovery efforts. River Hills continues to assist communities with these efforts. River Hills will help produce resiliency and recovery plans for the district. Assist communities with securing funding for economic recovery and stabilization projects. And will continue to inform and educate communities regarding economic development needs, priorities, and opportunities.

River Hills has secured funding from the EDA to assist communities with Covid-19 response activities including project development and to produce a resiliency and recovery plan. River Hills has also assisted communities with acquiring funding for business stabilization efforts through the Indiana Office of Community and Rural Affairs.

Project: Ivy Tech Facilities Renovation, Healthcare Education

Funding: EDA, Ivy Tech, Private Funds

Time Frame: 1-2 years

Key Responsible Actors: River Hills EDD & RPC, EDA, Ivy Tech

Project Description:

Ivy Tech Community College is the largest community college in the nation. They have 19 campuses and over 30 site locations, all in Indiana. Their Sellersburg campus is located near and services the Louisville Metro area. They provide certificates, job training, and associate degrees in many different disciplines, including healthcare. With a constant and immediate need for healthcare workers, Ivy Tech Sellersburg is pursuing EDA funds to help renovated and update one of their classroom buildings to provide more space for their healthcare classrooms.

Currently, Ivy Tech is working with several local healthcare providers to help cover the cost; Baptist Health, Clark Memorial Health, and Ascension Health. These healthcare providers are on the front lines of the COVID pandemic and are utilizing their relationship with Ivy Tech to ensure that they have the healthcare workers that they need. The current scope of work does not include any new construction, Ivy Tech is planning to complete remodel one wing of Pfau Hall on their campus. The project timeline, if awarded the grant dollars, would begin immediately and is expected to take less than two years to complete.

Project: Salem Community Schools, Safe Rooms

Funding: FEMA, Indiana Department of Homeland Security, Counties

Time Frame: 1-5 years

Key Responsible Actors: River Hills EDD & RPC, Salem Community Schools, Indiana Department of Homeland Security

Project Description:

Salem Community Schools has been awarded funding through the U.S. Department of Homeland Security's Federal Emergency Management Agency's (FEMA) 2018 Pre-Disaster Mitigation grant program to construct interior Community Safe Rooms as part of new construction at both the High School and Middle School facilities. The projects will serve a dual purpose of providing safety in the event of dangerous weather conditions as well as providing additional educational space that can be utilized.

The Salem High School Community Safe Room addition will function as band/choir room when not being used as a safe room. The overall square footage is approximately 11,072 square feet and will incorporate walls, roofing, and windows with shutters. This addition will connect to the lower level of the existing high school and will be partially underground to take advantage of the existing topography for wind protection. The safe room will have a capacity of 1,400 persons. This number reflects the total number of students, staff, and faculty, as well as additional capacity for events that are held at the school.

The total estimated project cost is \$6,480,884.50. The School Corporation will receive \$3,870,890.44 in federal grant funding. Construction is targeted to begin in early Spring of 2021.

The Salem Middle School Community Safe Room addition will function as a multi-purpose room when not being used as a safe room. The overall square footage is approximately 7,100 square feet and will incorporate walls, roofing, and windows with shutters. The addition will connect to the existing middle school area outside of the cafeteria. The safe room will have a capacity of 1,040 persons. This number reflects the total number of students, staff, and faculty, as well as additional capacity for events that are held at the school.

The total estimated project cost is \$5,983,751.50. The School Corporation will receive \$3,580,163.62 in federal grant funding. Construction is targeted to begin in early Spring of 2021.

Project: Industrial & Technology Parks, Floyd County Novaparke

Funding: EDA, Floyd County, Floyd County Redevelopment

Time Frame: 1-3 years

Key Responsible Actors: Floyd County, Floyd County Redevelopment, EDA, River Hills EDD & RPC, Edwardsville Water, Town of Georgetown

Project Description:

Floyd County with the Floyd County Redevelopment Commission is in the process of developing the Floyd County Novaparke near Georgetown, Indiana and Interstate 64. The Novaparke is a 60-acre technology park aimed at encouraging growth, innovation, and development of high tech and high paying jobs in the region. The development requires several infrastructure improvements including an access road leading to the property from State Road 64. The road will cross a railroad track owned by Norfolk Southern and Georgetown Creek requiring a bridge. The County and the Redevelopment Commission have secured a grant from the EDA to assist with the construction of the access road.

The site was identified in the 2011 Edwardsville Gateway Master Plan to be a location to promote STEM business and employment development. The initial work on the site will include water, sewer, and transportation infrastructure. An anchor tenant has already been identified with commitment to move to the park and expand employment.

Project: Brownfields Community Wide, Brownfields Assessments

Funding: EPA, River Hills EDD & RPC

Time Frame: 3 years

Key Responsible Actors: River Hills EDD & RPC, EPA, Community Partners

Project Description:

River Hills Economic Development District and Regional Planning Commission (River Hills) was awarded an EPA Community Wide Brownfield Assessment Grant in 2020. The grant will allow River Hills to expand the site inventory of brownfield sites in the region as well as conduct a number of Phase I and Phase II environmental assessments. The purpose is to redevelop existing sites which are underperforming or a drag on the local economy. Targeted areas include Charlestown, New Albany, and Corydon but funding will be available to selected eligible projects throughout the district.

The EPA Brownfields initiative aligns with the primary goals of the CEDS, specifically to improve the quality of life in communities across the district and to ensure the economic sustainability, resilience, and strength of the district. Brownfield redevelopment is essential to the region due to the significant number and size of brownfield sites associated with the historic manufacturing and development across the district.

Project: Water and Wastewater Enhancements and Expansions

Funding: EDA, SRF, Community Bonds, Local Funds

Time Frame: 1-5 years, ongoing

Key Responsible Actors: River Hills EDD & RPC, SRF, EDA, local communities

Project Description:

Many of the communities within the district suffer from aging and inadequate water and wastewater infrastructure. Many facilities are at or near capacity. Transmission lines are often more than 50 years old. And, newer environmental regulations have created urgent need to either update or replace existing facilities. In many of the communities in the district, water and wastewater infrastructure is resulting in the restriction of new development. Subsequently, a number of communities are pursuing water and wastewater projects. These are often large scale and expensive projects which are difficult for smaller communities to complete without assistance.

The City of Salem, IN has one wastewater treatment facility that services the City. Currently, the facility is designed to withstand a capacity of 1.6 million gallons of waste per day. According to their most recent figures, their facility has been running at 120% capacity on average since 2017. They have been working with the Indiana Department of Environmental Management for the past several years to make several upgrades and changes to ensure that they are in compliance. In 2018, they issued a bond to add another .4 million gallons to their capacity limits and that construction is almost complete.

With the new upgrades, the City will be in compliance but will not be able to add new businesses to the system. They are conducting a needs assessment for additional expansions and upgrades for the facility to withstand a higher capacity in order to recruit and attract new businesses and jobs. The project will also include upgrades to the SCADA to improve communications from the lift stations to the treatment plant. According to local officials, there have already been conversations with businesses regarding potential relocation and expansion. Without the required upgrades, the facility will be out of compliance and will make the opportunity for business relocations and expansions not feasible for the City of Salem.

In addition to the City of Salem, the City of Jeffersonville, the City of Charlestown, the Town of Sellersburg, and the City of Scottsburg are all in need or will soon need wastewater facilities updates and expansion projects. These projects are critical for the economic growth of these communities and the region at large.

In addition to these priority projects, individual community priorities can be found in Appendix II, Needs Assessments.

1. Goal: Maintain and expand effective and efficient local infrastructure throughout the district					
1.1 Objective: Collaborate with local communities to identify and prioritize capital improvement projects					
Strategic Actions	Additional Steps	Key Actors	Funding Sources	Time Frame	Evaluation Criteria
1.1.1 Regularly communicate with local officials regarding capital improvement projects, priorities, and progress.	N/A	RH Staff, Local Government officials	N/A	On-going	Status of Needs assessment inventory per community, relationship with communities
1.1.2 Continue to maintain and update community needs assessments inventories annually.					
1.2 Objective: Repair, improve, and expand drainage systems, water and wastewater treatment services and facilities.					
1.2.1 Assist communities with educating and increasing the awareness of drainage, water and wastewater issues in their community.	Project dependent, facilitate public hearings as necessary, communicate with local officials on potential projects	RH Staff, Local Government, Project Engineers	Project dependent, Possible sources: IOCRA, EDA, SRF, etc.	On-going	Water Infrastructure improvements completed
1.2.2 Assist communities in finding and acquiring funding opportunities for drainage, water and wastewater improvements.					

1.3 Objective: Expand the service and quality of broadband/internet access and connectivity in the district					
1.3.1 Promote the development and use of free Wi-Fi internet access at public facilities where not already existing.	Research assets, needs, and prioritize service areas	Local Government, Community Organizations, RH Staff, Broadband Providers	Project Dependent, OCRA, EDA, etc.	Immediate to mid-term (3-5yrs)	Expansion of service area and accessibility
1.3.2 Help communities develop plans to ensure all citizens have access to a quality internet connection.	Research funding sources				
1.4 Objective: Maintain and expand the various transportation networks serving the district					
1.4.1 Collaborate with local and state transportation agencies like INDOT and KIPDA to help plan transportation maintenance and improvements	Work with communities on Asset Management Plans, project prioritization, and implementation strategies	INDOT, KIPDA, Local Government, RH Staff	INDOT, OCRA, DNR, etc.	On-going, mid and long term (3-5+ yrs.)	Increases in connectivity, public transportation, biking, quality of roads, satisfaction of citizens, number of projects undertaken
1.4.2 Help communities identify and find funding for transportation infrastructure and services					

1.5 Objective: Assist communities with transitions in the fossil fuel/energy market					
1.5.1 Continue to pursue financing opportunities to address changes in energy industry production in the region.	Keep in communication with relevant industry, Determine eligibility for funding	Industry Representatives, Local Government, RH Staff	EDA, project specific	Immediate to mid-term (3-5 yrs.)	Number of Projects and scale
1.5.2 Encourage and support the development of a diverse and efficient energy portfolio in the district.	Research additional opportunities				
2. Goal: Ensure the economic sustainability, resilience, and strength of the district					
2.1 Objective: Support the ability of the economy to recover from economic shocks					
Strategic Actions	Additional Steps	Key Responsible Actors	Funding Sources	Time Frame	Evaluation Criteria
2.1.1 Strategy: Utilize CARES Act funding and any additional funding sources to develop Covid-19 recovery plans and assist communities with implementation and stabilization strategies	Communicate with communities on needs, prepare funding applications, continue to set up meetings and remain on schedule to update MHMPs	RH Staff, Polis Center, County/Town representatives	EDA, FEMA, OCRA/CDBG, etc.	Immediate to mid-term (1-3yrs)	Projects completed, MHMP Updates, Planning documents Completed
2.1.2 Strategy: Work with each county to update, maintain and implement Multi-Hazard Mitigation Plans					

2.2 Objective: Improve the economy’s durability and ability to avoid economic shocks					
Strategic Actions	Additional Steps	Key Responsible Actors	Funding Sources	Time Frame	Evaluation Criteria
2.2.1 Advocate for a diverse industry mix which focuses on regional strengths	Collaborate with local communities and LEDOs on research, data, and potential projects	RH Staff, Local Education Institutions, TAB Program, Local Government, Indiana Brownfields Program	Project Dependent, OCRA, EDA, EPA, etc.	Immediate - long term	Job growth, industry growth relevant fields, status of relationships with development
2.2.2 Share research and resources with redevelopment and development organizations throughout the district					
2.2.3 Work with the local schools, colleges, and communities to promote and develop a more robust package of resources for entrepreneurship	Develop cooperative relationship with schools, research existing programs and best practices, share funding opportunities				
2.2.4 Aid and support business incubator/accelerator development	Find opportunities to assist and expand existing incubator/accelerators programs, implement Brownfields Program using EPA funding				Expanded entrepreneurship in region, expanded assistance resources for entrepreneurs, Brownfields redeveloped
2.2.6 Identify and find funding for redevelopment of Brownfields in the district and turn challenges into strengths					

3. Goal: Develop human capital to create a workforce that thrives in the modern economy					
3.1 Objective: Improve high school graduation rates and post-secondary education attainment					
Strategic Actions	Additional Steps	Key Responsible Actors	Funding Sources	Time Frame	Evaluation Criteria
3.1.1 Maintain relationships with local schools to find and implement opportunities for improvements	Set up meetings with each school district in the community to discuss possibilities	River Hills Staff, School Administrators, LEDOs, Local Government	Program Dependent, To Be Identified	Immediate and on-going	High School Graduation Rates, Percentage of Population with post-secondary education, Number of new programs/partners
3.1.2 Work with communities in promoting and advancing a culture of education in the region	Research best practices and identify partners				
3.1.3 Support Public-Private Partnerships between local business and schools	Collaborate with LEDOs to find partners and facilitate relationships				

3.2 Objective: Improve existing workforce skill sets					
3.2.1 Work with local colleges, training organizations, communities, and industry to promote and expand adult workforce development programs	Collaborate with local institutions, industry, and community leaders on needs and priorities	River Hills Staff, LEDOs, Workforce Development Org, Major Employers	Program Dependent, State/OCRA funding for Workforce Development, Private Funding, and Federal	Immediate and on-going	Number and Size of Development Programs, Increases in Employment and Earnings
3.2.2 Research and communicate with local industry and community leaders regarding skills needed for employment to better target and improve development					
4. Goal: Improve the quality of life in communities across the district					
4.1 Objective: Support the development and implementation of plans which improve quality of place in our communities					
Strategic Actions	Additional Steps	Key Responsible Actors	Funding Sources	Time Frame	Evaluation Criteria
4.1.1 Continue to help communities identify and find funding for planning and implementation of Comprehensive Plans, Downtown Revitalization Plans, Park Plans, etc.	Create inventory of completed plans, communicate with communities regarding opportunities	Local Government, RH Staff	IOCRA, EDA, etc.	Immediate and on-going	Number of Plans completed

4.2 Objective: Support Healthy and Secure Communities					
4.2.1 Assist communities with developing public safety service resources like fire, police, and ems.	Outreach to communities and relevant departments	RH Staff, Health Department, Community leadership	OCRA, DOJ, FEMA, etc.	On-going	Programs/services/equipment funded
4.2.2 Promote and assist with the development of programs and projects that improve the health of individuals					
4.3 Objective: Promote and Market the regions existing and developing recreational resources					
4.3.1 Communicate and coordinate with local tourism groups to help promote the regions resources	Collaborate with local tourism agencies and relevant non-profits	Tourism Groups, RH Staff, non-profits	TBD	On-going	Level of regional collaboration in marketing
5. Goal: Improve/Leverage capacity in local government and non-profit organizations					
5.1 Objective: Provide technical assistance to help leverage local resources					
Strategic Actions	Additional Steps	Key Responsible Actors	Funding Sources	Time Frame	Evaluation Criteria
5.1.1 Assist communities and non-profits with services such as data collection, research, grant writing, etc.	Reach out to organizations on needs and resources we can help provide	RH Staff	Project determined, Non-profits, Local government	On-going, short to mid-term	Projects completed
5.1.2 Partner with EDA University Centers for data development and utilization					

5.2 Objective: Collaborate with other economic development-oriented agencies to maximize efficiency and impact of efforts					
Strategic Actions	Additional Steps	Key Responsible Actors	Funding Sources	Time Frame	Evaluation Criteria
5.2.1 Communicate with local Chamber of Commerce Organizations, Workforce Development Organization, and the like, to find opportunities to share resources and improve outcomes	N/A	RH Staff, LEDOs, Local Government	N/A	On-going	Relationships with organizations
5.3 Objective: Identify organizational strengths and challenges and capitalize on strengths and confront challenges					
5.3.1 Continue to develop skills and capacities through staff education opportunities.	Attend networking and educational training opportunities held by development organizations regularly	RH Staff	N/A	On-going	Expansion of staff skills, abilities, and relationships with similar organizations
5.3.2 Continue to network with other economic development and regional planning agencies and organizations to evaluate best practices.					

