



Comprehensive Economic Development Strategy (CEDS) 2020 Update

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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 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 making it the third busiest cargo airport in the United States.

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.

Living in the RHEDD conveys a number of benefits as well. The cost of living in the Louisville MSA is among the lowest in the nation. Within the MSA communities in the RHEDD have some of the lowest cost of living with housing costs being the major factor. Additionally, household incomes in the district generally compare favorably with the State of Indiana with lower rates of poverty and lower income inequality indicators. As such, home ownership rates in the district are higher than the national rate. Considering this, it is no surprise that population in the RHEDD has grown faster than the rest of the state. The district is particularly attractive to families with one of the largest population cohorts being the 5-14 years of age group.

A cluster analysis of industries in the RHEDD reveal existing or emerging strengths in Biomedical/Biotechnical fields, Advanced Materials, Chemicals and Chemical Based Products, IT and Telecommunications, Machinery Manufacturing, Computer and Electronic Product Manufacturing, Forest and Wood Products, and Primary Metal Manufacturing. These industries offer a wide variety of employment opportunities at various skill levels and tend to offer higher than average earning jobs. An analysis of expenditures in the district found that many services and products from these industries are being obtained outside of the district, indicating additional opportunities for growth through import-substitution strategies.

While the district has many attractive qualities and great potential, to fully realize the economic strength and opportunities of these, the RHEDD must continue to rise to the challenges of the district and of the modern economy. It must continue to address the threats and challenges of the environment; particularly the sometimes-difficult terrain and the powerful storms and flooding the region is prone to experiencing. Continuing to update the County-wide Multi-Hazard Mitigation Plans is vital to this effort. Additionally, ensuring that the infrastructure can handle hazard events as well as the communities' evolving requirements will be essential.

The RHEDD must continue to improve upon the existing resources in the region. Foremost among these is human resources. Enhancing human resources through workforce development programs and improving educational outcomes will be necessary. Addressing industrial clusters of traditional strength but declining competitiveness such as Business and Financial Services, Food Processing and Technology, and Transportation and Logistics will also strengthen the district.

Finally, the RHEDD would benefit from efforts in attracting and keeping talent to the district. While the district's population has grown it has not grown evenly across the district and not at a rate much different than the national average. For the district to thrive economically it must attract and keep more people, particularly young adults and young professionals.

Based on these existing conditions and the identified strengths and challenges, the steering committee approved the following as a guiding 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 has developed several primary goals and objectives.

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

Objective: Improve high school graduation rates and higher education degree attainment

Objective: Attract more workers and improve existing workforce skill sets

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

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

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

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

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

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

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

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

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

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

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

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

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

Objective: Provide technical assistance to help leverage local resources

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

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

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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 is used as a means to resolving 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 is 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.

The next step was the composition and organization of data by RHEDD staff into a summary background for the district. Staff also 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 development of a vision for the district.

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 emerged. The RHEDD staff consulted local officials and relevant planning and development documents to help develop objectives and actions. 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.

About 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 and list of projects currently underway. 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 and the Community Needs Assessments from throughout the district.

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.

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.

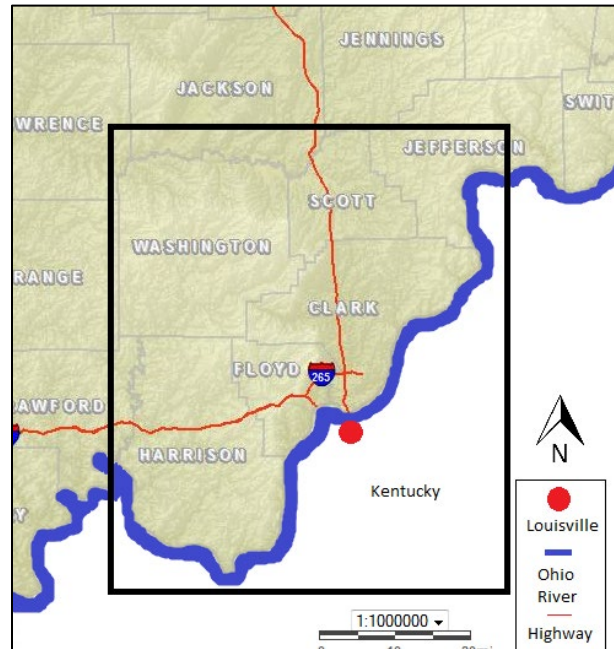


Figure 1: River Hills District: Washington, Scott, Harrison, Floyd, and Clark Counties
Base Map retrieved from: Indiana Geological Survey

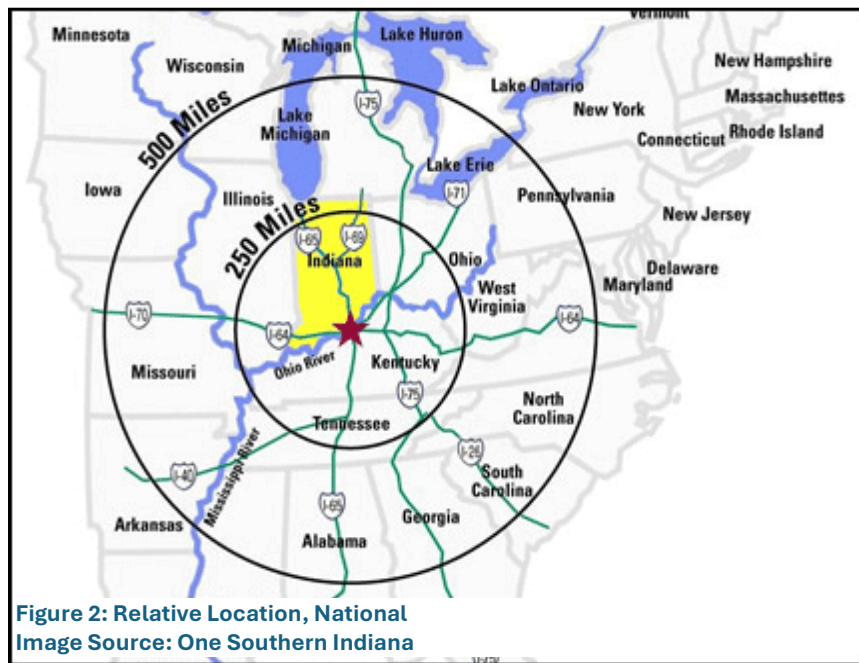


Figure 2: Relative Location, National
Image Source: One Southern Indiana

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 located 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.

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.

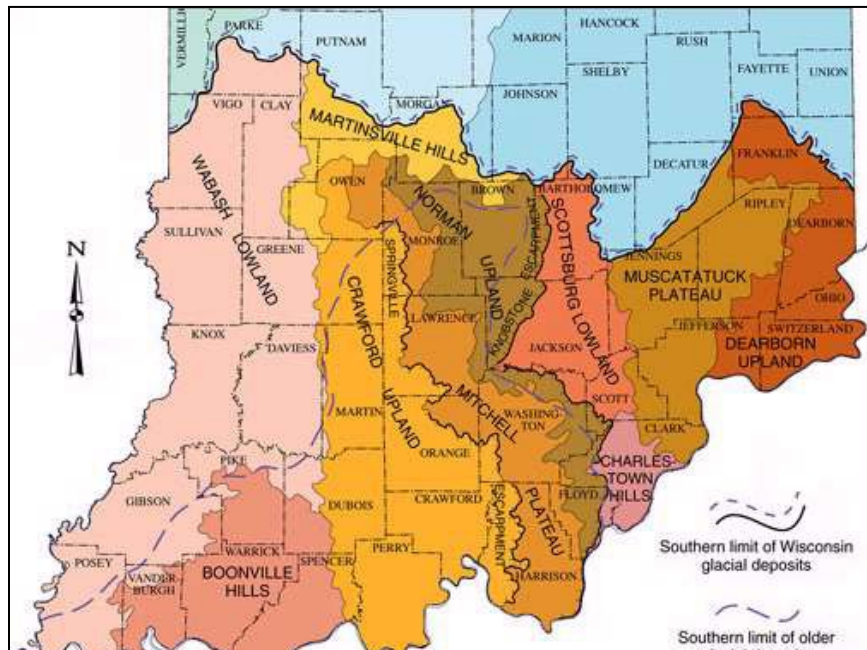


Figure 3: Physiography of Southern Indiana

Image Source: Indiana Karst Conservancy, Physiography of Southern Indiana

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.

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 more frequently in the Spring. Tornadoes and severe storms have been known to generate destructive wind speeds well more than 100 mph. See Figure 4 for recent Tornado damage in April 2025 that was designated as EF-1 Level in Floyd County. Annual precipitation typically ranges from 40 to 50 inches with May being the wettest month.

Figure 4: Tornado Damage, New Albany in Floyd County, 2025

Image Source: City of New Albany and Louisville Public

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. More recently, Governor Mike Braun declared state of disaster emergency on April 11th in 18 counties of Indiana with was later expanded to 35 counties on April 15, 2025, following several storms, straight-line winds, tornadoes and flooding from March 30 to April 9, 2025. Out of the 35 counties four of the five RHEDD Counties were included. This enabled Indianan Department of homeland Security to provide financial assistance through the State Disaster Relief Fund program. Furthermore, President Trump approved a Major Disaster Declaration for Indiana which helped 23 counties including the four counties in RHEDD region through federal funding for Public Assistance. See Figure 5 and 6 from recent flooding in the RHEDD region in Clark and Floyd County respectively.

Flooding and severe weather pose the greatest environmental hazards to the district with potential to cause significant personal and property damages. In many circumstances these events are unavoidable making mitigation and response efforts paramount.

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. It is paramount that all the mitigation plans and structures should be periodically evaluated to maintain effectiveness and complacency in order for them to perform according to the elevated risks as time passes.



Figure 4: Flooding in the Town of Utica in Clark County, 2025
Image Source: National Oceanic and Atmospheric Administration: Storm Survey, National Weather Service



Figure 5: Flooding on Blackiston Mill Road connecting Clarksville and New Albany, 2025
Image Source: WDRB Louisville, KY

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 located in the western portion of the district, especially Harrison County (See Figure 6). Natural Gas production has had resurgence since the mid-1990s with the development of new extraction technology. There are a number of existing wells in this region with records available through the Indiana Department of Natural Resources.

The region is well forested with a variety of hardwood species such as oaks, maples, yellow-poplar, hickory, and ash (Figure 7). These species are well suited for timber production and contribute to a number of related industries. Private landowners own most of these resources with average tract sizes of 25 acres or less.

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 Deams Lake State Recreation Area. There are also a variety of Nature Preserves in the district protecting significant natural areas (Figure 8).

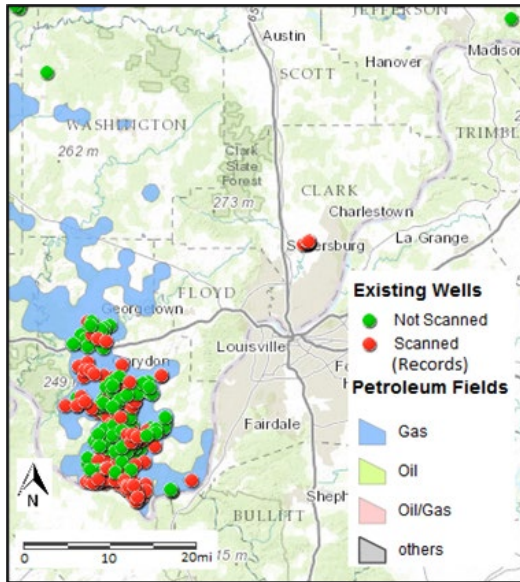


Figure 6: Oil and Gas Resources
Map Source: Indiana DNR, Division of Oil and Gas, Oil and Gas Well Records Web App

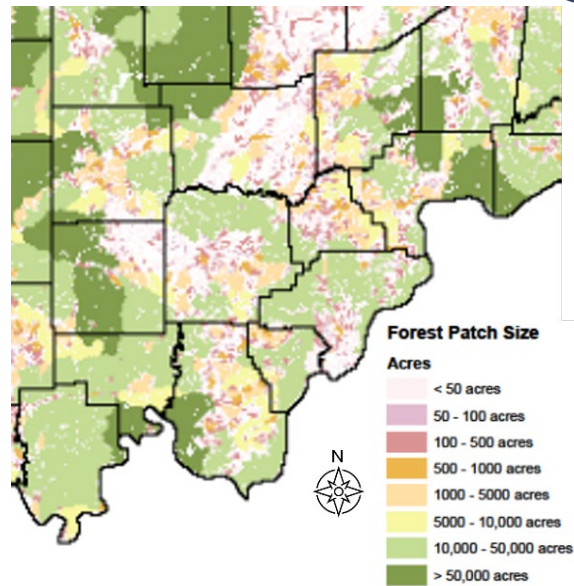


Figure 7: Forest Patch Size
Map Source: Indiana Department of Natural Resources, Division of Forestry: Indiana Statewide Forest Assessment 2018

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

The district is rich in natural resources which provide a variety of direct and ancillary employment opportunities throughout the region.

State Parks, Forests, and preserves provide several outdoor recreational opportunities in the District which attract enthusiasts from within and without the region.