Appendix I

Steering Committee

Steering Committee

Name	Appointing Authority	Representing Interest
Adam Dickey	City of New Albany	Private Industry/Development
Michael Killen	Clark County Surveyor	Private Industry/Finance
Steve Meyer	Scott County Commissioners	Education/Development
Elizabeth Blocker	Town of Lanesville	Private Industry/Finance
Treva Hodges, PHD	City of Charlestown	Public/Education
Charlie Smith	Town of Sellersburg	Public/Development
LaMicra Martin	Floyd County Commissioners	Healthcare
Chris Welch	Floyd County Commissioners	Private/Insurance
Paul Hamann	Town of Corydon	Education
Terry Amick	City of Scottsburg	Public
Justin Green	City of Salem	Public

Appendix II

Needs Assessments

Ranking System

The following A-B-C priority rating methodology was used. The structure of this rating system is geared toward community level prioritizing. Input from the communities was the primary basis for the ratings.

Priority A –

Project must be considered a priority to the community's economic well being or quality of life by the local unit of government having jurisdiction over the benefiting area.

Project must, in a crucial manner, either:

1. Represent a constraint to economic development
2. Constitute a serious threat to the health, safety, well being, or quality of life of affected residents. Or,
3. Respond to a serious economic, social or fiscal threat or problem.

Priority B –

Projects must be a community priority, which are important but not crucial, or are crucial but not appear feasible due to financial, physical, environmental, or other constraints.

Priority C –

Projects, which are desirable by the community, are a secondary priority, or otherwise do not meet the criteria of priority A or B.

Clark County

CLARK COUNTY

PROJECT IDENTIFICATION	REASON FOR NEED	NEW PROJECT RANKING 2020
Roadway and other infrastructure improvements to industrial areas throughout the county, including River Ridge Commerce Center.	Constraint to economic development/quality of life – some roadway improvements have been made.	A
Alleviate congestion and excess capacities of existing bridges and facilitate development	Crucial to economic development of affected areas	A
Adequate sources of water supply for the Rural Membership Water Corporation of Clark County to meet increasing supply needs in rural Clark County.	Feasibility study complete. Researching funding sources available for needed improvements.	A
Washington Township Water Corporation expansion and upgrades	Water System Study Complete, system significantly lacks recommended water storage capacity and major system components have reached end of useful life.	A
Activities to support desirable residential development, affordable housing supply and home ownership opportunities.	Priority need	A
Sewer capacity expansions and line extensions into areas of Clark County with existing needs and high development potential, including un-served developed residential areas. Utilize existing mechanism such as Regional Sewer Districts to address sanitary sewage needs.	Constraint to economic development/welfare of residents	A
Improvements of emergency communications and warning systems in Clark County, including individual tornado units.	In progress. Some funds have been received for warning systems.	B
Improved fire-fighting capability throughout the County.	Crucial to citizens welfare and safety constraint to economic development	A
Handicap accessibility improvements to municipal buildings where necessary.	Local Priority, mandated by American Disabilities Act	A
Proactive pre-disaster planning and implementation activities to enhance future disaster preparedness.	Critical economic development and safety issue	A
Enhancements of labor market supply, workforce development and related services.	Critical economic development need	A
Correction of sewer I/I problems throughout the County.	Requires feasibility plan	A
Install turning/accel/decell lanes on Hwy 62 turning from the divided highway into and out of Stacy Road and Salem Noble Road.	Various improvements in progress critical to economic development	A
Coordinated planning for all developmental entities in Clark County	Crucial Need	A
Assurance of long-term reliable, overall Countywide medical services, including: emergency, hospital services, elderly and nursing	Crucial Need critical to economic development	A

CLARK COUNTY

home care.		
Widen Stacy Road.	Crucial Need critical to economic development and quality of life	A
Widen Salem Noble Road	Crucial Need critical to economic development	A
Widen Bethany Road	Crucial Need critical to economic development	A
Development of I-65 Interchange at Memphis.	Economic development need	A
Storm Drainage Improvements along Riverside Drive.	Important priority	B
Water system improvements to increase supply flow, and pressure in strategic areas.	Constraint to economic development/welfare of residents	A
Expanded capacity of facilities and related programs for special needs population segments such as: childcare, disadvantaged youth, mentally ill, senior citizens and medically under-served persons.	Important priority	B
Further improvements to support the new State Park located on excess land previously owned by the Department of Defense.	Important for tourist development – IDNR owns the property – some improvements are planned. Concerns quality of place which is critical to talent attraction and economic development.	A
Improved, new and expanded park and recreation facilities throughout Clark County.	Feasibility varies	A
River Ridge Commerce Center redevelopment project – Phase II and III (in cooperation with City of Jeffersonville, Clark County and IDNR) – new infrastructure, such as water, sewer and roads, necessary for the development and marketing of approximately 650 acres	Some improvements are underway	A
County road resurfacing – to install 1.5 inches of asphalt overlay on County roads	To improve their efficiency, safety and useful life	A
Clark County Airport - Runway 14-32 HMA overlay – to rehabilitate the existing Crosswind Runway	So that the runway can be properly used, increase safety and promote the use of the Clark County Airport	A
SR 62/Salem Noble Road intersection improvements – construct a signalized intersection	Construction in progress.	A
Stacy Road reconstruction	To increase the efficiency and safety of this road which provides access to newly developing areas of the County	A
Champions Pointe water tank and water main extensions – Rural Membership Water Corporation	To extend new and improve the existing infrastructure, which will allow Rural Membership to meet the rising demand of new home construction and their existing customers	A
Bartle Knob booster station – Rural Membership	Will provide more water service to	A

CLARK COUNTY

Water Corporation	current customers, plus lightening the load on a much smaller tank	
US 31 Pump Station improvement – build a new water pumping station to replace the existing station that has been in service for 46 years – Rural Membership Water Corporation	Will allow Rural Membership Water Corporation to better serve new development and their existing customers	A
River Ridge Commerce Center Redevelopment project – Brownfield/Landfill Redevelopment (in cooperation with City of Charlestown, City of Jeffersonville and Clark County) – includes converting this site into a usable area that would complement the overall development of RRCC, involves the redevelopment of approximately 6,000 acres of what was once part of the Indiana Army Ammunition Plant (INAAP)	To clean up hazardous waste presently contained in a closed landfill and to demolish abandoned buildings/structures scattered throughout the River Ridge Commerce Center (RRCC) – some clean-up has been completed, some in progress	A
River Ridge Commerce Center – Broadband services (in cooperation with Metro FastNet – includes high speed internet, telephone (VOIP), digital television and security system networks	To assist in providing high speed, symmetrical broadband services for businesses and residential applications throughout the commuting area of River Ridge Commerce, which includes all or part of nine counties critical to economic development	A
River Ridge Commerce Center Redevelopment project – Water supply (in cooperation with City of Charlestown, City of Jeffersonville, Clark County and IDNR) - To support the redevelopment of approximately 6,000 acres. To meet the anticipated huge demand for water. Current capacities are not sufficient to meet the demands for minimal industrial development requirements, other manufacturing processes, or fire protection. The present water resource infrastructure is very antiquated.	Some improvements have been completed. Others are still necessary.	A
Memphis WWTP expansion project – includes a new oxidation ditch, clarifier, grit chamber, mechanically raked bar screen, belt filter press and building, aerobic digester, second UV system and associated piping, valves – Henryville Membership Sanitation Corporation.	Improvements are needed at the plant to accommodate the new flows and provide capacity for future flows	A
River Ridge Commerce Center Redevelopment project – Storm water control system – the installation of “green” eco-friendly basins and features	To provide storm water control necessary for the redevelopment of 1, 175 acres of River Ridge Commerce Center. Will enhance the development while providing better water quality in its discharges. This will have a positive impact on wildlife habitat, local residents and the environment overall while meeting local, state and federal regulations	B
Improvement of storm water drainage in the	Long term crucial need that is developing, plan is being	B

CLARK COUNTY

Lancassange Creek areas in Clark County.	developed	
Renovations to a Community Building in Henryville.	Secondary priority	C
Improved fairground facilities.	Secondary priority	C
General promotion of the County and its attractions.	Desirable	B
Assurance of long term adequate future solid waste disposal and recycling facilities.	Secondary priority	A
McClellan Road and Biggs Road water main extensions - Rural Membership Water Corporation	To improve the inadequate water main infrastructure. Project will allow Rural Membership Water Corporation to provide water to new developments as well as improve water service to their current customers	B
Realization/support for South Clarksville Redevelopment Plan	Quality of life, spark desperately needed riverfront development	A
High speed broadband establishment or improvements in rural Clark County	Impedes both economic development and residential development	A

TOWN OF BORDEN

PROJECT IDENTIFICATION	REASON FOR NEED	NEW PROJECT RANKING 2020
Additional affordable housing stock. Housing rehabilitation is needed in strategic areas of Town.	Needs and feasibility require assessment	A
Equipment to perform basic Town functions is needed including: equipment, truck and police car.	Important	A
Improved Park Facilities.	Important to the Community – Park Master Plan Completed, Implementation of projects required	A
Vactor truck purchase for sanitary sewer collection and treatment facilities		A
Purchase of sanitary sewer TV equipment for wastewater treatment and collection system facilities		A
Replace aging sidewalks with ADA compliant sidewalks		A
Revitalization of downtown Borden including reconstructing sidewalks and installing street lights	Crucial need	A
Preventative maintenance to roadways listed as Major Collectors or above on the INDOT Functional Classification Map		A
Sanitary sewer line repairs throughout the Town	Necessary to provide adequate service to existing and future residential, commercial and industrial customers—Will pursue a feasibility study	A
Sanitary sewer lift station repairs		A
Construction of storm sewers throughout the Town		A
Renovation of historic building to be used as a Senior Citizen and Youth Center for the Town		A
Improvements/additions to park including completion of phase 2 and addition of security lighting		A
Retail Development at Star Valley Road and Highway 60	Economic Development Need	A
Community Parks Improvements, Master Plan Implementation	Quality of Life Need	A

CITY OF CHARLESTOWN

PROJECT IDENTIFICATION	REASON FOR NEED	NEW PROJECT RANKING 2020
Due to the closure of the Indiana Army Ammunition plant, the City must continue to implement the Economic Adjustment Strategy to minimize the impact of closure.	Plan in progress, implementation crucial	A
The City of Charlestown's wastewater system is deteriorating and needs improved to promote economic development.	Crucial to economic development – River Ridge Growth will depend on improved capacity	A
Rehabilitation of existing housing stock in strategic areas and new affordable housing developments combined with buyer affordability programs.	Workforce enhancement issue requires feasibility assessment	A
Industrial Park enhancements project – park entrance reconstruction, lighting and sidewalk construction		A
Public Works building improvements project – rehabilitation of existing structures to house the City's Public Works offices and equipment		A
Charlestown Landing Road water improvements project – consolidate multiple, aging water mains into a single, large diameter main	To provide water to the community	A
GIS Sanitary Sewer System mapping project -	Complete GIS mapping of the collection system in an effort to identify and eliminate recurring overflows associated with an IDEM Agreed Order and provide ongoing maintenance to the system – in progress	A
Technology Center/Park – convert an existing structure into a regional technology center/park, learning center and business incubator		A
Highway 62 force main consolidation project – consolidate flows from the SR 62 lift station from 2 deteriorating force mains into a single, larger diameter force main	Deteriorated line – may fail, creating overflows	B
Charlestown Landing road improvements	Charlestown Landing Road is to be utilized as the main entrance to the Charlestown State Park – IDNR must initiate	A
Bethany Road rehabilitation/sidewalk project – widen and improve safety on Bethany Road within the City. Also to install sidewalks and walking trails to incorporate into the multimodal transportation project planned for the rest of the community		A
Stacey Road rehabilitation/sidewalk project – widen and improve safety on Stacey Road within the corporate limits of Charlestown. Also construct sidewalks and trails to connect with the proposed multimodal trail project within the City		A

CITY OF CHARLESTOWN

Pleasant Ridge Loop PM project	Preventative maintenance project on Clark Road, Highland Drive and Spring Street within Pleasant Ridge neighborhood	A
Pleasant Run WWTP/LS project – construct a more centrally located WWTP or lift station	To more effectively serve the City	A
Greenway Park improvements – new structures, trails and features within the park		A
Technology Training and Workforce development		A
Improved alternative transportation by constructing trails throughout the City. These multi-use trails will connect the neighborhood to the schools, parks and hospital.	Community Priority – funding received for a portion of Phase I – design in progress.	B
Establish “Lifelong learning” Program and related facilities and integrate efforts into Workforce Development initiatives.	Workforce Development Objective	B
General Beautification and enhancement of community pride.	Secondary to Economic Development objectives	B
Capitalize on regional economic development potential through regionalization of abundant water supply.	Long term priority, requires feasibility assessment – meetings are being held with State and interested parties	B
Charlestown Parks Master Plan	Develop a Parks Master Plan which outlines and gives direction on how the City can utilize its parks in a manner which will entice future development by providing a good quality of life for present and future families.	B

TOWN OF CLARKSVILLE

PROJECT IDENTIFICATION	REASON FOR NEED	NEW PROJECT RANKING 2020
Upgrade of Cane Run pump station	Crucial – to assist in proper drainage of community	A
Upgrade of Mill Creek pump station	Crucial – to assist in proper drainage of community	A
Brown Station Way pedestrian bridge replacement	Essential pedestrian connector and transportation alternative	A
Sidewalks and streetscaping – to allow for accessibility and pedestrian travel	Crucial for accessibility, implement ADA Transition Plan, and pedestrian link between Little League, Eastern Blvd and school complex	A
New Public Works facility	Crucial to meet growth needs, meet EPA regulations for indoor fueling facilities, meet IDEM MS 4 requirements	A
Greenway 2040/Emery Road acquisition/Street improvements	Crucial to West Riverfront Brownfield redevelopment	A
North Trail (Linear Trail) \$250,000/mile	Crucial for alternative transportation connector	A
Archaeology Park and structure	Crucial to West Riverfront Brownfield redevelopment and heritage tourism	A
West Riverfront acquisition	Crucial to West Riverfront Brownfield redevelopment and heritage tourism	A
Parks accessibility	Important for ADA accessibility	
Lapping Park restrooms	Important for continued recreation, economic development	A
Wooded View irrigation system	Essential for continuing recreation as economic development/water and energy savings	A
Lapping Park expansion and improvements	Important recreation as economic development	A
Fitness trail at Lapping	Important for community health, particularly to serve the senior citizens residing in adjacent complexes	A
Establish a Revolving Loan Fund	Crucial to diversify economy and recover from Colgate Plant closure/move to Mexico	A
South Clarksville neighborhood stabilization	Crucial to resolving foreclosures, vacancy, clean-up and redevelopment	A
Eastern Boulevard Neighborhood stabilization	Crucial to neighborhood stabilization in Eastern Blvd corridor	A

TOWN OF CLARKSVILLE

South Clarksville Redevelopment Plan	Crucial to adjustments for closure of Colgate plant	A
Blackiston Mill bridge approach reconstruction	Essential connector between New Albany and Clarksville's regional shopping areas	A
Expand and improve Ashland Park	Crucial for stabilization of South Clarksville neighborhood and redevelopment of riverfront property	A
Parkwood Subdivision Drainage	Essential to reduce flooding and implement storm water/flooding plan	A
Potters Lane street widening, storm and sanitary sewer	Critical for access, inter-operability and expansion of UPS	A
Potters Lane/Greentree Blvd/Wooded View intersection	Critical for access, inter-operability and expansion of UPS	A
Progress Way/Admore Lane intersections	Critical for access, inter-operability and development of Clarksville Ind PK	A
Sandor Development Drainage (Famous Dave's and adjacent retail area)	Critical to reduce flooding and implement storm water/flooding plan	A
Payne Kohler Road	Critical for widening and storm water improvements	A
Wayfinding Sinage throughout Clarksville	Essential for economic stabilization, growth and redevelopment	A
South Clark Blvd (north of Montgomery Avenue)	Critical for stabilization of South Clarksville neighborhood and redevelopment of riverfront property	A
South Clark Arts District	Important for stabilization of South Clarksville neighborhood and redevelopment of riverfront property	A
Lewis & Clark Parkway Economic Development Study	Needed to revitalize corridor and prepare for transitions in commercial environment away from big box retailers.	A
South Clarksville Redevelopment Infrastructure Improvements	Crucial to support new and expanding development in the South Clarksville Redevelopment Study area	A
Lincoln Park Area Stormwater Drainage improvements	Essential to reduce flooding in neighborhood.	A
Blackiston Mill Phase III: Altra Dr. to Gutford Rd. (2500')	Safety: Blackiston Mill Road is an arterial route, needs widening/additional transportation alternatives	A
Brownstation Way & McCullough Pike Bridge	Safety: old, hazardous, prone to	A