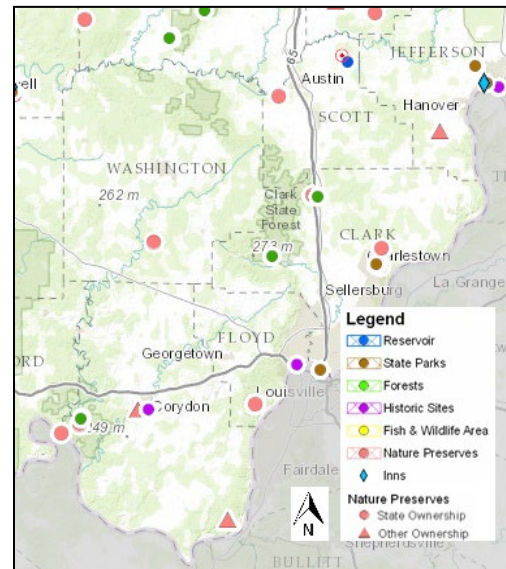


Figure 8: Natural Resources
Map Source: Indiana Department of Natural Resources

Demographics

Population

According to the United States Census Bureau, 2020 Decennial Census and 5-year American Community Survey's Population Estimates the population in the RHEDD was 295,732. The majority of the population is distributed in Floyd and Clark Counties with 42% of the population residing in Clark County and 28% in Floyd County. Harrison County is the next largest with 12%, Scott County with 8%, and 10% with Washington County (See Figure 9). Floyd and Clark Counties are nearest the City of Louisville.

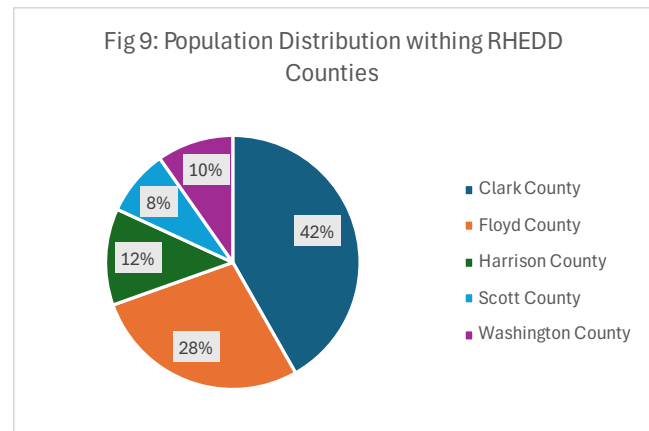
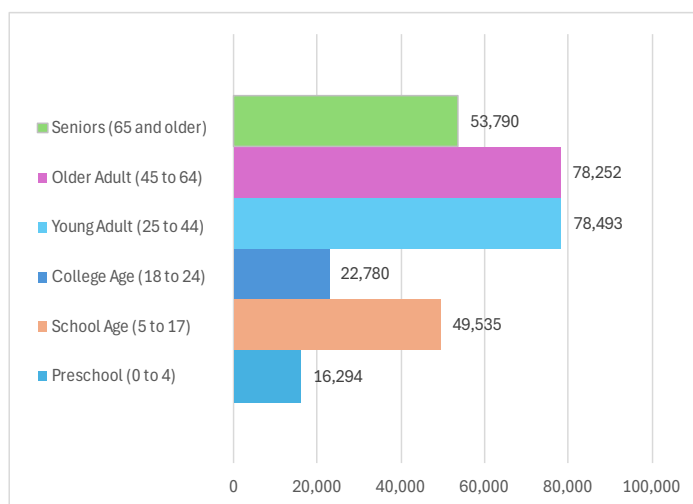


Figure 9: Population Distribution within RHEDD Counties
Source: US Census, American Community Survey 2013 Estimates

The 5-17 years cohort is one of the largest age cohorts and indicates a large community of families with children. The RHEDD is attractive to families and presents opportunities for home grown asset development.

As large segments of the population continue to age additional considerations must be made to support them from health and wellness to accessibility and so forth.

Young adults represent two of the smaller population cohorts. Efforts to attract and keep this population segment are critical to the economic well-being of the District.



The age distribution of RHEDD residents reflects national trends regarding an aging population (See Figure 10). The largest two age groups in the district are 45-64 years and 25-44 years of age. Population totals decrease progressively as age get younger from cohorts 25-44 years to 18-24 years. Reversing this trend, ages 5-17 years cohort is the fourth largest shows families with children are attracted to this region due to various opportunities.

Figure 10: Age Distribution of Population in RHEDD
Source: US Census, American Community Survey 2023 Estimates

Overall, the RHEDD population has grown 2.95% from 2020 to 2024, which is less than half of the nation's 8.8% growth and outpacing the rest of the state of Indiana's growth

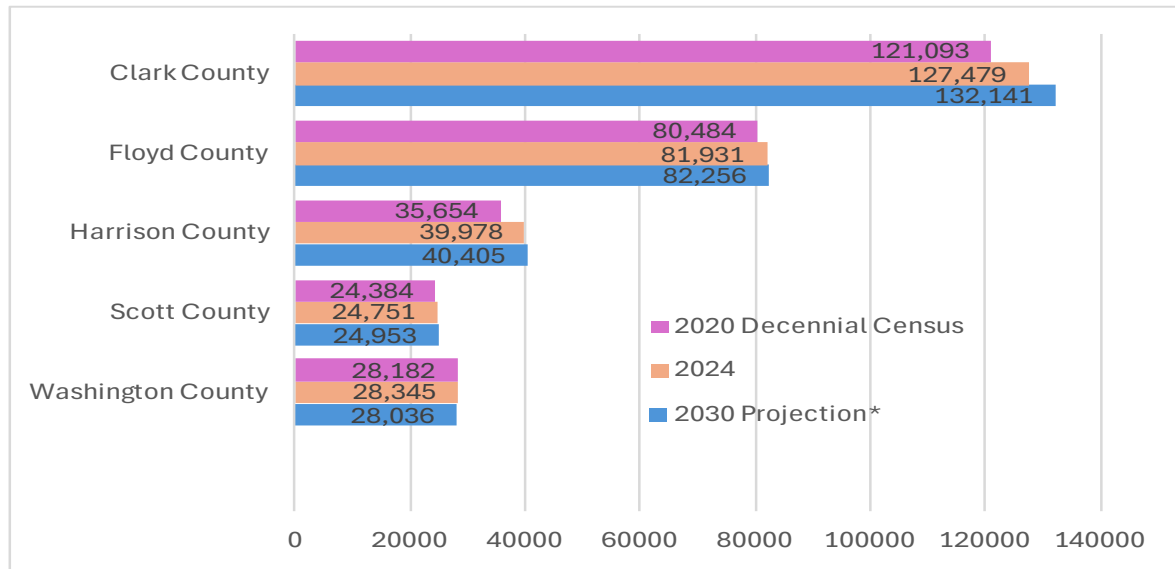


Figure 11: Population Change in RHEDD Counties 2020 to 2024
Source: US Census Bureau, Indiana Business Research Center
***Projection based on 2020 Census population estimates**

of 2%. However, most of the growth has occurred in Clark County with a 5.3% increase over the period (See Figure 11). Floyd and Harrison Counties had similar total growth, but Floyd County only grew at about 1.8% while Harrison County grew at 0.8%. Scott and Washington Counties had the lowest population growth in the district at 1.5% and 0.6%.

The RHEDD has grown in population faster than the rest of the state with particular strength in Clark and Harrison Counties.

Growth in Floyd, Scott, and Washington Counties are below the State's and well below the nation for the same period.

Racial Composition

The racial composition of the RHEDD reflects the state of Indiana at large in the lack of diversity (See Table 1). The more rural counties of Harrison, Scott, and Washington have over 95% of their populations identifying as "white alone" according to 2020 estimates. The counties of Floyd and Clark are slightly more diverse with around 89% and 86% identifying as "white alone." "Black or African American alone" are roughly 6% and 8% while "Hispanic or Latino" are roughly 4% and 7%.

Education

Educational attainment in RHEDD counties lag in state and national rates particularly in post-secondary education (See Figure 13). Residents in Floyd County compare most favorably to state and national levels. However, it still lags the nation in bachelor's degrees and Graduate or Professional degrees by about 3% in each field. Washington and Scott Counties have nearly half the rate of college degree holders than the nation at large. Washington and Scott counties also have much higher rates of people with less than a High School degree, nearly 20%.

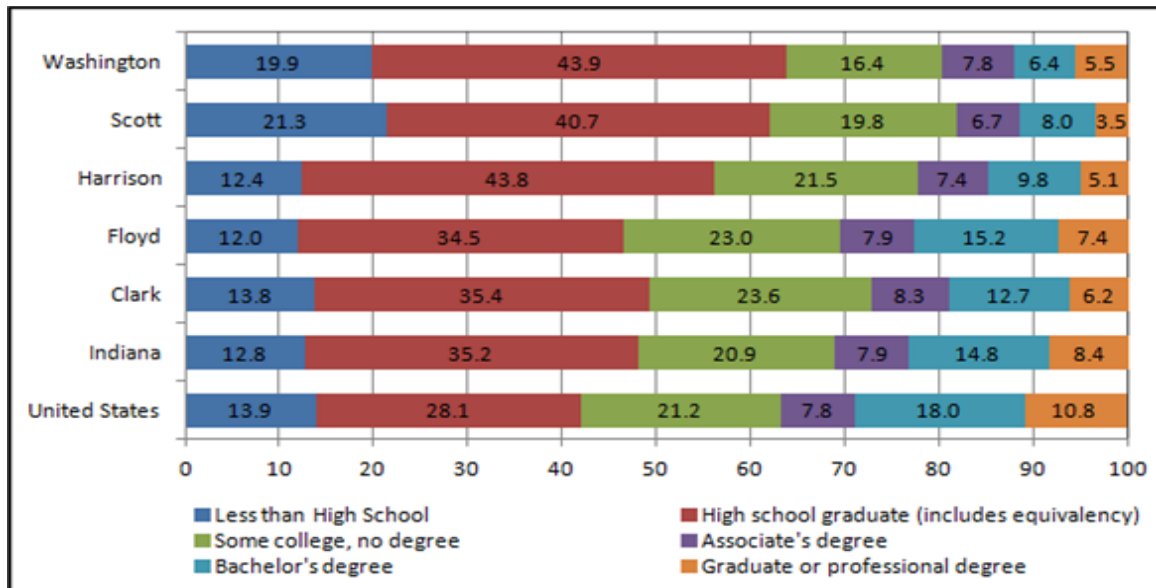


Figure 13: Educational Attainment % of population 25 years and older, 2023

Source: US Census, American Community Survey 2023 Estimates

County	White alone	Black or African American alone	American Indian and Alaska Native alone	Asian alone	Other	Two or More Races	Hispanic or Latino
Floyd	89.60%	5.80%	0.40%	1.40%	0.10%	2.70%	4.40%
Clark	86.30%	8.80%	0.50%	1.40%	0.10%	2.90%	7.00%
Harrison	96.40%	1.00%	0.30%	0.60%	0.10%	1.60%	2.40%
Scott	96.60%	0.80%	0.40%	0.90%	0.10%	1.20%	2.80%
Washington	97.20%	0.70%	0.30%	0.30%	0%	1.40%	1.60%

Table 1: Racial Composition RHEDD Counties, July 1 2024

Source: US Census, American Community Survey, Population Estimates Program

The district has a much lower rate of college degree holders compared to the nation and the State of Indiana in general. This is particularly true for bachelor's degrees and Graduate or professional degrees.

Scott and Washington Counties have much higher rates of people with less than a high school degree compared to the State of Indiana and the nation. They also have the lowest rates of college degree attainment in the district.

As a whole the RHEDD has made some improvements in educational attainment from 2000 to 2023 (See Figure 14). Most significantly, the percentage of the population with no high school degrees has decreased from 21.4 % to 9.4%. At the same time, percentages of people attending and earning some college degrees have increased. These gains, however, still remain lower than national and state levels.

Income and Poverty

Household income in the RHEDD generally reflects the rest of the State of Indiana when compared to the United States in general (See Figure 15). RHEDD has a similar percentage of its households earning less than \$34,999 as the nation and state in general. The largest percentages of households in RHEDD earn \$50,000-\$74,999, which has reduced to less than 20% as opposed to 21% previously. It is followed by 11.8% reduced from 16% is the previous earning \$35,000-\$49,999. These percentages are slightly larger than the nation and are almost comparable to the state. In higher income segments, \$100,000-\$200,000 the RHEDD is not far behind than the United States which is similar to the State in general.

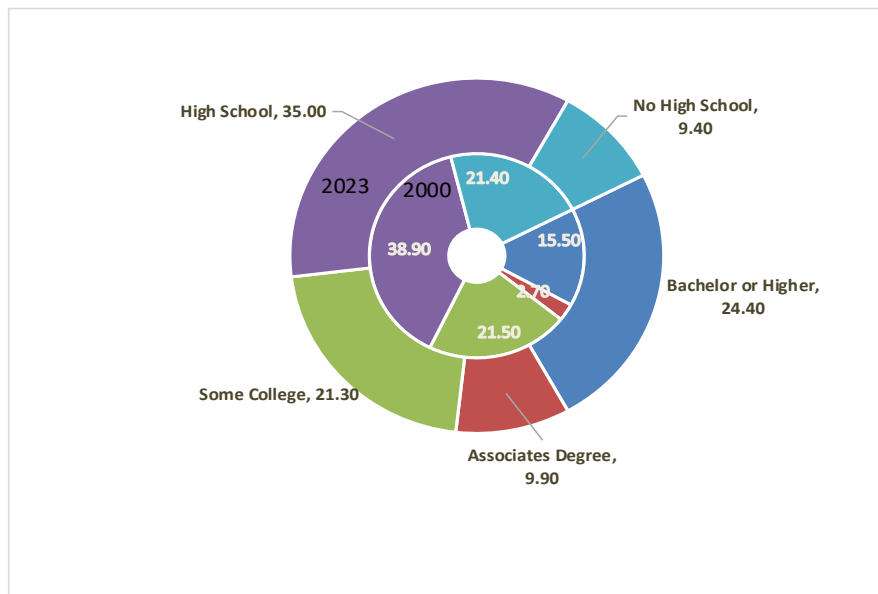


Figure 14: Educational Attainment % in RHEDD, 2000-2023
Source: Purdue University, Center for Regional