TOWN OF CLARKSVILLE

	flooding	
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CITY OF JEFFERSONVILLE

PROJECT IDENTIFICATION	REASON FOR NEED	NEW PROJECT RANKING 2020
Former Jeff Boat Facility Redevelopment	Critical, high visibility site in downtown currently vacant brownfield site	A
2 Recoil I.S. crew bad boy buggies	Patrol downtown districts, walking bridge and parks	A
1 utility (evidence) pickup or similar	Collect evidence and process crime scenes	A
Fraser optics stedi-eye mariner binoculars	River patrol	A
20 ballistic swat helmets	Patrol and swat active shooter kit add.	A
Fire prevention / education trailer	Necessary to comply with departmental obligation to provide safety education to the community.	A
Roselawn Ct/Lelia Ave. drainage improvements – construction of storm sewer pipe and catch basins	Necessary to maintain health and well-being of residents and to remove barriers to economic growth. City must comply with EPA Consent Decree to reduce Combined Sewer Overflows. This project will also reduce local flooding	A
Spring Street Master plan Implementation	Critical to revitalizing downtown corridor, improving pedestrian/bike safety, aesthetics and improving quality of life	A
10 th Street reconstruction – Phase 2 – reconstruction of approximately 7500 feet of major arterial road, including pavement, curbs, gutters, sidewalks, lighting, two traffic signals and landscaping	Essential to economic development and revitalization of commercial corridor. Also necessary to improve health and quality of life for residents. Some improvements have been made.	A
Jeffersonville Fire Department tanker truck acquisition	Necessary to assist with fire protection in newly annexed rural areas where there are no available hydrants	A
Implementation of Wheels & Heels Master Plan; completion of 1 st segment of project	Desirable to improve quality of life	A
Complete Planning and Development of Greenspace and Drainage Retention Basin on western end of downtown at 9 th Street	Necessary to alleviate local flooding and improve stormwater quality	A
Replace Wastewater Pump Station at Arctic Springs	Aging infrastructure and obsolete technology constitute a serious threat to the health and well-being of residents and staff	A
Replace Wastewater Pump Station at Silver Creek	Aging infrastructure and obsolete technology constitute a serious threat to the health and well-being	A

CITY OF JEFFERSONVILLE

	of residents and staff	
Replace Wastewater Pump Station at Cedarview	Aging infrastructure and obsolete technology constitute a serious threat to the health and well-being of residents and staff	A
Establish Local Brownfield Remediation Revolving Loan Fund for private property purchasers	Necessary to remove barriers to economic development and encourage private investment	A
Several sets of stainless steel cages for cats and dogs	Necessary to prevent cross contamination through respiratory secretions.	A
10 th Street sanitary sewer interceptor rehabilitation – installation of a new pipe in an existing 36” sewer	Necessary to maintain health and well-being of residents and to remove barriers to economic growth. Will extend the useful life of the existing pipe	A
Thompson Lane reconstruction – reconstruction of the intersection of 10 th Street and Thompson Lane, including a new, widened entrance from 10 th Street into Jeffersonville High School, and a new traffic signal at the intersection	Necessary to accommodate economic development; reconstruction would provide direct access to a newly developing commercial area and to provide safer access for students traveling to and from Jeffersonville High School	A
Tenth Street interceptor separation – construction of a new 30” storm sewer to divert stormwater runoff from the sanitary sewer collection system	Necessary to maintain health and well-being of residents and to remove barriers to economic growth. City must comply with EPA Consent Decree to reduce Combined Sewer Overflows	B
Jeffersonville Annexation sewers Part 2 – construction of new sanitary sewers	Necessary to the health and well-being of residents. Will serve newly annexed, densely populated residential areas	A
Expand downtown public wireless program to other areas of the city, including Tenth Street corridor	Important to attract businesses, patrons, and visitors to commercial corridor and generate economic growth	B
Expansion of downtown Warder Park	Important to improve health and quality of life for residents; project would remove blight and environmental contamination	B
Renovation of the Clark County Soccer Association Fields and construction of new multi-purpose facility	Grow soccer in southern Indiana and provide sports facility for newly annexed area	A
Allison Lane reconstruction and widening of road, storm sewer improvements, curbs, lighting and landscaping	Important to improving safety and well being of residents	B
Construction of new storm sewers throughout OPCD	Limited, aging infrastructure contributes to chronic drainage problems for McBride Drive area, Laurel Avenue area and Capitol	B

CITY OF JEFFERSONVILLE

	Hills Drive areas	
Voluntary Acquisition and/or Floodproofing Program in OPCD	28 commercial and 364 residential properties in the Special Flood Hazard Area (SFHA) have suffered damage or could suffer flood damage	B
Stream restoration of Lancassange Creek in OPCD	Natural erosion from steam meander and land uses along the creek are threatening properties with land loss from further erosion and reducing the creek's ability to convey floodwaters	B
Stream restoration of Lentzier Creek	Natural erosion from steam meander and land uses along the creek are threatening properties with land loss from further erosion and reducing the creek's ability to convey floodwaters	B
Voluntary Acquisition and/or Floodproofing Program in Waverly	45 structures have been or are threatened by flooding in this low-lying area outside the SFHA	B
Voluntary Acquisition and/or Floodproofing Program in Woodland Court	35 structures inside the SFHA, 10 in the floodway have suffered damage or are at risk of flood damage	B
Voluntary Acquisition and/or Floodproofing Program in Lick Run	30 structures inside the SFHA, 10 in the floodway have suffered damage or are at risk of flood damage; project would be for acquisition and floodproofing	B
Prioritization Plan for Voluntary Property Acquisition (Buyout) and/or Floodproofing Program for existing buildings in the SFHA	Identification and purchase/floodproofing of properties in the SFHA reduces risk of flood damage, costs to the City and property owners	B
Citywide Fluvial Erosion Mapping, Flood Response Plan and update of Stream Studies	Help identify areas at risk of future flooding, develop plan to respond to flooding, accurately identify areas in floodplains and floodways	B
Citywide Floodplain Management Ordinance, Stormwater Ordinance & Technical Standards, Development Codes & Design Standards, and Operations & Maintenance Manuals update		B
Citywide Flood Depth Mapping, stream studies of Lancassange Creek, Lentzier Creek, Lick Run, Mill Creek	Provide accurate information for flooding potential and direct future development away from flood-prone areas	B
Citywide green infrastructure design and installation	Eliminate stormwater runoff problems in areas where installation of underground pipes would be too expensive or too	B

CITY OF JEFFERSONVILLE

	disruptive to construct	
Acquisition of 200-300 acres for destination park	Increased quality of life and compliance with annexation requirements	C
Highway 62 repaving from Reeds Lane to I-265	Desirable to improve quality of life and further economic development	C
8 th Street repaving from Spring Street to Perrin Lane	Desirable to improve health, safety and well-being of residents	C
Downtown signal improvements – upgrade the traffic signals at 14 locations in downtown	Desirable to improve safety of residents and to improve energy efficiency	C
Stream restoration of Mill Creek	Stream modifications have created problems with drainage downstream and reduced quality of habitat	C

TOWN OF SELLERSBURG

PROJECT IDENTIFICATION	REASON FOR NEED	NEW PROJECT RANKING 2020
Drainage improvements are urgently needed in select problem areas of Town. Completed a planning study for storm drainage control. Implementation of all feasible elements in the plan.	Crucial to development of affected areas – plan underway	A
Access road to land for commercial development in area of McDonald Lane – Ohio Avenue – Poindexter.	Crucial to commercial development	A
Improvement to water and sewer utilities to meet current and long term needs.	Critical to future growth – some improvements completed.	A
Extension of sewer and/or water to areas near Hamburg and other areas that are developing and need improved service or extensions of these services.	Crucial to development	A
Emergency back up generator program	Part of the Town's Homeland Security upgrades to protect the community from loss of services due to extreme weather and/or terrorist attacks	A
Emergency by-pass pump project	Emergency preparedness for Sewer Lift Station failure due to extreme weather and/or terrorist attacks	A
Highway 60 lift station upgrade		A
Cipp Lining Shirely and Highway 31 sewer lines – repair existing lines	To control I/I problems	A
Creston Neighborhood Wastewater collection system upgrades	System requires upgrades to continue to service and meet growth needs	
Sellersburg Road improvements – upgrade the road infrastructure		A
Sellersburg Enterprise Way development	To develop area for economic growth and realign dangerous intersection at Ohio Avenue and SR 311	A
8" water line on St. Joe East and Allentown Roads	Economic development, improve services of water supply, pressure and fire protection	A
8" water line on SR 60 Pump Station #2 to Pump Station #4	Economic development, improve services of water supply, pressure and fire protection	A
Increase child care service capacity in Town.	Crucial to quality of life	B
Development of a community center.	Important to community	B
Sellersburg Civic Center	To create a facility to promote exercise and fitness for seniors and youth of Sellersburg area. Also to provide shelter for emergency situations	B

TOWN OF SELLERSBURG

Sellersburg downtown revitalization	To attract new businesses and create walking paths for the residents	B
Various downtown improvements.	Desirable – plan completed.	B
Road improvements to eliminate traffic congested areas and in areas in need of repair. Widen HWY 131 from interstate to HWY 403. Widen HWY 311 to I-264.	Analysis needed	B
Improved access to Hwy 31 allowing semi-tractor trailers to cross railroad tracks before entering Hwy 31.	Crucial for safety and continued economic growth	B
Beautification project to improve the on/off ramps of I-65.	Desirable	B
Enlarged and improved park systems. Including improvements to the new Silver Creek Township Park. Implementation of Park Master Plan	Quality of life, Town is working on 5 year Master Park Plan	
Alleviate traffic on existing Fern Street.	Assessment needed	C

TOWN OF UTICA

PROJECT IDENTIFICATION	REASON FOR NEED	NEW PROJECT RANKING 2020
Sewage treatment facilities, to alleviate the dependency on Jeffersonville which is at or near its limit since the trunk line serving Utica was designed for the projected capacity of the Clark Maritime Center. Evaluate potential for INAAP connection.	Crucial to the Town's growth and economic development	C
Riverfront access for public use is needed in addition to improvements that would enable public recreational use of the river. Possibly 3 additional public docks with four slots each and public picnic areas at the 3 existing access areas. Also, additional public access areas suitable for boat ramp development.	Important to capitalize on existing potential	A
Additional funds are needed for street repair, maintenance and lighting.	Important to capitalize on existing potential – project funding is needed.	A
Infrastructure improvements in support of economic development.	Hindrance for development	A
Tourism development promoting recreational use of Ohio River, Utica heritage and INAAP nature and history.	Funding secured, site selection near completion	A
Continued enhancement of floodplain management practices and NFIP compliance enforcement.	Essential to protect community from future disasters	A
Removal or retrofitting of all structures in danger of repetitive substantial damage in floodway. Priority emphasis of no less than 1:1 replacement of tax base and population.	Effective floodplain management tool	A
Acquisition and removal of up to 50 mobile home rental units in the floodway. Convert green space to park and recreational use.	Priority need	A
Town of Utica drainage improvements project – improve drainage along the 4 th Street, Market Street and 2 nd Street corridor by adding curb and gutters, repave the roadway surface, install new drainage structures and drainage pipes and improve existing drainage ditches	This corridor has been plagued by flooding over the years. Utica experiences flooding along the corridor every time there is a moderate rain event. This has resulted in widespread property damage, siltation of what few drainage structures exist and deterioration of the roadway pavement	A

TOWN OF UTICA

Former Elementary School Redevelopment	Large vacant structure in the community in need of redevelopment	A
Housing study for rehabilitation/public.	Important to community	C

Floyd County

FLOYD COUNTY

PROJECT IDENTIFICATION	REASON FOR NEED	NEW PROJECT RANKING 2020
Additional funding and other activities consistent with the objectives of the Ohio River Greenway Commission. Additional resources are necessary to further plan and implement riverfront improvements linking riverfront amenities and access with adjacent communities.	Critical tourism, recreational and economic development opportunity – additional projects are underway through the City of New Albany	A
Drainage improvements in strategic areas as noted in County Stormwater Plan	Severe County-wide need	A
Any incentives, infrastructure improvements or other actions that would improve the County's business climate or otherwise facilitate job creation, including keeping UEZ's active.	Economic development priority	A
Enhancement of labor market supply, workforce development and related activities.	Priority economic development need. Critical!	A
Activities to support desirable residential development, affordable housing supply and home ownership opportunities.	Priority needs to support population growths and workforce	A
Assurance of long-term reliable, overall Countywide medical services, including emergency, hospital services, elderly and nursing home care.	Crucial public welfare issues and critical to economic development	A
Improved fire-fighting capability throughout the County and upgraded EMS equipment.	Crucial to economic development and quality of life	A
Expanded capacity of facilities and related programs for special needs population segments such as childcare, disadvantaged youth, senior citizens and medically under-served persons.	Quality of life priority	B
Assurance of adequate jail facilities. Expansion of Floyd County jail.	Crucial and in progress – a top priority for funding.	Nearly completed
Assurance of adequate future solid waste disposal capacity and facilities.	Crucial issues being addressed	A
Explore opportunities to create watershed management plan	Critical feasibility study	A
Revitalization of county RLF. Re-capitalization needed.	Spur and support economic development, especially Purdue and the new Floyd County tech park.	A
Sub area plan for Galena.	Area experiencing blight, inadequate infrastructure, vacant commercial	A
Sub area plan for Floyds Knobs.	Corridor – Paoli Pike streetscape and pedestrian connectivity	A
Old Vincennes Rd / US 150 corridor	Thoroughfare study, funding for improvements	A
Market analysis – Georgetown interchange	To assist in determination of economic development potential	A

FLOYD COUNTY

Bike and Multi-use Trail System.	Feasibility study	A
Transit Study – Opportunity to expand multi-modal transit	Feasibility study	A
New or expanded existing industrial areas.	Important for future economic development	A
Development of Certified Tech Park near exit 118	Necessary for expanding industry and attraction of new businesses	A In progress
Edwardsville Gateway redevelopment implementation – redevelop various properties in area to support economic growth	Necessary to economic growth in key area of county, rehabilitate existing facilities	A
Adequate space set-aside for future industrial development with proper infrastructure. The location should be in an area where the surrounding land usage will be compatible.	Requires planning and study	A
Paoli Pike corridor improvement project – the development of improvements for pedestrian traffic, improving existing storm water drainage and improved level of service for transportation system	The corridor has inadequate storm water drainage, limited pedestrian facilities and substandard road infrastructure	A
Old Vincennes Road – Sanitary Sewer line extension along Old Vincennes Road to Galena area		A
Improved fair ground facilities.	Important priority	B
Little Indian Trail project – development of Phase One of Little Indian Trail project		A
Market Analysis – Industrial Development O'Brien Site	Industrial development funds needed	B
Development of TIF/redevelopment district	For financing economic development projects	A
Creation of Economic Gardening project to enhance local economic development and local entrepreneurship	Lack of local economic development guidance	A
Explore feasibility for development impact fees	Needs feasibility study; already negatively impacting economic development; already negatively impacting economic development	A
Construction of a fire station to meet anticipated growth along US 150 corridor		A
Community Center – purchase of existing facility with renovations to serve as a community center		C
Expanded/improved fiber/broadband	Lack of service; critical to economic development and residential development	A

TOWN OF GEORGETOWN

PROJECT IDENTIFICATION	REASON FOR NEED	NEW PROJECT RANKING 2020
Storm water – new and repair storm drains		A
Ball Park (add-on) – replace or resurface tennis courts and basketball courts		A
Road pavement and roadway widening.	Safety	A
Revitalization of the Downtown residential area	Important priority	A
Water system – install new or replace valves in water system	Water loss	A
Water system – install fire/flush hydrants	Fire protection/cleaning system	A
Water system – install backflow preventers	Protect water system	A
Water system – leak detection equipment	Water loss	A
Sidewalk repair	To make sidewalks ADA compliant	A
Retaining walls along State Road 64		A
Christmas decoration along State Road 64		A
Town entry signs with landscaping (east and west)		A
Utility shop repair (overhead doors, pressure switch, moving water lines, ceiling fan)		A
Utility shop expansion		A
Septic tank conversion – convert existing septic systems to a conventional sewer system		B
Additional park equipment and facilities. Ashley Moriah Park – walking track, bathrooms	High local priority – have upgraded some but still more to do	B
Waste water system – sewer collection system maintenance program	Upgrade	B
Ball Park – replace fences, improve parking lot, concession stand equipment, cover for field, batting cage and machine. Lighting upgrade.	Improvements needed	C

CITY OF NEW ALBANY

PROJECT IDENTIFICATION	REASON FOR NEED	NEW PROJECT RANKING 2020
Development of a high-tech business incubator within the City.	Crucial for economic growth	A
Additional industrial development space between Park East and Grantline West with needed infrastructure and support.	Critical for economic growth	A
Downtown Revolving Loan pool	Economic development tool	A
Grantline Park West Industrial Park: Provide remaining infrastructure improvements as needed.	Business Retention and Expansion, job creation – crucial for economic growth – EDA funding secured.	A
Purdue University Technology Center at the Purdue Research park in New Albany		A
Geographic information system – “GIS”	Crucial for public safety, economic development	Partial Completion
Municipal broadband	Business attraction – now available	Partial
Grant Line Road auto salvage yard redevelopment – reclaim an auto salvage yard, clean brownfields and development of an industrial park		A
State Street Garage <ul style="list-style-type: none"> Ohio River Greenway – Continue extensions of the greenway and related improvements linking the riverfront with adjacent communities and areas west/south - 90% Baptist Tabernacle @ 318 E. 4th St Renovation 	All TIF Districts crucial for economic development	A
State Street <ul style="list-style-type: none"> Summit Springs Infrastructure Improvements State St Lane Improvements @ I-265 approaches Schell Lane from Daisy Lane to Sam Peden Community Park Graybrook Lane Extension to from Bono Rd. to State St. 	All TIF Districts crucial for economic development Some Daisy Lane improvements under construction	A
Park East <ul style="list-style-type: none"> North and South Park Engineering Industrial Park North/South Improvements Grantline Road Improvements from Mt. Tabor Rd. to St. Joseph Rd. including bike/pedestrian improvements. Park East Sidewalk Engineering and Construction Convert CSX abandoned rail to a trail from New Albany to near Borden, IN and Bedford, IN 	All TIF Districts crucial for economic development	A
Monon <ul style="list-style-type: none"> Complete the Grantline Road Improvements (Beechwood to McDonald Lane) - 	All TIF Districts crucial for economic development	A

CITY OF NEW ALBANY

<p>UNDERWAY</p> <ul style="list-style-type: none"> North “Y” Improvements for traffic pedestrians, bikes. Grantline Road Pedway Improvements 		
<p>Charlestown Road</p> <ul style="list-style-type: none"> Completion of Mt. Tabor Road (Grantline Rd to Charlestown Rd) Improvements Charlestown Road curb and sidewalk improvements - To improve vehicular and pedestrian travel along a 1+ mile long major commercial corridor, including bicycle lanes and landscaping Slate Run Road Improvements including curb/gutter/sidewalk Klerner Lane Improvements Charlestown Road – Highland Oaks Connection or other(s) Charlestown Road Sidewalks at I-265/over Charlestown Crossing Fire Station St Joseph Road Kamer-Miller/Charlestown Rd Intersection Reconstruction/Improvement Lift Stations (Prosser/Mt. Tabor) 	<p>All TIF Districts crucial for economic development</p> <p>Rainbow Drive Improvement Underway</p> <p>Improve Charlestown Rd. – Blackiston Blvd intersection.</p>	<p>A</p>
<p>Loop Island</p> <ul style="list-style-type: none"> Completion of Ohio River Greenway/Greenway Connections including Loop Island Old City Dump Redevelopment CSX Abandoned Rail Lines, improvements to trails, access road to Airguard K&I Improvements/connections to Ohio River Greenway and to E. Main St Main Street – Vincennes St Signal/traffic control 	<p>All TIF Districts crucial for economic development.</p> <p>Old City Dump and other tracts on the vicinity redevelopment.</p>	<p>A</p>
<p>Park system upgrades and expansions are needed including improvements to the Anderson Softball Complex.</p>	<p>Desirable - progress underway</p>	<p>A</p>
<p>Commercial and multi-residential developments are being sought for the south central riverfront.</p>	<p>Desirable</p>	<p>B</p>
<p>Neighborhood Revitalization – Midtown neighborhood in need of housing rehab</p>	<p>Important – some funding secured through NSP program – some improvements underway</p>	<p>A</p>
<p>Complete historic Main Street corridor improvement project – rehabilitate historic East Main Street through commercial areas to include improved aesthetics and safety standards for a major downtown corridor</p>		<p>A</p>
<p>Sidewalk reconstruction – sidewalk repair/improvements to augment an NSP project</p>		<p>A</p>
<p>Downtown investment – streetscape improvement program</p>	<p>Desirable for tourism and investment</p>	<p>B</p>
<p>The City considers the assurance of long-term</p>	<p>Important</p>	<p>A</p>

CITY OF NEW ALBANY

future solid waste disposal facilities essential.		
Facility solids handling improvement project – modify the existing solids containment facility at the wastewater treatment plant	To better contain large amounts of solids and debris from entering the main facility lift station	A
Brownfield site assessments, project cleanup	Conduct Phase I and Phase II site assessments of brownfield sites in anticipation of future redevelopment, apply for clean-up funds	A
Environmental and energy improvements for public buildings – upgrade energy efficiency of publicly owned buildings		A
Water pressure improvements are needed in problem areas of inner City.	Important – progress underway	UNDERWAY (1.2 MG tank goes in)
Mt. Tabor Road culvert replacement project – replace under-sized 18” diameter drainage culvert with new 30” diameter culvert	To improve area drainage	A
Spot improvements drainage project – undertake numerous small drainage improvement projects at various locations throughout the City	To correct minor flooding problems	A
Expansion and upgrades of sanitary sewer service throughout the City, especially in industrial areas.	Crucial for economic growth – progress underway	A
Basin 5 Sanitary Sewer repair project	Remove inflow and infiltration into sanitary sewer lines	A
Lift station generator improvement projects – increase reliability of three lift station generators	To assure lift stations remain online during and after severe weather events	A
Jacobs Creek/Lewis Branch Sanitary Sewer interceptor improvement project – replace existing under-sized interceptor	To improve capacity, eliminate overflows and serve future development	Partial Completion
Install a ultra-violet disinfection system	Will eliminate the need to store chlorine on site, would enhance the processes of wastewater treatment and eliminate the possibility of an accidental release of toxic gas in an urbanized area	A
New Albany Treatment plant outflow power generator	Improve power generation for the outflow at the City’s Wastewater Treatment Plant to avoid back-ups and overflows, improve environment	A
Support Water Line Improvements for fire protection where needed to serve community needs.		A
Police equipment upgrade project – upgrade or install new video equipment and laptop computers in police cruisers		A
Police officers – hire 10 new police officers		A
Purchase 15 new police cruisers to replace older cruisers		A

TOWN OF GREENVILLE

PROJECT IDENTIFICATION	REASON FOR NEED	NEW PROJECT RANKING 2020
SEWER SERVICE EXPANSION - The provision of sewage service is considered a crucial priority for the redevelopment of the downtown area. Currently, real estate and property development is limited due to the lack of a sewer system. The lot sizes are not large enough to meet compliance requirements for septic. Needs project plan, engineering plan and a cost estimate to run a line from Heritage Springs Wastewater Facility to downtown Greenville. Additionally, the current WWTP would require expansion to Stage 2.	<ul style="list-style-type: none"> • Economic development • Clean water initiative • Environmental conservation • Public health 	A
SIDEWALKS - The lack of sidewalks in the downtown area is creating safety issues with the increased traffic passing through the area. There have been pedestrians hit by vehicles due to a lack of sidewalks. Additionally, there is not a safe route to the elementary school. Sidewalk implementation planning should attempt to tie both ends of the town as well as establish a Safe Route to the elementary school.	<ul style="list-style-type: none"> • Public Safety • Establish a Safe Route to School 	A
NEW FIRE STATION - Construction of a new volunteer fire station along HWY 150 corridor in Greenville town limits (closer to Palmyra). Facility will split duty with the Galena fire station by serving half of Greenville Township.	<ul style="list-style-type: none"> • Public safety • Response times are currently slower when the VFD responds to an incident on the Western portion of Greenville Township. • Facility will improve the efficiency, cost, and time required to respond to an incident in the Western portion of Greenville Township. 	A
COMMUNITY CENTER - A new facility to be constructed and serve as a multi-use facility for the Community, Water Utility, Marshal's Department (doubling as an outpost for the Sheriff's Dept.), the Historic Preservation Commission (including displaying historic artifacts and site markers), Town Council and Clerks offices, and the Town Council meeting auditorium. Facility will double as an Emergency center in the event of a disaster.	<ul style="list-style-type: none"> • Community need • Historic Preservation initiative • Improved Emergency Response Procedures • Improved community engagement with local government • Community recreation opportunities • Youth and Senior activities 	A
HWY 150 PASSING BLISTER(S) - At the intersection of Maple St. and HWY 150 in front of Parkland Heights subdivision, there is a high rate of accidents. As traffic on HWY 150	<ul style="list-style-type: none"> • Road Hazard • Public Safety 	A

TOWN OF GREENVILLE

increases, the number and severity of accidents increases. Work with INDOT to establish an engineering plan, budget, and acquire the funding for passing blisters, as well as, identify temporary remedies for improvised safety.		
THE HISTORIC STATION BUILDING - Historic building at the center of downtown Greenville. Identify potential uses for facility and promote investment. Additionally, fund the restoration of the Champion Spark Plug mural on the Southeast side of the building.	<ul style="list-style-type: none"> • Economic development • Historic preservation 	B
SENIOR LIVING FACILITY - A senior living facility in the community. Seniors need a space for activities and meetings.	<ul style="list-style-type: none"> • Community need • Establishment of Senior services 	C
LIBRARY - Extension of the NAFC Library system to serve a larger portion of the Floyd County population. Opportunity to expand educational opportunities.	<ul style="list-style-type: none"> • Community need • Expanded educational opportunity 	C
GREENVILLE PARK IMPROVEMENT - Work with the Parks Department to identify and implement improvement projects for the community park such as the establishment of ADA walking trails, additional parking along Harrison St., shelter house renovation, repaint parking curbs, replace old playground equipment and the establishment of a softball field and league.	<ul style="list-style-type: none"> • Community development • ADA land use opportunity • Recreational opportunities • Environmental Conservation 	C
STORMWATER DEVELOPMENT - Drainage improvements in strategic areas as noted in County Storm water Plan. Potential multi-use recreational land and parks should be reviewed to be acquired and tied in to storm water plans in the Greenville area. Acquire flood prone land for parks and open spaces. Additionally, promote the use of rain gardens and rain barrels.	<ul style="list-style-type: none"> Clean Water Environmental Conservation Community development Recreational opportunities 	A
INDIAN MAIN STREET PROGRAM - Enter into the Indiana Main Street Program and appoint commission members. A Main Street Program will be utilized to establish economic development opportunities for Greenville proper and work with the Historic Preservation Commission to	<ul style="list-style-type: none"> • Economic Planning & Development • Historic preservation 	C

TOWN OF GREENVILLE

preserve the culture and history of the community.		
GREENVILLE TOWN ENTRY SIGNS - Entry signs would be designed to beatify Greenville proper. Additionally, signs at each end of town would be utilized to draw motorist's attention to the town and cause them to slow down.	<ul style="list-style-type: none"> • Beatification • Traffic safety 	C
LANDSCAPING PLAN - Acquire funding to establish a landscaping plan. Identify areas in town which can be utilized for landscaping projects and identify suitable plants, landscaping elements (such as rocks) and involve the community in the process.	<ul style="list-style-type: none"> • Beatification 	C
COMMUNITY ART - Acquire funding to solicit community art projects such as street art, alleyway murals, and sculptures. Network with local and regional artists and the NAFC School system.	<ul style="list-style-type: none"> • Beatification 	C

Harrison County

HARRISON COUNTY

PROJECT IDENTIFICATION	REASON FOR NEED	NEW PROJECT RANKING 2020
Establish something on the redeveloped Keller property in downtown Corydon	Downtown redevelopment to support many existing business that are struggling	A
Expanded capacity of facilities and related programs for special needs population segments such as childcare, disadvantaged youth, senior citizens and medically under-served persons.	Quality of life priority	A
Improved water supply and systems in various areas within Harrison County.	Crucial need in several areas	A
Assurance of long-term reliable, overall Countywide medical services: emergency, hospital services, elderly, mental health and nursing home care.	Important priority	A
Conduct engineering studies and begin to establish areas of commercial and industrial development south of Corydon and north near Palmyra.	Economic development need	A
Enhancement of labor market supply, workforce development and related activities.	Priority economic development need	A
Activities to support desirable residential development, affordable housing supply and home ownership opportunities.	Priority need to support population growths and workforce	A
Improved fire-fighting capability throughout the County.	Crucial need in specific areas	A
Roadway and other infrastructure improvements to industrial areas throughout the County.	Economic development constraint	A
Secure funding sources for County road improvements.	Traffic increase has been significant. Many roads should be improved.	A
Any incentives, infrastructure improvements, job training programs, or other actions that would improve the County's business climate or otherwise facilitate job creation and retention.	Crucial to development	A
Maintain updated land use plan and zoning ordinances, including transportation element.	Update to Comprehensive Plan needed with appropriate changes to zoning ordinances to follow	A
SR 111 Bridge Rehabilitation – Poffey Creek.	Bridge preservation	A
Construction of a roadway from SR 11/SR 337 west to SR 135.	Feasibility planning needed. Critical for improved access	A
Construction of a roadway to improve access from Corydon to the Elizabeth area and Horseshoe Casino.	Feasibility planning completed. Construction and engineering money is needed	A
Financial support to expand a Revolving Loan Fund for new and existing businesses.	Crucial need – some funds received – additional capital needed, program in place	A
Support the countywide storm water/waste water district for the delivery of storm water/ waste water service throughout Harrison County.	Crucial need – Some residential projects have been completed. Planning in progress for further	A

HARRISON COUNTY

	improvements for industrial areas.	
Develop/expand the availability of broadband/high speed Internet service in Harrison County.	Crucial need – planning completed. Need funds to implement.	A+
Assurance of adequate long-term future solid waste collection and disposal facilities. Need for additional/improved equipment and facilities for solid waste disposal and community recycling. Expansion of satellite recycling centers	Evaluation of a local biomass recycling facility for County use	A
Support the construction of a new interchange west of Corydon	Will initiate industrial and commercial development. Addressed by statewide interchange study – Preliminary work in progress.	A
Upgrade and improvement of storm drains north of SR 135, outside Corydon corporate limits.	Important need	-
Expansion of Corydon’s sewer facilities and collection system, which includes the Industrial Park.	Corydon and the County Wastewater District are constructing a satellite WWTP. Construction is complete.	A
Identify and implement a feasible method of providing sewer service to several areas of Harrison County.	Important but feasibility uncertain – the County-wide Sewer District is in the planning stages.	A
SR 64 Bridge Replacement – Bridge over Georgetown Creek.	Bridge Preservation	A
Corydon New Middletown Road safety improvements	Safety improvements	A
Proactive pre-disaster planning and implementation activities to enhance future disaster preparedness.	Critical economic development and safety issues – MHMP being reviewed by FEMA	A
Lanesville Connector Rd – Phase II	To foster economic development at the Lanesville Interchange. Phase I construction completed	A
Corydon West Interchange Connector Road – construct a new connecting roadway between SR 62 and SR 337 to service a new I-64 interchange planned by INDOT		A
Harrison County broadband – provide Wimax (wireless broadband) to unserved and underserved areas. Additionally, to provide broadband to first responders, all medical personnel, libraries, schools and faith based organizations to promote increased skill sets of computer usage.		A
New Salisbury Commercial Sanitary Sewer Project – expansion and improvements at current treatment plant	Critical to support growth in area	A
Oak Park Subdivision Sanitary Sewer Project – provide sanitary sewer service to a residential area currently relying on on-site septic systems for treatment. The on-site systems are on small lots that are beginning to fail.		A
US 150 Sight Distance Improvement – McCracken	Safety Improvements	C