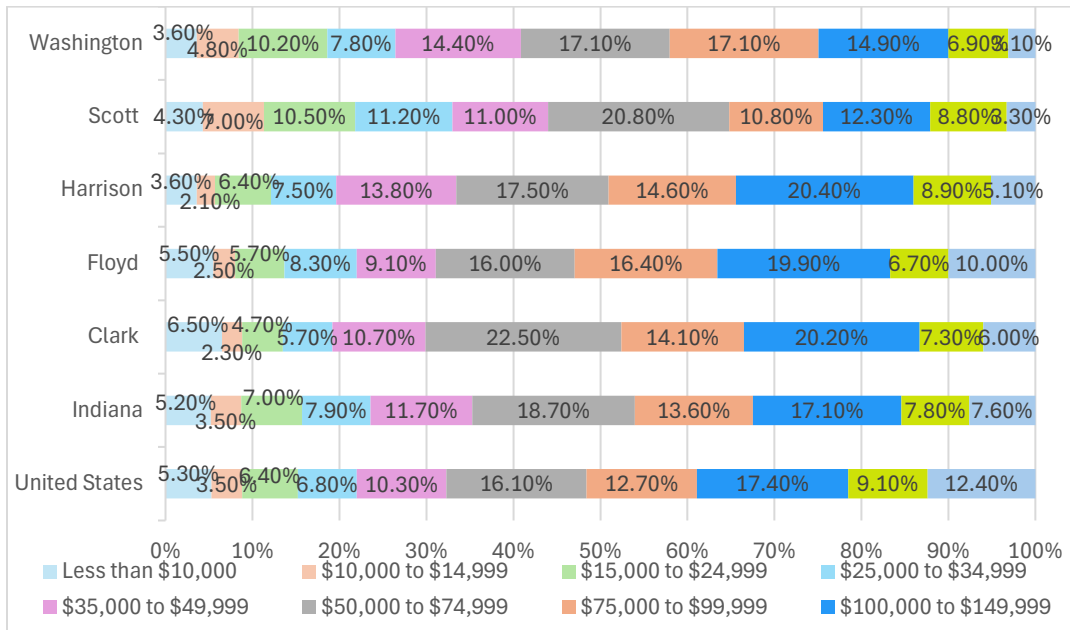


Figure 15: Annual Household Income five-county region, 2023, Inflation adjusted

Source: US Census, American Community Survey 2023 5-Year Estimates

A comparison of median income and average or mean income in the district and the percentage of people in poverty are indicated in Table 2 (See below). It is important to note that the median household income in the RHEDD region has also increased. The difference between median and mean income is one indicator of income inequality in a region; it has significantly increased in the counties in RHEDD region in the past 10 years. The difference has increased ranging from about \$ 17,680 in Harrison County to about \$ 18,652 in Floyd County, which was only \$9,000 and \$14,296 previously respectively. Additionally, the median household incomes in Clark, Floyd, and Harrison Counties are higher than the State in general. Washington and Scott Counties have lower median incomes than the State and have the highest poverty rates in the district. Scott County has the highest poverty rate, which has decreased to 14.50% from 19% as per ACS 2013 estimates.

Household incomes in the RHEDD generally compare favorably to the rest of the State with relatively lower levels of income inequality based on median and mean income levels. Additionally, poverty rates in the district are mostly lower than the State's in urban counties and lower in rural counties with the exception of Harrison County.

Difference	\$22,423	\$15,748	\$18,652	\$17,680	\$16,367	\$13,415
Poverty						
% Persons in Poverty	12.30%	9.4%	10.2%	8.60%	14.50%	13.00%

Table 2: Household income and Poverty rates in RHEDD, 2023 Inflation Adjusted

Source: US Census, American Community Survey 2023 1-year Estimates

The five-year change in household income rates can be seen in Table 3. The overall trends in household income are negative across the district with a slight increase of 1-2 than a percent in the rates of lower to mid-income levels and increases seen in the rates of the higher income levels. One exception is Scott County demonstrating an increase of 3.5% of households earning \$10,000 to \$14,999, which was negative during the last five-year update. While there are some changes that are positive, they are also relatively small, less than 4%.

5 Year Change 2019-2023	Clark	Floyd	Harrison	Scott	Washington
Less than \$10,000	0.80%	0.50%	-0.20%	-0.10%	-0.40%
\$10,000 to \$14,999	0.00%	-0.60%	-1.50%	3.50%	-0.20%
\$15,000 to \$24,999	-2.50%	-1.80%	-1.40%	-1.20%	0.90%
\$25,000 to \$34,999	-1.10%	-1.10%	-0.80%	1.00%	-2.30%
\$35,000 to \$49,999	-0.70%	1.10%	1.90%	-2.60%	-0.10%
\$50,000 to \$74,999	0.40%	-0.40%	-0.40%	2.10%	-2.10%
\$75,000 to \$99,999	0.60%	0.40%	-0.70%	-4.40%	0.80%
\$100,000 to \$149,999	0.60%	0.90%	1.40%	-1.60%	0.60%
\$150,000 to \$199,999	1.70%	-0.20%	2.80%	2.70%	3.50%
\$200,000 or more	0.20%	1.30%	-1.10%	0.70%	-0.90%

Table 3: Change in Household income rates 2019- 2023 Estimates
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 16. Across the district and in the State, poverty rates saw significant decreases for most age groups over the 2019 to 2023 in the 5-year period. Washington County is the only county in the district which saw an increase in poverty in the age group of under 18 and 18-64 years old over the period with a slight decrease in poverty rates for those 65 years and over. Compared to statewide levels in 2023, Clark and Floyd counties have percentage 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.