HARRISON COUNTY

Road.		
Street lighting improvements along SR 135 in Corydon.	Important safety need	B
Infrastructure and other improvements for recreational development along the Ohio River.	Important to capitalize on existing opportunities	A
Pedestrian and recreational trails along Indian Creek in Corydon.	Community priority – funding secured by INDOT – Phase I nearing completion	A
Lake Road connector to Elizabeth area	Safety improvements/Travel ease	B
Boat ramp – construction of a boat ramp to provide access to Ohio River. Currently there is no public access to the Ohio River in all of Harrison County.		A
Improved or new bridges in strategic areas.	Feasibility and need varies with area	C
General Aviation Facility in Harrison County.	Requires planning	A
Pedestrian and recreational trails in the municipalities throughout Harrison County.	Community priority	B
Bike lane construction on Ohio River Scenic Byway (S.R. 62 from Lanesville to Crawford County).	Safety and community enhancement	B
Improved fair-ground facilities.	Desirable – feasibility study in progress—In progress	B
Establish an Arts Center	Community improvement. Arts Center established, but needs operational funding	B
Big Indian Road connector to Corydon via Sky Park	Travel ease	C
County Strategic Plan	Need for Unified Vision	A
County Branding	Need for vision for future	A
Support and improve the Harrison County Lifelong Learning Program to provide new Training Programs to elevate skills of Harrison County Workers	The organization recently completed a strategic plan and funding is needed to implement the training	A
Bridge to KY in Southern Harrison County.	In Long Term Transportation Plan. Would provide an economic corridor in the south part of the County.	A
Extend Quarry Rd to Gethsemane Church Rd. northwest of Corydon.	In Long Term Transportation Plan. Would generate new development in the area of the Industrial Park.	A
A new Access Road to Tyson Foods processing plant.	In Long Term Transportation Plan. Would improve safety, and efficiency in moving industrial traffic through Town of Corydon.	A
Re-route Doolittle Hill Road.	In Long Term Transportation Plan. Would improve safety and convenience and save	A

HARRISON COUNTY

	maintenance money long term.	
Water facility connections and expansions to serve the Corydon Water Company and the Ramsey Water Company.	They have a plan to establish additional connection points to be prepared for emergencies.	A

TOWN OF CORYDON

PROJECT IDENTIFICATION	REASON FOR NEED	NEW PROJECT RANKING 2020
Storm drainage improvements in targeted areas of the community	Important to health and safety	A
Sanitary Sewer Improvements to reduce I/I and allow for maximum capacity	Reduce the amount of inflow and infiltration currently entering the Town's sanitary sewer collection system – addressing as funding allows	A
Sidewalks, Curb and Gutter repair/replacement and new construction in targeted areas of downtown.	Important - Being addressed as funding allows.	A
Potential Brownfield areas throughout the Town <ul style="list-style-type: none"> Redevelopment of the Old Keller Manufacturing Site (for highest/best use) Redevelopment of the Gerdon Auto Site (for mixed use development) 	Crucial to development <ul style="list-style-type: none"> Removal of environmental conditions 	A
A long-term assurance of adequate solid waste disposal facilities.	Important for continued growth	C
Downtown Revitalization/Enhancements	The Town is implementing downtown enhancements as outlined in the Strategic Investment Plan and Comprehensive Plan as funding allows.	A
Better access route for heavy trucks to divert them around the immediate downtown area and neighborhoods	Health and Safety concerns	C
Additional sludge storage capacity at WWTP, as area is experiencing rapid growth – including demolition/removal of out of service equipment	Needed to allow de-watering of sludge material as weather permits – currently in progress	A
Street repair and/or reconstruction throughout the town	Public Safety and compliance issues	A
Water System Upgrades to provide adequate pressure and supply throughout the water service area	Accommodate public safety and growth	A
Develop a Bicycle/Pedestrian Plan	Needed to allow for alternative forms of transportation and connectivity	B
Gateway Improvements	Identify and promote the Town of Corydon to the north, south, east and west – planning improvements along old Hwy 135 and downtown	A
Create a 5-year Parks and Recreation Master Plan	Important for quality of life and placemaking	B
Promote a variety of housing types for the needs of families, seniors and young professionals	Important for the sustainability and longevity of the Town	A

TOWN OF CORYDON

Study the use of the floodway and floodplain land and potential mitigation	Public safety and recreation	B
Low water bridge alternative to accommodate heavy trucks entering and exiting the South Industrial Park	Frequent flooding of low water bridge causes the re-routing of large trucks through residential streets and directly through downtown.	A
Comprehensive Plan Update	Current Comprehensive Plan was completed in 2016 prior to the Stellar Community award	A

TOWN OF ELIZABETH

PROJECT IDENTIFICATION	REASON FOR NEED	NEW PROJECT RANKING 2020
Housing is needed for retirement-age low-income persons.	Desirable, secondary priority	A
Water extension to households outside the Town limits are needed for potable water and upgrades throughout the existing water system.	Crucial need	A
Alternatives for a more localized Emergency Medical Service should be explored since response times average approximately 20 minutes each.	Crucial public welfare need –Completed – a remote dispatch station was put into service which has resulted in a decreased response time	A
The Town strives to encourage and generate economic development in and around the Town	Priority for economic development	A
The Elizabeth Volunteer Fire Department is in need of additional equipment and improved facilities.	Important safety issue	A
SR 11 – Small structure replacement	Roadside improvements	A
Daycare facilities for children and senior citizens	Important local need	B
A feasible method of providing sanitary sewer service to the Town needs to be identified and, if feasible and acceptable by this community, ultimately implemented.	Important, but feasibility and acceptance needs to be addressed	B
A bypass to the Corydon area would improve commuting to places of employment and commerce. I-64 would be more accessible, which would enhance the development of the Town.	Important and feasibility uncertain	B
Sidewalks throughout the Town are in need of replacement.	Desirable, secondary priority	C
Park and picnic area equipment is needed to develop the area around the community center as a functional park. Further renovation of the community building is also needed.	Desirable, secondary priority	C

TOWN OF CRANDALL

PROJECT IDENTIFICATION	REASON FOR NEED	NEW PROJECT RANKING 2020
Development of a senior center and nutrition site in Crandall.	Important to the community	A
New senior housing is needed due to below average standards and decreased population. Need help developing a plan and finding agents or organizations.	Important to the community	A
The Town needs better communication between other towns and county governments as well as with the State (Computer network between the different government levels).	Desirable, but not crucial	B
An updated boundary map is needed in order for the Town Council to maintain proper locations of streets and alleys.	Important, but not crucial	C

TOWN OF LACONIA

PROJECT IDENTIFICATION	REASON FOR NEED	NEW PROJECT RANKING 2020
Enforcement of zoning codes is needed. Salvage yards are located at both ends of the Town and are the responsibility of County Planning and Zoning	Important local concern – County Plan Commission is working to resolve the removal of debris from the salvage yards.	C
Laconia Utility – Town-owned sewer system.	Changes and improvements needed to become financially sound and economical for development. Currently too expensive to encourage building and development. Too costly to maintain.	A
Housing – Many homes are in poor condition and need significant repairs. Property values are depressed and little incentive exists by many homeowners and landlords to make improvements. The situation contributes to a number of vacancies.		B
Storm water drainage including a high volume that enters Town from outside fields	Health issues – mosquitos and compromise to sewer system in hard rains	B
Funds for street repair and maintenance are not adequate, leaving needed repairs each year.	Important fiscal problem, Constraint to Economic Development	A
General beautification improvements are needed such as tree plantings, etc. Need for both repair of existing sidewalks and installation of new ones.	Threat to health and safety, Quality of life issue, Economic problem.	A
A better access route to and from the Corydon area is needed to enhance access to the Corydon commercial area and areas of employment.	Important, but feasibility uncertain	C
Demolition/removal of derelict houses.	Health and safety issue	A
Purchase of lot for outdoor multi-use facility/playground.	Enhance quality of life	B
Town Square improvement/beautification	Economic development constraint	A

TOWN OF LANESVILLE

PROJECT IDENTIFICATION	REASON FOR NEED	NEW PROJECT RANKING 2020
Sewer Line Extension – Highridge Drive	To extend current sewer lines to residents of Lanesville who are not currently connected, due to cost of the extension – fiscal constraint	A
Sewer Line Extension – Villa Road/Manor Drive/Cottage Lane/Carriage Way	Install and/or extend sewer main	A
Construction of West Pennington to complete emergency access road for emergency vehicles. Proposed cost: \$1,097,750 plus \$150,500 for water/sewer extension	To complete an emergency access road if St. John’s Rd is shut down	A
Improvements need to be made to creek between Main Street and Park. Needs to be cleaned.	Fiscal constraint. Important social need.	A
Repair existing sewer system to reduce amount of storm water filtration.	Sewer plant is out of compliance during heavy rains	A
Additional funds are needed for street maintenance and signage.	Fiscal constraint	A
Purchase of police equipment/Radar Speed Signs	Update equipment	B
Foot bridge to extend across creek on W. Pennington	Walkers to be able to cross creek	C
Downtown Revitalization	To improve and renovate the downtown area of Lanesville to create more revenue and industry	C

TOWN OF MAUCKPORT

PROJECT IDENTIFICATION	REASON FOR NEED	NEW PROJECT RANKING 2020
The Town's boat ramp, the only such facility in Harrison County, needs rehabilitation. Also, additional acreage adjacent to the ramp needs to be acquired to provide for adequate parking.	Important for realization of potential recreational attraction	A
Street replacement and storm drainage improvements are needed to eliminate severe flooding, erosion and destruction of public and private property.	Critical immediate priority, being addressed	A
The Town's long range priority is to provide its residents a sewage system. Although a project of this magnitude is currently beyond the financial capabilities of the Town, the need currently exists and is considered, at minimum, a long-term goal.	Needs feasibility planning – will work with the County-wide Sewer District to determine feasibility/options.	C
Water service to the existing corporate limits is adequate for existing use but will need to be extended and upgraded as development occurs outside the corporate limits.	Important to economic development but a long term goal – water upgrades outside Town are underway – to be completed by 2009	C
Developing land through annexation or through drainage improvements that could lead to re-designation of floodplain area.	Crucial to economic development	C
The Town's park facilities need to be upgraded and improved. The baseball diamond needs to be resurfaced and the shelter house needs to be renovated. The park has potential with an excellent view of the Ohio River. The park is well maintained, considering the resources the Town has available, but needs these improvements to reach its potential.	Important for realization of recreational attraction	C
Sidewalk installation throughout the Town.	Local priority	C
Street signage throughout the Town, including Town limit signs.	Local priority	C

TOWN OF NEW AMSTERDAM

PROJECT IDENTIFICATION	REASON FOR NEED	NEW PROJECT RANKING 2020
Assistance in developing boat dock, ramp and culvert on the Ohio River.	Local priority	B
Need ordinances and enforcement to assist in cleaning up existing junkyards and prevention of such additional problems.	Desirable, secondary priority	B
Establishment of a Parks and Recreation Board and development of Parks and Recreation Master Plan.	Desirable, secondary priority	B
Develop commercial attraction that will help offset the currently declining property values.	Crucial to development	B
Development of a Helping Hands social assistance program.	Desirable, secondary priority	C
Sidewalks and drainage	Safety	A
Storage building and tool shed	For maintenance, local priority	A
Improvements to Town Hall building	Sustain and maintain building, local priority	A

TOWN OF NEW MIDDLETOWN

PROJECT IDENTIFICATION	REASON FOR NEED	NEW PROJECT RANKING 2020
Construction of a wastewater system to address failing septic tanks in the Town. Storm drainage improvements are needed throughout the Town	Crucial for Town to exist – Plan was completed. Town is seeking funds.	B
Purchase of a police car and street maintenance equipment/services	Important to the Community	B
Funds for Town Marshall	Important to the Community	B
Downtown revitalization to include sidewalks and landscaping	Improvements are made as funding allows.	A
A Town Hall	Important to the Community – recently renovated	A
Development of a community center for senior, youth and other community activities.	Important to the Community	A
Develop a community park through a 5-year Master Plan	Important to the Community	B
Better access to places of employment and commerce.	Important, feasibility uncertain	B
Community Center		A

TOWN OF PALMYRA

PROJECT IDENTIFICATION	REASON FOR NEED	NEW PROJECT RANKING 2020
Storm Drainage along state highways and isolated areas within town	Current drainage system needs replaced. Planning study completed.	A
Replace rusted and damaged culverts along State Highways	Present fiscal constraints, very poor condition	A
Sewer extension in southwest portion of Town	Important health and safety issue – failing septic systems	A
Re route waterlines and replace meters on North Road, Cross Road, Wennings Road, Hancock Chapel	Sanitation, health and quality of life – fiscal threat – some improvements have been made	A
New sidewalks and improvements to existing sidewalks.	Important safety need	A
Sanitary sewer improvements	Storm water entering the sanitary sewer	
Sidewalks along state highways	Safety need – in INDOT SR 150 improvement plans	B
Walking trail and/or electric scooter trail from Senior Housing area and outer quadrants of Town to Downtown Business district.	Safety and quality of life	C
Swimming pool – indoor pool with Physical Health Center at Park.	Community welfare	C
Further development of park, including road maintenance and service.	Recreation and quality of life	C
Develop an industrial park.	Economic development	C
Roads and Streets	To stay ahead of road conditions	A

Scott County

SCOTT COUNTY

PROJECT IDENTIFICATION	REASON FOR NEED	NEW PROJECT RANKING 2020
New industrial sites in Austin, Scottsburg and other areas of Scott County.	Crucial for economic development	A
Proactive pre-disaster planning and implementation activities to enhance future disaster preparedness.	Critical economic development and safety issues – due to update in 2015	A
Improved fire-fighting capability throughout the County.	Serious public welfare need	A
Any incentives, infrastructure improvements or other actions that would improve the County's business climate or otherwise facilitate job creation.	Economic development priority	A
Continued development of enhanced 911 Emergency Communications System and assurance of stable and reliable Emergency Medical Services.	Serious public safety need	A
Improved or new bridges in strategic areas.	Crucial but not financially feasible	A
Development of funding source to keep County government operating	To meet the needs of people and to maintain all services	A
Children's Health Clinic	To provide affordable health care for low income children	A
Assurance of long-term, reliable, overall Countywide medical services: emergency, hospital services, and elderly and nursing home care.	Important	A
Enhancement of labor market supply, workforce development and related activities.	Priority economic development need	A
Assurance of long-term future solid waste disposal facilities.	Crucial issue being addressed	A
Countywide storm alarm system	Safety of all people/storm preparedness	A
Boatman Road from Austin Town Limits to Moonglo Road.	Group III program	B
Innovative program to foster entrepreneurs and businesses	Economic Development priority	A
Maintain a traffic volume count for all County roads and a speed control.	Help with road maintenance and speed on roads – updated every 3 years (2012)	B
Further extension of water service to un-served areas within the County. Funds for further development of existing sites.	Crucial need, being addressed where feasible	B
County Road Rehabilitation Old Moonglo Road from Scottsburg City limits to US 31.	Group III program	A
Roadway and other infrastructure improvements to industrial areas.	Needs feasibility planning	B
Local Access to Higher Education (to better use facilities and match up needs of community).	Crucial	A
Activities to support desirable residential development, affordable housing supply and home	Priority need to support	A