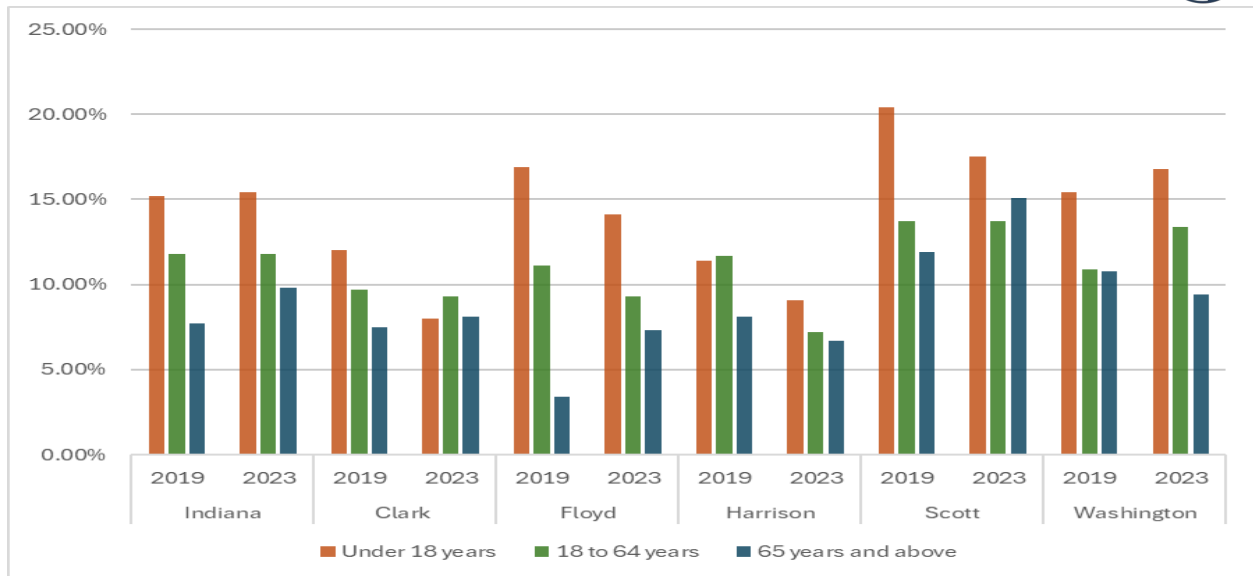


Figure 16: Poverty rates 2019 and 2023

Source: Data, US Census, American Community Survey

See table 4 for poverty rates by educational attainment. People with a bachelor's degree or higher have the lowest poverty rate in comparison to other educational categories with those credentials in poverty in any county and as little as 2.7% and 1.9% in Clark and Floyd counties. Those with some college, or an associate degree also have low rates of poverty with average rates of between 6% and 7%, with the exception of Harrison County where it is 10.3% which has risen from last estimates. The greatest poverty rates are seen among those with less than a high school graduate level. Rates for this cohort are in the 19% to 28% range.

EDUCATIONAL ATTAINMENT	Indiana	Clark	Floyd	Harrison	Scott	Washington
Less than high school graduate	23.80%	22.70%	23.30%	19.90%	28.1%	19.3%
High school graduate (includes equivalency)	11.8%	9.3%	10.3%	10.8%	14.5%	12.1%
Some college, associate's degree	9.3%	6.9%	6.1%	10.3%	6.2%	6.9%
Bachelor's degree or higher	4.0%	2.7%	1.9%	4.0%	3.5%	5.0%

Table 4: Poverty rates by Educational Attainment 2019 5-year estimates

Source: Data, US Census, American Community Survey

On averaging the income brackets, there is a significant decline in the household income in the district up to \$74,499 income cap. There is a slight increase across the district in the higher income brackets.

Poverty rates were lower than the State levels only in Clark and Harrison in all age groups. All Counties in the district had a downward trend decreasing the rate of poverty in nearly all age cohorts in each county, Floyd County is the only county where poverty rate has increased for those 65 years and over.

Poverty rates were lowest among the higher educated with at or less than 5% of those with a bachelor's degree or higher in poverty and between 6% to 11% 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 consistently highest for children under the age 18 throughout the RHEDD

Housing

Housing characteristics in the RHEDD are demonstrated on Table (See Below). The counties comprising the RHEDD have a large supply of unoccupied housing units which can negatively impact new construction in housing. Clark County has the smallest percentage of unoccupied housing units at 8% in the RHEDD region. Scott County has the largest percentage at 11% which has reduced from 17 % in the last 5-year update. Floyd , Harrison, and Washington Counties all have approximately 10% unoccupied housing units.

Owner-occupied housing rates in the RHEDD are much higher than the national average of 59 %. Harrison and Washington Counties have particularly high rates of 76% and 74% (Table 2) which has decreased in percentage from last 5-year update in 2020. There have not been any significant changes in Floyd and Clark.

County	Housing Units	Households	Unoccupied Housing	Unoccupied Housing %	Owner Occupied Housing	Owner Occupied Housing %
Clark	52,156	49,184	4,133	8 %	36,858	71 %
Floyd	31,833	31,173	3,209	10 %	22,990	72 %
Harrison	16,842	15,154	1,688	10 %	12,786	76 %
Scott	10,774	9,637	1,137	11 %	6,947	64 %
Washington	12,162	10,994	1,168	10 %	9,048	74 %

Table 5: Housing Characteristics, 2023

Source: US Census, American Community Survey 2023 Estimates

Owner-occupied housing is much higher in the RHEDD than the national rate. Home ownership has long been linked with a myriad of community benefits such as increased civic engagement and reduced crime rates as well as greater individual wealth.

The RHEDD has a large supply of unoccupied housing units which can negatively impact new construction in housing and can become blighted if not maintained appropriately. This could result in moratoriums restricting permits to build new housing. Available housing units have decreased in Floyd, Harrison and Washington County comparing from 2019.

County	Housing Units		Households	Owned units with Mortgage	Owned units Without Mortgage	Rented
	2023	2019				
Clark	52,156	51,698	49,184	22,953	13,905	15,298
Floyd	31,833	33,149	31,173	15,363	7,627	8,843
Harrison	16,842	17,078	15,154	7,898	4,888	2,368
Scott	10,774	10,673	9,637	3,859	3,088	2,690
Washington	12,162	12,413	10,994	5,483	3,565	1,946

Table 6: Housing Characteristics, 2023

Source: US Census, American Community Survey 2023 Estimates

Table 7 shows the change in the availability of the housing units from 2019 to 2023. It also indicates occupancy status of the units depending on mortgage status of the owned units and the units that are rented in 2023. In the recent study released by Community foundation of Indiana focused on affordable housing in Clark and Floyd Counties, it has become evident that the current housing dynamics in Clark and Floyd Counties are making the young adults born between 1981-2012, who are earning at or below AMI to enter home ownership. Some factors that are shaping the housing market are Low vacancy rates, gentrification, the rise of short-term rentals, a shortage of middle housing, growth of new workforce and high-end housing.

	Clark		Floyd		Harrison		Scott		Washington	
5-year change	2019	2023	2019	2023	2019	2023	2019	2023	2019	2023
Occupied units paying rent	11,820	14,136	7,221	8,325	1,896	1,880	2,210	2,336	2,063	1,625
35.0 percent or more (percent)	4,224	4,332	2,564	3,013	756	580	711	557	854	587

Table 7: Housing Characteristics, 2019 and 2023

Source: US Census, American Community Survey 2023 Estimates, American Community Survey 2023 Estimates

Gross rent as a percentage of income (GRAPI) is shown for the district in 2023 and the 5-year change since 2019. Counties in the district had between 30% to 36% of renters paying 35% or more of their income on housing in 2023. Except for Scott County where only 23% of renters pay 35 % or more of their household income in rent.

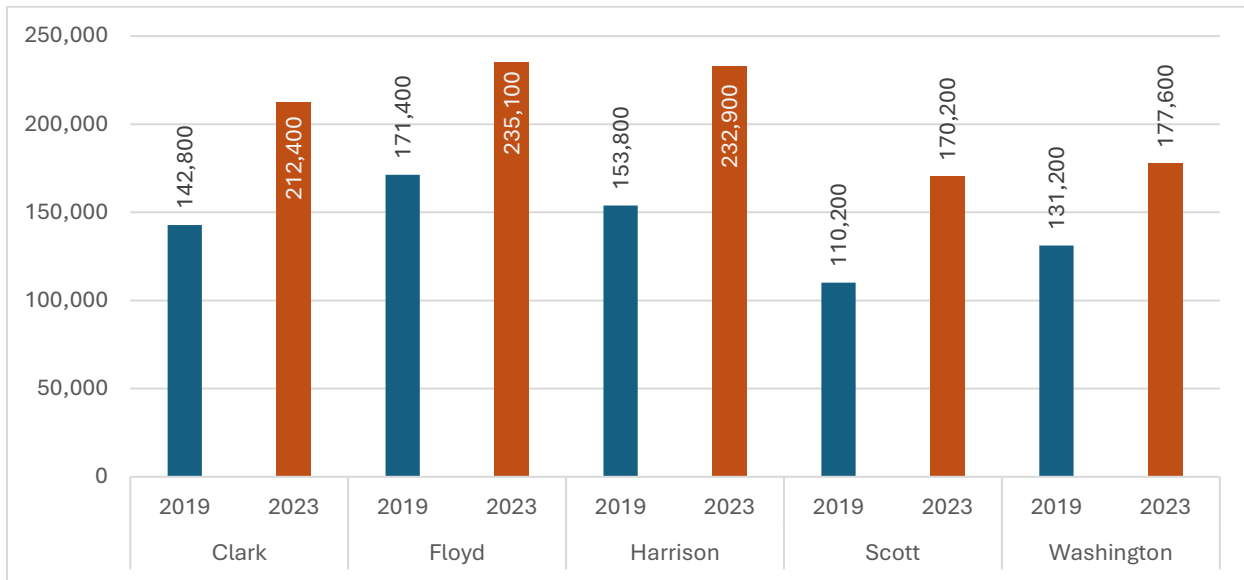


Figure 17: Financial Characteristics for owner-occupied housing units with a mortgage, 2019 and 2023
Source: US Census, American Community Survey 2019 and 2023 Estimates

Median Home values in the county have consistently increased throughout the region as seen in Figure 17. The largest increase of over 30 percent in the median home values is seen in Clark, Harrison and Scott Counties with Floyd and Washington at 27% and 26%. There has been a significant increase since the last 5-year update published in 2020. The median home values in the state of Indiana are \$238,800 and have seen a 31% increase since 2019 when the median home value was \$163,400.

As laid out in the report on Housing affordability focused on Clark and Floyd County, the two counties are substantially middle class. Both the urban counties have residents at both top and bottom end of the income distribution, which reflects economic inequality. It is worth noting that the housing cost have grown disproportionately than the incomes in both the counties. Although this study is focused on Clark and Floyd counties, looking at the data, it is safe to conclude that we possibly have the same challenges throughout the RHEDD region.

Economy

Variable	Count 2020	% Share

Commuting Patterns

Commuting patterns have changed since the last 5-year update. More people live and work in this region than in previous years. Also, the number of people employed in the region mostly live here and only 17% of those employed live outside the region. The percentage of people who live in the RHEDD district but work outside the region has not much changed to the number of residents with jobs from previous years.

Number of residents with jobs (in or outside this region)	134,909	100%
Live and work in this region	91,108	68%
Live here but work outside this region	43,801	32%
Number of people who work in this region (living in or outside this region)	109,433	100
Live and work in this region	91,108	83%
Work here but live outside this region	18,325	17%

Table 8: Commuting Totals in and out of RHEDD
Source: Purdue University, Center for Regional Development

Table 8, above right, indicates the amount of commuting in the district. The table shows that there were 134,909 working people living in the district. Of this group, 68% or 91,108 people live and work within the district while 32% or 43,801 residents commute outside the district for work. On the other hand, the table also shows that the district attracts 18,325 workers to the district or 17% of those working in the district which is less than 33% previously. This could be due to many reasons, one of which could be that they decided to make RHEDDE district their home.

Table 8 shows the commuting origins of people who commute to work in or outside the River Hills District. As indicated in the table, the largest origin and destination for commuters outside the River Hills District is Jefferson County, KY (Louisville) which accounts for 9.4% who commute to work in the region and 27% of those who reside in the region commute to Jefferson County. The next highest number of those who work in the region come from Jackson County, which makes up to 1.5% of those who live outside the region. Jackson County is the next largest destination outside of the RHEDD where people commute for work, making up 1.2% of people who reside in the region. The rest of the commute to River Hills region comes from several counties surrounding the region and combines to make up 14.63% of the total people who work in the region.

Table 9: Origin of Commuters Working in and outside RHEDD

County of Origin	2020 Commuting FROM this Region TO Counties Outside This Region	2020 Commuting TO this Region FROM Counties Outside This Region
Jefferson County, KY	36,418	10,333
Jackson County, IN	1,648	614
Crawford County, IN	763	1,316
Jefferson County, IN	667	1,080
Oldham County, KY	521	678
Orange County, IN	428	517
Bullitt County, KY	402	452
Bartholomew County, IN	280	-
Hardin County, KY	260	-
Lawrence County, IN	194	-
Meade County, KY	-	450
Shelby County, KY	-	305
Jennings County, IN	-	267

Source: STATSAMERICA, Kelly School of Business Indiana Business Research Center and EDA

The percentage of people commuting outside the region for work has decreased from 49.5% to 32% of those who reside in the region. The percentage of people employed and living in the region has increased to 91,108 from 64,871 since the last 5-year update.

Commuting patterns within and without of the District indicate an opportunity and need to strengthen relationships and cooperation between destination and origin communities.

Currently, more people are commuting outside the region for work than those commuting to this region. The ratio of jobs to employed people in the district is .81 or 81 jobs for every 100 residents. This number has improved from last time when only 75 jobs were available for every

Cluster Analysis

Cluster analysis is an important tool in recognizing a region's connections between industries and provides a basis for understanding the 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 16). 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 considered to be 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 16).