SCOTT COUNTY

ownership opportunities.	population growths and workforce	
Expanded capacity of facilities and related programs for special needs population segments: childcare, disadvantaged youth, senior citizens and medically underserved persons.	Quality of life priority; to address new and expanded need for mental health, addiction, infectious disease services. Workforce maintenance.	B
Redesign of SR 56 curves East of SR 3.	Non-Interstate preservation	B
Additional downtown improvements and investments (Scottsburg and Austin).	Important economic benefit	A
Establishment of County wide park board and plan	Important local priority	B
A study of transportation system improvements needs, identifying necessary improvements and a feasible method of implementing identified objectives.	Crucial but feasibility is an issue	B
Sanitary Sewer Collection System for Green Acres	Public safety, health threat and economic and fiscal problem. Feasibility study has been completed.	C
Senior housing addition.	Important	B
Park system improvements.	Important local priority	C
Extension of SR 356 to I-65 and new interchange to relieve truck traffic throughout the US 31/SR 56 intersection	Important	C
Identification of solutions to storm drainage problems and feasible methods to implement necessary corrective actions.	Crucial but feasibility needs evaluation	C
Development of convention entity to attract tourism to Scott County, as well as the County's attractions and services and accommodations including increased development and usage to maximize Hardy Lake potential.	Important objective	C
Further development of interchanges to service tourism related travelers.	Crucial to development	C
Survey of connector route with commercial bus transportation (Scottsburg; Austin; Lexington).	Important	C
Funding to implement a pilot project involving construction of a County bridge with local hardwoods to expand the market for this local resource.	Important	C
Community Building for Scott County residents.	Desirable but secondary priority	C
Muscatatuck River and Stucker Ditch logjam removal and dredging	Critical infrastructure improvement to prevent flooding	A

CITY OF AUSTIN

PROJECT IDENTIFICATION	REASON FOR NEED	NEW PROJECT RANKING 2020
Expand, improve and develop additional industrial and business sites and parks.	Critical to continued economic growth	A
Storm drainage improvements.	Critical constraint to economic development	A
Housing – establish a homeowner association; establish neighborhood clean-up; establish a housing redevelopment area, revolving loan fund, lease-purchase and ownership programs; develop temporary housing; develop and implement a homeownership financial management training program.	Crucial, countywide priority, in process in certain areas	A
Fire fighting – upgrade equipment; provide additional fire fighter training.	Necessary to lower insurance and increase safety	A
Develop/Expand health care facilities; medical equipment; coordinator and staff.	Critical quality of life need – Clinic is running – construction completed.	A
Combine police station, fire station and EMS dispatch center.	Critical safety need – new fire station constructed/complete.	A
Improve medical care for elderly.	Critical need for population segment, in process	A
Establish a business/industrial revolving loan program(s)	Important investment incentive	A
Childcare – expand affordable childcare; provide childcare credits for workers in support for licensed childcare centers.	Existing licensed childcare provider does not exist.	A
Workforce Development – training for existing workforce; one stop workforce development clearinghouse and resource center; pre-employment skills training for high school students; life skills training; establish a life long learning center.	Economic development priority	A
Improve park facilities throughout the City.	Local priority, ongoing process	A
Repair and improve streets and roads.	Additional funding needed	A
Sidewalk, curbs and gutter construction/reconstruction; Develop and implement Austin gateway/streetscape.	Important local priority for function and aesthetics – INDOT project on 256 from I65 to Hwy 31 complete	A
Youth, recreation and community services – enhancement and expansion of park and recreation system; enhance after school and drug and alcohol abuse programs; expansion of the Scott County YMCA; develop an intergenerational community heritage center, community center and community auditorium.	Quality of life enhancements – Feasibility study completed for intergenerational community heritage center.	A
Developments which compliment the revitalization efforts within the downtown area.	Local priority	A
Repair and improve sanitary sewer collection	Critical – EC top priority	

CITY OF AUSTIN

system and wastewater treatment plant.	Phases I and II are complete	A
Update the City's Comprehensive Plan.	Important local priority – funding for study needed.	A
Public transportation access	Necessary to support workforce	C
General aviation airport.	Feasibility uncertain	C

CITY OF SCOTTSBURG

PROJECT IDENTIFICATION	REASON FOR NEED	NEW PROJECT RANKING 2020
Enhancement of labor market supply, workforce development and establishment of a “Life Long Learning Center.”	Critical to raise the education level on a county-wide basis - LLLC has been constructed but additional funds are needed for expansion	A
Expanded and strengthened water supply reservoir and relocated and expanded water treatment facility.	Critical to retain and expand economic base - Construction was completed for Phase I in 2001. Phase II is completed 2007.	A
Improvements necessary as a result of the National Disaster Flood damage of August 8, 1992, including repair of damage and improvements for mitigation of future flooding.	Critical – Scottsburg received a recapitalization of their existing RLF. All loans have been repaid. Funds have reverted to the original RLF pool.	A
Extension of SR 356 to I-65 and new interchange to relieve truck traffic throughout US 31/SR 56.	Critical need	A
Further infrastructure improvements in support of economic development and extensions to areas with further development potential.	Critical to development	A
Establishment of fully serviced municipal industrial park.	Crucial to economic development	A
Storm drainage improvements are needed in isolated areas.	Feasibility needs addressed	A
Brownfield clean-up and Redevelopment throughout the City.	Crucial to economic development – one area has been assessed, funds have been obtained to clean it up, clean up completed; monitoring of groundwater still required.	A
Establishment of retail and Professional teaching training center on west side of the City	Priority – in process	A
Housing needs assessment and implementation of identified solutions.	Assessment is completed – additional housing, especially senior housing, is needed	A
Improved park facilities throughout the City.	Local priority – several projects have been implemented – current project at Linza Graham Park funded.	A
Enhancement of Communication Infrastructure (high speed internet access, T-1 lines and more fiber optic lines).	Crucial to high-tech economic development – the initial system has been installed, but expansion/upgrades are always necessary	A
Enhancement/Continuation of technical training & advanced manufacturing programs at MAS Park. Acquiring new equipment to expand capacity and diversity of programs.	Crucial to economic development – workforce development	A

CITY OF SCOTTSBURG

Construction of the Western By-Pass.	Crucial need – preliminary engineering is being done for Phase 1	A
Expand existing Waste Water Treatment Facility or construct a satellite treatment facility West of I-65.	Crucial to further economic development – plan completed – funding needed – compliance issue.	A
Developments which compliment the revitalization efforts within the downtown area.	Local priority, economic development, and quality of life project	A
Establishment of more opportunities for the youth of the community including, but not limited to, youth recreation and youth center.	Local priority – looking at feasibility of converting old downtown building into a youth/senior center.	A
Continuing care for senior citizens.	Critical to care for growing senior population	A
Expansion of existing senior citizens center and/or construction of an additional center.	Local priority – looking at feasibility of converting old downtown building into a youth/senior center.	A
Walking/Biking trails – connecting community to YMCA, schools, parks, historic sites and medical facilities.	Critical need	A
Entrepreneurial and innovation support programs: loans, business planning, legal, patenting, identify & secure pool of investors.	Critical need	A
K-12 21 st Century Learning programs	Critical need	A
Wastewater Department vacuum truck – replacement of City's aging vacuum truck for use with maintenance of entire wastewater collection and treatment system		A
Wastewater Department TV truck – replace City's aging TV truck		A
Technology, Innovation and Entrepreneurship Center Incubator and Accelerator – purchase of existing industrial site and expansion to create incubator and accelerator facility which will serve all of Southern Indiana.		A
Citizens Communication Corporation (C3BB) Wireless Internet expansion	To include more customers and additional fiber optic lines	A
Security and surveillance camera upgrade – upgrade or install security and surveillance cameras to all public owned buildings, properties, utilities and public spaces		A
Wastewater Treatment Plant expansion	Expansion and improvements to the existing wastewater treatment plant necessary to accommodate new environmental limits and standards	A
Waterline improvements project – upgrade and loop water lines throughout the City of Scottsburg	To provide more reliable service to existing residential, commercial	A

CITY OF SCOTTSBURG

	and industrial customers	
Water Treatment Plant improvements project – improvement and expansion of existing water treatment facility	To accommodate new environmental limits and standards	A
Sanitary Sewer Collection System Improvements	Project needed to repair aging sanitary sewer collection system to allow for continued residential, commercial and industrial growth within the City	A
Bacala Building Youth and Senior Citizens Center – renovation of historic building located in downtown Scottsburg into Youth and Senior Citizens Center	Partial project in process	A
Parks and Recreation improvements – expansion and improvements to the City’s existing park facilities as detailed in the City’s Five Year Plan		A
Development of new water supply – identify new water supply for City of Scottsburg	Necessary to meet projected water needs of existing and new industrial customers	A
Western Bypass project – improve direct transportation route around the City of Scottsburg	To allow better traffic flow	A
Interstate 65 pedestrian bridge crossing at Moonglo Road	Necessary for safe pedestrian and bike crossing of Interstate 65 connecting the east and west sides of Scottsburg currently not safely accessible by foot or bike	A
Downtown Revitalization of the Scottsburg square – implementation of Downtown Revitalization plan projects (e.g. façade improvements, sidewalk replacement and expansion, etc.)		A
Storm water infrastructure improvements project – improve storm water drainage facility throughout the City	To provide for better flow of storm water	A
Rails to Trails expansion project – expansion of existing and currently funded trail projects to connect local schools, parks, YMCA and historical sites		A
Lifelong Learning Center addition – addition and partial remodel of existing Lifelong Learning Center	To provide more training and education opportunities with special provisions for nurse training program at Ivy Tech	A
INDOT Streets Preventative Maintenance – provide preventative maintenance to streets listed as a major collector or higher on the INDOT Functional Classification Map		A
Techs in Training Program expansion – needs to be restarted	Program is focused to teach computer repair skills to both students and adults	A
Energy efficient lighting program – convert all City’s lights to energy efficient lights	In process on street lights	A
Animal shelter upgrade/replacement		A

CITY OF SCOTTSBURG

Local transportation improvements – improve local transportation alternatives and facilities within the City		A
ADA Compliance – obtain ADA compliance for all City owned buildings and properties		A
City electric utility improvements – improvements to existing City electric infrastructure	To provide better service to existing and new residential, commercial and industrial customers	A
Eastside Firehouse construction – construct new firehouse east of railroad tracks	Both existing firehouses are located west of the railroad tracks leaving some areas of the City unreached in the event of a stalled train or derailment	A
Construct new Professional, Technical and Training Center	To provide high tech training for Southern Indiana – in process	A
Old Corn Factory Brownfield cleanup and renovation		A
Local street paving project throughout the City		A
Scottsburg Information Technology Job Orchard – facility to be located within the Scottsburg Technology, Innovation and Entrepreneurship facility		A
Upgrades to Municipal electrical system.	Crucial infrastructure upgrade in final phase of completion	B
A fire station east of railroad tracks. Adequate equipment to serve the developing western portion of the City.	Important safety concern - in progress	B
Replacement of existing and construction of new sidewalks throughout the City to connect the neighborhoods with the entire community.	Local priority – funding for Phase I has been received – design in progress.	B
Enhancement of historic preservation and signage throughout the City.	Crucial to historic preservation	B
Upgrades/expansion of the airport, including the establishment of a “fly-in” community.	Local priority	B

Washington County

WASHINGTON COUNTY

PROJECT IDENTIFICATION	REASON FOR NEED	NEW PROJECT RANKING 2020
Shell building to be constructed at the J.F. Helsel Commerce Park	Establish a marketable up-to-date facility	B
J.F. Helsel Commerce Park Water Retention Plan	Flooding in SW corner of property and roadways.	B
Any incentives, infrastructure improvements or other actions that would improve the County's business climate or otherwise facilitate job creation.	Priority for economic development	A
Enhancement of labor market supply, workforce development and related activities.	Priority economic development need	A
SR 60 Road Construction, Super Single East towards I-65.	Expansion and Major Improvements, on INDOT long range plan	A
Roadway and other infrastructure improvements to industrial areas throughout the County.	Economic development constraint, progress being made on an as-needed basis	A
Storm drainage improvements in Salem and other areas of the County.	Feasibility needs to be evaluated – City is making some improvements	A
SR 56/60 from SR 135 to west junction of SR 56/60 – Needs to be constructed after the bypass to relieve congestion	Important need – INDOT project	A
Solution to the pending water supply issue. Affects the entire County.	Important, being addressed – City making some improvement	A
Increase County water supply by raising the dam on Lake John Hay and upgrading water treatment capabilities	Priority for Economic Development – currently underway through the City	A
Washington County preventative maintenance program	Maintain the road system in a safe and efficient manner	A
Washington County Annual Road Paving program	To create a safe environment for all traveling motorists and improve the quality of life	A
Renovation of historical courthouse: repair stone roof, steps, sidewalk, electrical, windows, HAVC.	Keeping community landmark	A
Washington County Wimax – provide Wimax (wireless broadband) to unserved and underserved areas. Additionally to provide broadband to first responders, all medical personnel, libraries, schools and faith based organizations	To promote increased skill sets of computer usage	A
Industrial park land - new and/or expand existing (New Pekin).	Immediate need	B
Countywide Revolving Loan Fund	Important need – WCEGP has some money , need additional capitol	B
SR 56 from North end of bypass project to SR 135 – Needs to be accomplished in conjunction with bypass project to relieve congestion	Important need – INDOT acquiring rights-of-way	C

WASHINGTON COUNTY

Proactive pre-disaster planning and implementation activities to enhance future disaster preparedness.	Critical economic development and safety issue – funds needed to produce a MHMP – App completed and approved	A
Improved fire fighting capability throughout the County.	Serious safety need, some upgrades in progress	A
SR 135 Intersection Improvements - Homer Street.	Safety improvements	B
Affordable Housing developments to support workforce development as a critical economic development issue.	Economic development constraint	A
New and expanded day care facilities.	Important	B
Assurance of long-term reliable, overall Countywide medical services, including: mentally ill and special needs populations, emergency, hospital services, elderly and nursing home care.	Important priority	B
SR 56 Resurfacing SR 39 to SR 3	Non-interstate Preservation	A
Fairground improvements and building renovation.	Secondary priority, portions completed as funding allows (2007 electrical upgrades, 2008 ADA improvements – parking ramps, platforms)	B
Improved or new bridges in strategic areas.	Important, on schedule	B
Improvements to the Salem Municipal Airport	Significant impact on development – City addressing as funds are available.	A
Second Patoka connection – better quality and quantity source of water		B
Awareness Washington County program development – Part 1 will develop leadership skills in business, blue collar, retired, not for profit and other interested individuals. Part 2 will offer leadership training for individuals planning to run for public office or currently serving in public office		B
Adult literacy – adult education	Enabling adults in need of basic literacy and communication skills to achieve their potential through one-on-one or small group instruction. Providing the County with free and confidential adult basic education and the necessary skills to reduce high unemployment	A
Building of new Community Health center – to build a new building to house South Central Community Healthcare	South Central used to be rural health clinic; however, when the funds went by the wayside, rural health clinic designation was lost. We would be able to re-establish the clinic's designation, build a new building and equip it with the latest high tech equipment	A
Washington County Older Americans Resources – to provide a single location for		B

WASHINGTON COUNTY

older American resources		
Bypass traffic lights or roundabouts at SR135, SR 60, and SR 56/60 intersections	Safety, traffic flow, and to relieve congestion	A
Sidewalks in Salem along Jackson Street South to SR 60 East ending at Southway Vila	Safety, access to businesses and physical activity for residents, and safety for residents walking to and from work	A
Sidewalks along East Mulberry Street from Amson Street to Jim Day Road from intersection of SR 135 North. SR 56 & 60 to Tarr Avenue	Safe passage to schools, hospital, and businesses	A
Central 911 communications center.	More efficient for personnel, safer environment, central dispatch for all emergency agencies	A
More Transportation services for county residents	We have more senior citizens who need transportation	B
Improve and replace parks equipment	Playground equipment, tables, and grills needed	B
Replace sidewalk around courthouse	Sidewalks are broken, with holes	A
Improve traffic flow and control around Public Square. Crosswalks improvement, and remove heavy truck traffic	Safety of people crossing streets around downtown Public Square	A
Replace or develop sidewalks in town of New Pekin, Campbellsburg, Little York, and Hardinsburg	Safety for public walking along roadways	A
Improve water flow in creeks and rivers to prevent flooding	Public safety to prevent flooding of homes and property	A

CITY OF SALEM

PROJECT IDENTIFICATION	REASON FOR NEED	NEW PROJECT RANKING 2020
Safe 60 – improve State Hwy 60 from I-65 to Salem to “Super2” state road	Critical safety needs, future growth and development	A
Improved recreation facilities	Maintain existing population, future growth	B
Water treatment and collection system improvements throughout the entire system, especially industrial areas.	Crucial to all development – some projects have been completed.	
Sanitary Sewer Improvements, in particular, collection system upgrades throughout the City	Critical health and safety issue and constraint to economic development – major issues addressed to obtain compliance with IDEM. Smaller issues with collection system need to be addressed.	A
Street improvements – improve existing streets and sidewalks that are beyond useful life of pavement or surfaces	Need funding	B
Water resource expansion/improvements – expand water resources and water treatment and distribution network to meet current and future needs of the City of Salem and Washington County	Some improvements completed	B
Wastewater system improvements – eliminate inflow/infiltration and to replace lines and equipment that have reached or exceeded useful life	Some improvements completed	A
Bridge Main Street – replace flood damages and aging bridge on Main Street in Salem	Still a concern	A
Chamber Welcome Center	A community center is needed to house activities, the Chamber office and the Welcome Center – some improvements made	B
The purchase of emergency generators	The City recognizes the need for emergency services, such as police and fire, to have uninterrupted power to radio and computer equipment. Power is also needed for the Emergency Shelter – some improvements made	B
Flood control – currently involved in studies and need funding for retention ponds and other flood control as the study indicates	Funding needed	B
Construction of “safe rooms” for short term shelters/protection from storms	Important for safety of citizens	
Storm drainage improvements in Salem and other areas in the County. Feasibility analysis conducted by the Corp of Engineers and IDNR.	Some completed	A
Improved fire-fighting capability in the City.	Important	
Housing rehabilitation programs throughout the	Important quality of life issue	B

CITY OF SALEM

City.		
Cooperate efforts with the County to have a Multi-Hazard Mitigation Plan	Critical health and safety issue	B
Various improvements in and around the County Courthouse.	Important, historical asset	
Brownfield assessment and cleanup – Childcraft site	Some have been completed	C
Expanded Senior Housing	Some improvement	B
Park and Trail improvements – improve facilities for use by citizens of City and County	Improvements made	B
Brownfield improvements – clean up and removal of materials and structures creating issues in the City from old manufacturing and other structures	Lack of funding	C
Park Improvements throughout the City.	Community priority	B
Expanded YMCA pool facility	Current pool age is 50 years old	A
Animal control facility – replace and improve inadequate animal control facilities	Plans being made	A
Airport improvement project – replace existing airport with new runway set up for proper approach	Project underway	C
Electronic medical records implementation	Improve patient care and patient data collection through the implementation of an Electronic Medical Record system	B
YMCA Family Center and Gymnasium	Will further the ability of the YMCA to serve local residents	B
Mill Street Emergency Overpass	Critical health and safety issue	C
A parking garage for the City.	Improvement made	
Larger turning radius at major intersections within the City.	Important constraint	C
HWY 60 Bypass	Safety	A

TOWN OF CAMPBELLSBURG

PROJECT IDENTIFICATION	REASON FOR NEED	NEW PROJECT RANKING 2020
Sidewalk and street repair is needed throughout the Town.	Crucial to economic development, safety and fiscal issues	A
Additional industrial attraction, currently dependent on only one major industry for employment. Additional industrial sites need developed.	Crucial, adequate sites needed	A
Storm drainage problems throughout problem areas including south of State Road 60.	Crucial	A
Growth within the water system and to new areas is needed to support the cost of this system.	Important, fiscal issue	A
Upgrade to the 3" water transmission main that supplies the Town plus North Brown Water Corporation. This main is inadequate during peak summer usage.	Crucial to economic development	A
Future upgrades to water system capacity to allow for expansion and growth.	Future need to long term	A
Sewer – replace gravity fed system with a force pump. Improve lagoon discharge to keep their level lower.	Important need	A
Resurfacing City streets	Streets have not been resurfaced for over 15 years	A
Eliminate surface water		A
Water Tower restoration or replacement – to refurbish or replace the current water tower	The current water tower is in need of repainting and the tank floor needs to be repaired	A
Water filtration refurbishment	The treatment system and the filtration system needs major improvements. To improve the quality of water	A
Construction of a new library to adequately meet the needs of area residents.	In need	B
Affordable housing and housing rehabilitation for low income residents.	Important local priority	B
Additional park facilities and related equipment.	Secondary priority	B
A direct access road from the Town	Important but feasibility	C

TOWN OF CAMPBELLSBURG

to the commercial area other than SR 60 is needed to improve access and enhance development potential.	questionable	
A day care center within the Town is a service in great demand.	Important local need	C
Improvements are needed to the Town's community building to expand possible uses of the facility.	Secondary priority	C
Ball park lighting and renovation - To establish a new t-ball playing field, finish a second ball playing field and to add lighting and bleachers to the existing field		C

TOWN OF HARDINSBURG

PROJECT IDENTIFICATION	REASON FOR NEED	NEW PROJECT RANKING 2020
Topography, soil conditions and lot sizes contribute to the need for adequate wastewater disposal method.	Critical, Town under IDEM Agreed Order – Feasibility Plan has been completed	A
Removal and/or revitalization of vacant business buildings.	Crucial to Town's economic development	A
Acquire property and construct parking areas for the existing ball park and community building.	Important priority	B
Major storm drainage improvements are needed throughout the Town. A feasible approach needs to be identified and implemented.	Crucial to development of a town in flood plain	A
Road resurfacing and street drainage improvements are needed throughout the Town.	Secondary priority. Also street widening.	A
Sidewalk installation is needed throughout the Town.	Desirable	B
Provision of natural gas service is considered a needed utility.	Desirable, uncertain	C

TOWN OF LITTLE YORK

PROJECT IDENTIFICATION	REASON FOR NEED	NEW PROJECT RANKING 2020
The Town's long term priority is to provide its residents with a reliable and sanitary method of sanitary sewage disposal.	Serious, but currently infeasible	A
A more short term achievable objective is to install approximately 2,000 feet of sidewalks within the Town primarily for safety reasons. This will provide pedestrian access to the church and post office.	Important safety concern	A
More funding is needed for street maintenance and lighting.	Fiscal constraint	B
The Gibson Township Volunteer Fire Department, which serves the Town of Little York, is in need of various equipment including a dependable "off road" vehicle to replace the vehicle it now uses. Much of the fire department's service area is comprised of State owned forestry.	Important need	B

TOWN OF LIVONIA

PROJECT IDENTIFICATION	REASON FOR NEED	NEW PROJECT RANKING 2020
Sidewalks in Town need repair and approximately 1,000 feet of new sidewalk is needed.	Priority	A
Community Building and Town park facilities need improvement. An additional shelter house and additional picnic tables are needed.	Priority	A
Additional elevated water storage tank and 4" to 8" main upgrade is needed to obtain adequate fire protection.	Important to community	A
Various Town equipment is needed, including shovels and lawn equipment, hand tools, utility cleanup equipment and a utility truck.	Desirable	B
Additional improvements to the Town Hall are needed to improve administrative functions.	Desirable, not crucial	C
The Town currently utilizes on-site sewage disposal methods and an acceptable method of sanitary sewage disposal is considered a long term objective.	Infeasible, but constraint to economic development and public welfare threat	C

TOWN OF NEW PEKIN

PROJECT IDENTIFICATION	REASON FOR NEED	NEW PROJECT RANKING 2020
Main Street and Blue River Road are direct route to East Washington Schools. New Direct route would decrease traffic burden on these roads.	Safety concern – Road to the school is not safe and is burden for the Town	A++
Water supply from Salem, transmission/service line needs to be increased in size to provide water for industrial/commercial development.	Crucial for economic development	A
Water, sewer or other infrastructure in support of new developments or where present service is inadequate.	Crucial to development potential	B
Manhole seals – seal 25 manholes	To stop infiltration into sanitary sewers	B
Smoke test sewer lines for infiltration 3000 feet		C
Housing rehabilitation is needed in strategic areas, especially exterior. Main street target area priority. Sidewalk system needs repairs and new installation, simultaneous with housing program.	Important local priority	B
Sewer cleaning – clean sewer lines 3000 feet		C
Sidewalks	Safety for walking	B
Improved water pressure to industrial areas.	Crucial economic development	C

TOWN OF SALTILLO

PROJECT IDENTIFICATION	REASON FOR NEED	NEW PROJECT RANKING 2020
Due to the lack of two basic infrastructure needs, water and sanitary sewer services are the Town's top priorities and most important needs. The most likely feasible alternative to obtain this service would be through extensions of nearby water and sewer systems.	Crucial to development and public welfare	A
More funding for additional street light installation and operating cost.	Critical fiscal problem	A

Appendix III

Cluster Analysis Data

Transportation & Logistics – Cluster Data

Industries	Jobs 2018	National Trend 2013-2018	Industry Trend 2013-2018	Cumulative Expected Growth	Actual Job Growth 2013-2018	Regional Performance, 2013-2018
General Warehousing and Storage	2,675	14	102	116	2,533	2,417
General Freight Trucking, Long-Distance, Truckload	2,220	224	28	252	-31	-283
Inland Water Freight Transportation	1,034	106	-121	-15	-30	-14
Couriers and Express Delivery Services	573	61	267	328	-43	-371
Specialized Freight (except Used Goods) Trucking, Local	449	39	-13	26	53	27
General Freight Trucking, Long-Distance, Less Than Truckload	384	27	22	49	111	62
Rail transportation	335	36	-55	-19	-31	-13
General Freight Trucking, Local	236	24	10	34	-2	-36
Process, Physical Distribution, and Logistics Consulting Services	129	6	10	16	66	50
Local Messengers and Local Delivery	105	17	107	124	-70	-194
Specialized Freight (except Used Goods) Trucking, Long-Distance	102	14	1	15	-34	-48
Freight Transportation Arrangement	100	9	16	25	13	-12
Motor Vehicle Towing	94	7	14	21	26	6
Other Support Activities for Air Transportation	68	9	11	20	-23	-44
Nonscheduled Chartered Passenger Air Transportation	65	3	10	13	33	20

Figure: Shift-share Analysis of Transportation & Logistics cluster 2013-2018

Source: Purdue Center for Regional Development

Industries	Total Estimated Input (\$ 2018)	% In-Region	% Out of Region
Portfolio Management	\$50,367,835	1.7%	98.3%
Freight Transportation Arrangement	\$35,942,286	21.8%	78.2%
Securities Brokerage	\$35,294,509	6.1%	93.9%
Couriers and Express Delivery Services	\$34,904,821	32.3%	67.7%
Travel Agencies	\$33,679,117	32.2%	67.8%
General Warehousing and Storage	\$33,315,011	77.1%	22.9%
Corporate, Subsidiary, and Regional Managing Offices	\$29,038,915	3.0%	97.0%
Ship Building and Repairing	\$24,973,187	99.5%	0.5%
All Other Travel Arrangement and Reservation Services	\$23,647,887	3.2%	96.8%
Investment Banking and Securities Dealing	\$23,001,749	13.7%	86.3%
Petroleum and Petroleum Products Merchant Wholesalers (except Bulk Stations and Terminals)	\$20,961,261	66.5%	33.5%
Commercial Banking	\$20,693,207	58.3%	41.7%
Temporary Help Services	\$19,128,326	81.4%	18.6%
Other Support Activities for Air Transportation	\$16,347,558	53.9%	46.1%
Marine Cargo Handling	\$10,462,128	33.4%	66.6%

Figure: Top Expenditures and Leakages, Transportation & Logistics Cluster, 2013-2018

Source: Purdue Center for Regional Development

Occupations	Jobs 2018	% Change 2013-2018	Median Hourly Earnings (\$)	Entry Level Education	Automation Index
Heavy and Tractor-Trailer Truck Drivers	2,030	7%	\$19.63	Postsecondary nondegree award	110.1
Laborers and Freight, Stock, and Material Movers, Hand	1,409	164%	\$14.20	No formal educational credential	117.2
Sailors and Marine Oilers	438	11%	\$25.57	No formal educational credential	106.5
Captains, Mates, and Pilots of Water Vessels	325	8%	\$38.73	Postsecondary nondegree award	97
First-line Supervisors of Transportation and Material Moving Workers, Except Aircraft Cargo Handling Supervisors	259	84%	\$21.62	High school diploma or equivalent	93.8
Office Clerks, General	220	54%	\$15.80	High school diploma or equivalent	102
Shipping, Receiving, and Traffic Clerks	203	276%	\$17.67	High school diploma or equivalent	109.1
Bus and Truck Mechanics and Diesel Engine Specialists	203	14%	\$24.73	High school diploma or equivalent	114.6
Couriers and Messengers	193	-4%	\$11.12	High school diploma or equivalent	105.3
Light Truck or Delivery Services Drivers	168	-16%	\$13.91	High school diploma or equivalent	112.9
Stock Clerks and Order Fillers	148	771%	\$13.85	High school diploma or equivalent	112.3
Dispatchers, Except Police, Fire, and Ambulance	133	4%	\$17.57	High school diploma or equivalent	95.1
Managers, All Other	130	67%	\$20.47	Bachelor's degree	84.5
Customer Service Representatives	124	85%	\$13.50	High school diploma or equivalent	96.4
Order Clerks	120	380%	\$8.06	Some college, no degree	97.4

Figure: Occupations, change of jobs, Median Income, and Automation Index, Transportation & Logistics cluster, 2013-2018
Source: Purdue Center for Regional Development

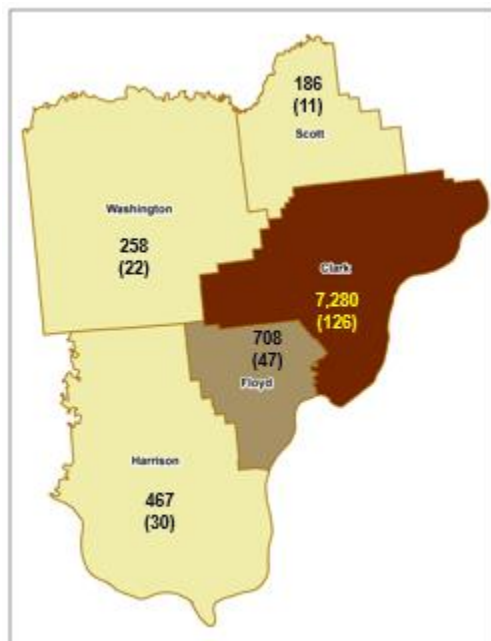


Figure: Location of jobs and employers, Transportation & Logistics Cluster, 2013-2018
Source: Purdue Center for Regional Development

Biomedical/Biotechnical – Cluster Data

Industries	Jobs 2018	National Trend 2013-2018	Industry Trend 2013-2018	Cumulative Expected Growth	Actual Job Growth 2013-2018	Regional Performance, 2013-2018
General Medical and Surgical Hospitals	1,827	102	-40	62	803	741
Nursing Care Facilities (Skilled Nursing Facilities)	1,787	168	-217	-49	101	150
Home Health Care Services	1,450	59	41	100	859	759
Assisted Living Facilities for the Elderly	699	79	48	127	-92	-218
Pharmacies and Drug Stores	657	69	-70	-1	-32	-30
Continuing Care Retirement Communities	416	29	12	41	120	79
Surgical and Medical Instrument Manufacturing	311	13	-1	12	179	167
Psychiatric and Substance Abuse Hospitals	273	5	4	9	225	216
Freestanding Ambulatory Surgical and Emergency Centers	204	14	38	52	65	13
Outpatient Mental Health and Substance Abuse Centers	167	13	18	31	38	7
Cosmetics, Beauty Supplies, and Perfume Stores	164	19	23	42	-26	-69
Other Residential Care Facilities	134	13	-7	6	6	1
Residential Intellectual and Developmental Disability Facilities	97	7	-2	5	28	23
Kidney Dialysis Centers	92	11	19	30	-18	-49
All Other Health and Personal Care Stores	88	7	-3	4	21	17

Figure: Shift-share Analysis of Biomedical/Biotechnical cluster 2013-2018

Source: Purdue Center for Regional Development

Industries	Total Estimated Input (\$ 2018)	% In-Region	% Out of Region
Lessors of Residential Buildings and Dwellings	\$14,992,632	99.6%	0.4%
Corporate, Subsidiary, and Regional Managing Offices	\$13,240,592	2.3%	97.7%
Temporary Help Services	\$12,864,420	83.2%	16.8%
Offices of Real Estate Agents and Brokers	\$11,982,030	79.9%	20.1%
Lessors of Nonresidential Buildings (except Miniwarehouses)	\$11,919,551	84.8%	15.2%
Direct Property and Casualty Insurance Carriers	\$11,422,558	9.0%	91.0%
Direct Health and Medical Insurance Carriers	\$8,737,258	11.0%	89.0%
Offices of Lawyers	\$8,210,222	29.9%	70.1%
Other Activities Related to Real Estate	\$7,794,985	83.0%	17.0%
Administrative Management and General Management Consulting Services	\$6,710,594	32.5%	67.5%
Office Administrative Services	\$6,497,270	43.0%	57.0%
Residential Property Managers	\$6,098,314	60.5%	39.5%
Drugs and Druggists' Sundries Merchant Wholesalers	\$6,011,200	4.9%	95.1%
In-Vitro Diagnostic Substance Manufacturing	\$4,283,067	0.0%	100.0%
Biological Product (except Diagnostic) Manufacturing	\$3,802,812	0.0%	100.0%

Figure: Top Expenditures and Leakages, Biomedical/Biotechnical Cluster, 2013-2018

Source: Purdue Center for Regional Development

Occupations	Jobs 2018	% Change 2013-2018	Median Hourly Earnings (\$)	Entry Level Education	Automation Index
Registered Nurses	1,092	61%	\$26.52	Bachelor's degree	85.3
Nursing Assistants	843	-1%	\$11.50	Postsecondary nondegree award	97
Personal Care Aides	718	95%	\$11.25	High school diploma or equivalent	94.2
Home Health Aides	693	46%	\$8.96	High school diploma or equivalent	92
Licensed Practical and Licensed Vocational Nurses	431	22%	\$18.08	Postsecondary nondegree award	84.8
Medical and Health Services Managers	263	68%	\$33.61	Bachelor's degree	75.2
Clinical Laboratory Technologists and Technicians	261	68%	\$20.40	Bachelor's degree	97.9
Pharmacy Technicians	266	15%	\$12.08	High school diploma or equivalent	109.9
Food Servers, Nonrestaurant	180	21%	\$8.50	No formal educational credential	118.7
Maids and Housekeeping Cleaners	178	5%	\$8.99	No formal educational credential	124.5
Psychiatric Technicians	178	287%	\$13.81	Postsecondary nondegree award	79.4
Retail Salespersons	167	3%	\$9.85	No formal educational credential	93.4
Cooks, Institution and Cafeteria	157	10%	\$15.10	No formal educational credential	108.3
Cashiers	125	6%	\$9.79	No formal educational credential	105.5
Healthcare Social Workers	110	53%	\$22.77	Master's degree	83.5

Figure: Occupations, change of jobs, Median Income, and Automation Index, Biomedical/Biotechnical cluster, 2013-2018
Source: Purdue Center for Regional Development

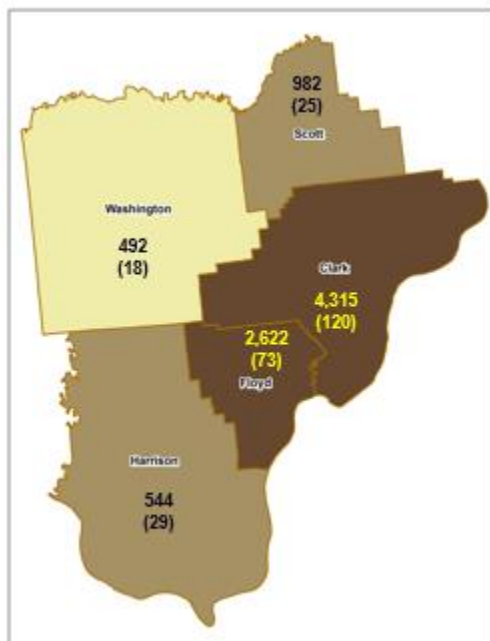


Figure: Location of jobs and employers, Biomedical/Biotechnical Cluster, 2013-2018
Source: Purdue Center for Regional Development

Agribusiness & Food Processing – Cluster Data

Industries	Jobs 2018	National Trend 2013-2018	Industry Trend 2013-2018	Cumulative Expected Growth	Actual Job Growth 2013-2018	Regional Performance, 2013-2018
Crop Production	1,705	181	-208	-27	-118	-91
Animal Production	838	80	-76	4	32	28
Specialty Canning	817	50	-21	29	317	288
Poultry Processing	509	41	-5	36	100	64
Soft Drink Manufacturing	386	26	-2	24	123	99
Other Snack Food Manufacturing	298	28	10	38	19	-19
Wineries	226	8	19	27	142	115
Lawn and Garden Tractor and Home Lawn and Garden Equipment Manufacturing	211	20	-15	5	5	0
Retail Bakeries	204	5	2	7	153	146
All Other Miscellaneous Food Manufacturing	199	16	12	28	34	6
Dry Pasta, Dough, and Flour Mixes Manufacturing from Purchased Flour	119	28	-22	6	-165	-171
Rendering and Meat Byproduct Processing	102	8	-9	-1	23	24
Farm and Garden Machinery and Equipment Merchant Wholesalers	94	11	-13	-2	-20	-18
Grain and Field Bean Merchant Wholesalers	91	9	-11	-2	5	7
Farm Supplies Merchant Wholesalers	80	7	-4	3	10	7

Figure: Shift-share Analysis of Agribusiness & Food Processing cluster 2013-2018

Source: Purdue Center for Regional Development

Industries	Total Estimated Input (\$ 2018)	% In-Region	% Out of Region
Animal Production	\$124,734,338	19.5%	80.5%
Crop Production	\$57,316,498	25.1%	74.9%
Corporate, Subsidiary, and Regional Managing Offices	\$45,486,632	1.3%	98.7%
Plastics Bottle Manufacturing	\$21,029,066	6.1%	93.9%
Poultry Processing	\$18,922,634	88.7%	11.3%
Corrugated and Solid Fiber Box Manufacturing	\$16,470,562	0.0%	100.0%
Other Animal Food Manufacturing	\$16,414,388	1.1%	98.9%
Flavoring Syrup and Concentrate Manufacturing	\$16,156,390	0.0%	100.0%
General Line Grocery Merchant Wholesalers	\$15,321,825	4.0%	96.0%
Other Grocery and Related Products Merchant Wholesalers	\$15,307,404	17.3%	82.7%
Animal (except Poultry) Slaughtering	\$14,969,132	20.6%	79.4%
Metal Can Manufacturing	\$14,866,308	0.0%	100.0%
General Freight Trucking, Long-Distance, Truckload	\$14,781,764	94.0%	6.0%
Meat Processed from Carcasses	\$14,133,684	0.3%	99.7%
Soybean and Other Oilseed Processing	\$12,674,179	0.0%	100.0%

Figure: Top Expenditures and Leakages, Agribusiness & Food Processing Cluster, 2013-2018

Source: Purdue Center for Regional Development

Occupations	Jobs 2018	% Change 2013-2018	Median Hourly Earnings (\$)	Entry Level Education	Automation Index
Farmers, Ranchers, and Other Agricultural Managers	2,092	-11%	\$13.04	High school diploma or equivalent	93.5
Helpers--Production Workers	245	32%	\$11.42	High school diploma or equivalent	120
Laborers and Freight, Stock, and Material Movers, Hand	236	34%	\$14.20	No formal educational credential	117.2
Assemblers and Fabricators, All Other, Including Team Assemblers	194	4%	\$14.22	High school diploma or equivalent	112.6
First-Line Supervisors of Production and Operating Workers	190	56%	\$31.73	High school diploma or equivalent	88.6
Farmworkers, Farm, Ranch, and Aquacultural Animals	189	112%	\$12.08	No formal educational credential	107.3
Sales Representatives, Wholesale and Manufacturing, Except Technical and Scientific Products	169	41%	\$24.67	High school diploma or equivalent	91.5
Packaging and Filling Machine Operators and Tenders	154	41%	\$18.00	High school diploma or equivalent	116.9
Inspectors, Testers, Sorters, Samplers, and Weighers	119	65%	\$20.96	High school diploma or equivalent	106.1
Maintenance and Repair Workers, General	117	43%	\$16.42	High school diploma or equivalent	109.6
Farmworkers and Laborers, Crop, Nursery, and Greenhouse	111	3%	\$10.32	No formal educational credential	113
Food Cooking Machine Operators and Tenders	104	39%	\$16.37	High school diploma or equivalent	114.1
Mixing and Blending Machine Setters, Operators, and Tenders	83	69%	\$20.16	High school diploma or equivalent	117.1
Farm Equipment Mechanics and Service Technicians	80	-5%	\$21.15	High school diploma or equivalent	111.3

Figure: Occupations, change of jobs, Median Income, and Automation Index, Agribusiness & Food Processing cluster, 2013-2018

Source: Purdue Center for Regional Development

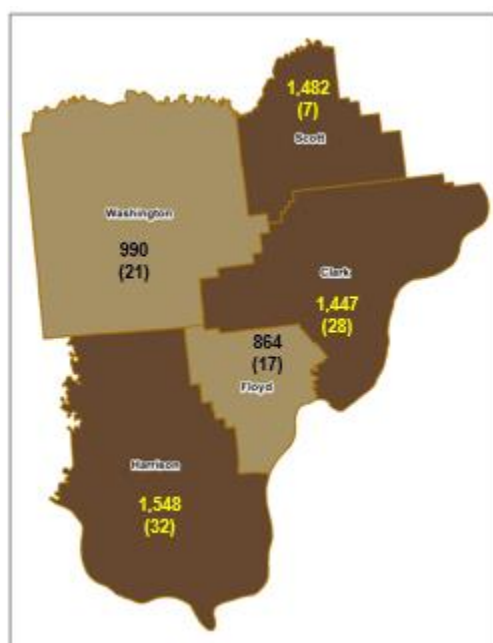


Figure: Location of jobs and employers, Agribusiness & Food Processing Cluster, 2013-2018

Source: Purdue Center for Regional Development

Business & Financial Services – Cluster Data

Industries	Jobs 2018	National Trend 2013-2018	Industry Trend 2013-2018	Cumulative Expected Growth	Actual Job Growth 2013-2018	Regional Performance, 2013-2018
Commercial Printing (except Screen and Books)	1,372	131	-244	-113	49	162
Insurance Agencies and Brokerages	1,041	91	108	199	128	-71
Financial Transactions Processing, Reserve, and Clearinghouse Activities	832	79	2	81	37	-44
Lessors of Nonresidential Buildings (except Miniwarehouses)	725	63	10	73	95	22
Other Activities Related to Real Estate	680	54	51	105	133	27
Investment Advice	562	33	53	86	226	140
Offices of Lawyers	511	54	-41	13	-37	-50
Computer Systems Design Services	411	29	40	69	116	47
Other Accounting Services	351	35	-5	30	0	-30
Lessors of Miniwarehouses and Self-Storage Units	344	21	22	43	131	87
Direct Life Insurance Carriers	315	8	-18	-10	236	246
Engineering Services	313	25	-6	19	61	42
Administrative Management and General Management Consulting Services	312	29	65	94	23	-71
Residential Property Managers	294	30	47	77	-10	-87
Portfolio Management	291	29	-21	8	3	-6

Figure: Shift-share Analysis of Business & Financial Services cluster 2013-2018

Source: Purdue Center for Regional Development

Industries	Total Estimated Input (\$ 2018)	% In-Region	% Out of Region
Insurance Agencies and Brokerages	\$98,456,965	91.2%	8.8%
Commercial Banking	\$38,708,952	55.8%	44.2%
Lessors of Residential Buildings and Dwellings	\$22,639,594	99.6%	0.4%
Offices of Lawyers	\$20,773,071	30.5%	69.5%
Temporary Help Services	\$18,892,249	82.2%	17.8%
Offices of Real Estate Agents and Brokers	\$18,093,688	83.4%	16.6%
Lessors of Nonresidential Buildings (except Miniwarehouses)	\$17,999,238	89.2%	10.8%
Third Party Administration of Insurance and Pension Funds	\$17,487,851	11.7%	88.3%
Internet Publishing and Broadcasting and Web Search Portals	\$14,682,191	0.9%	99.1%
Corporate, Subsidiary, and Regional Managing Offices	\$14,622,930	2.3%	97.7%
Janitorial Services	\$14,400,717	77.1%	22.9%
Landscaping Services	\$14,360,497	88.3%	11.7%
Engineering Services	\$13,941,983	31.1%	68.9%
Electric Power Distribution	\$13,261,154	30.5%	69.5%
Investment Advice	\$11,882,948	24.9%	75.1%

Figure: Top Expenditures and Leakages, Business & Financial Services Cluster, 2013-2018

Source: Purdue Center for Regional Development

Occupations	Jobs 2018	% Change 2013-2018	Median Hourly Earnings (\$)	Entry Level Education	Automation Index
Real Estate Sales Agents	1,059	14%	\$30.36	High school diploma or equivalent	91.7
Insurance Sales Agents	1,034	13%	\$20.70	High school diploma or equivalent	96
Personal Financial Advisors	554	6%	\$37.64	Bachelor's degree	89.4
Property, Real Estate, and Community Association Managers	480	34%	\$27.64	High school diploma or equivalent	83.8
Accountants and Auditors	457	8%	\$30.36	Bachelor's degree	93.1
Securities, Commodities, and Financial Services Sales Agents	342	(3%)	\$22.76	Bachelor's degree	92.8
Customer Service Representatives	341	11%	\$13.50	High school diploma or equivalent	96.4
Management Analysts	337	18%	\$30.86	Bachelor's degree	91.1
Real Estate Brokers	327	28%	\$37.70	High school diploma or equivalent	99.2
Bookkeeping, Accounting, and Auditing Clerks	277	6%	\$15.63	Some college, no degree	103.6
Office Clerks, General	235	1%	\$15.80	High school diploma or equivalent	102
Tellers	227	(5%)	\$11.90	High school diploma or equivalent	102.3
Lawyers	217	7%	\$48.79	Doctoral or professional degree	81.1
Managers, All Other	196	17%	\$20.47	Bachelor's degree	84.5

Figure: Occupations, change of jobs, Median Income, and Automation Index, Business & Financial Services cluster, 2013-2018
Source: Purdue Center for Regional Development

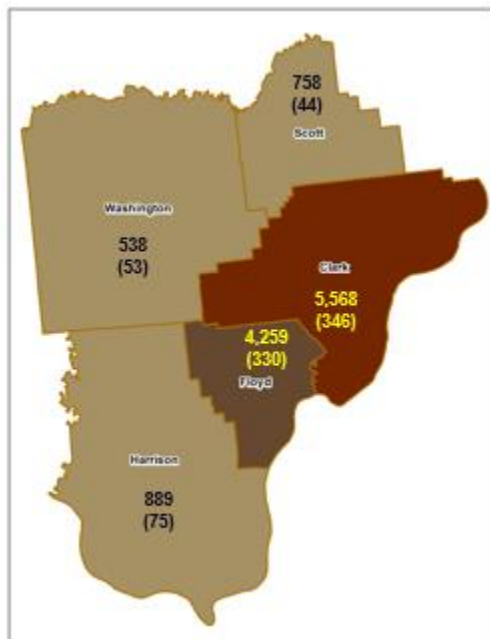


Figure: Location of jobs and employers, Business & Financial Services Cluster, 2013-2018
Source: Purdue Center for Regional Development