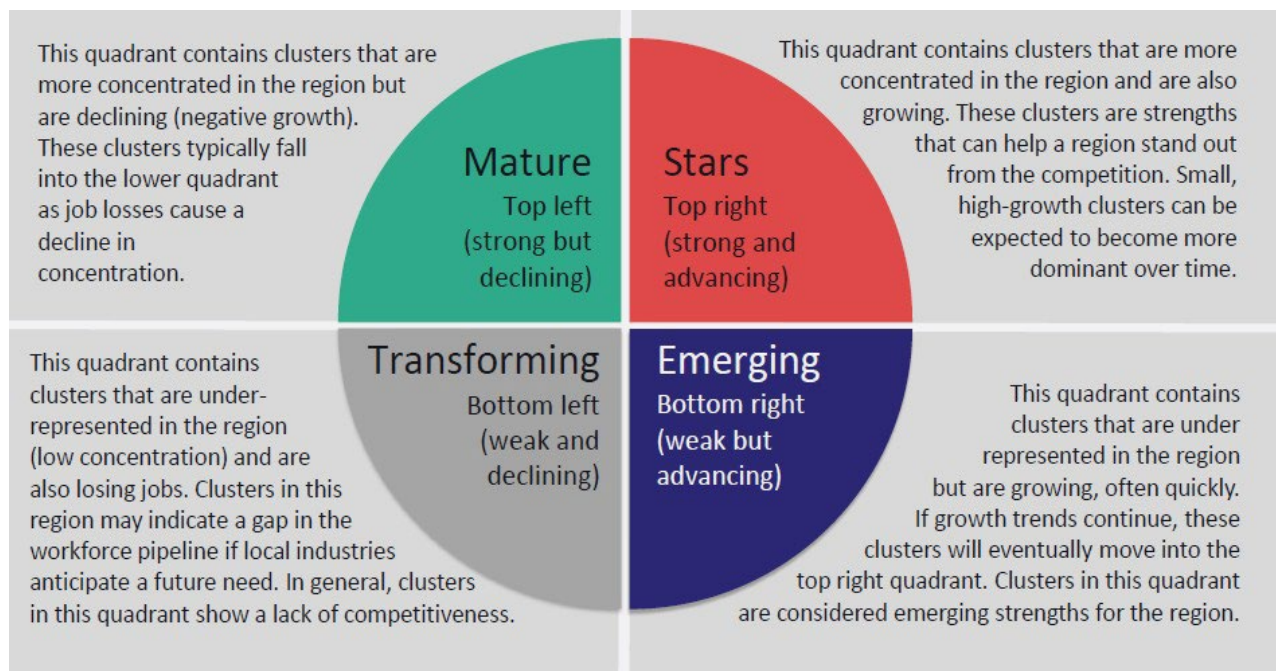


Figure 18: Cluster Classification and Business Life Cycle
Source: Purdue University, Center for Regional Development

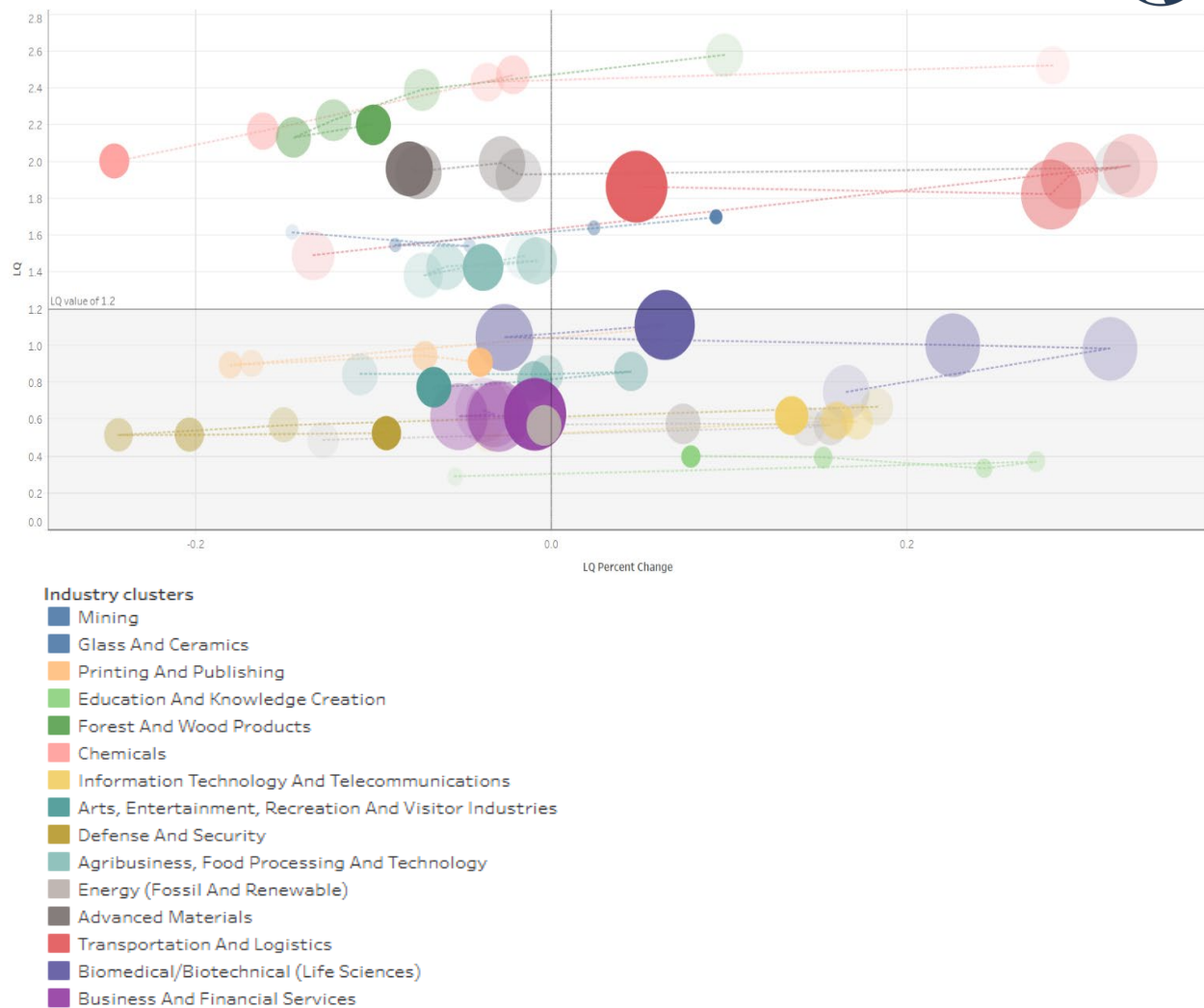
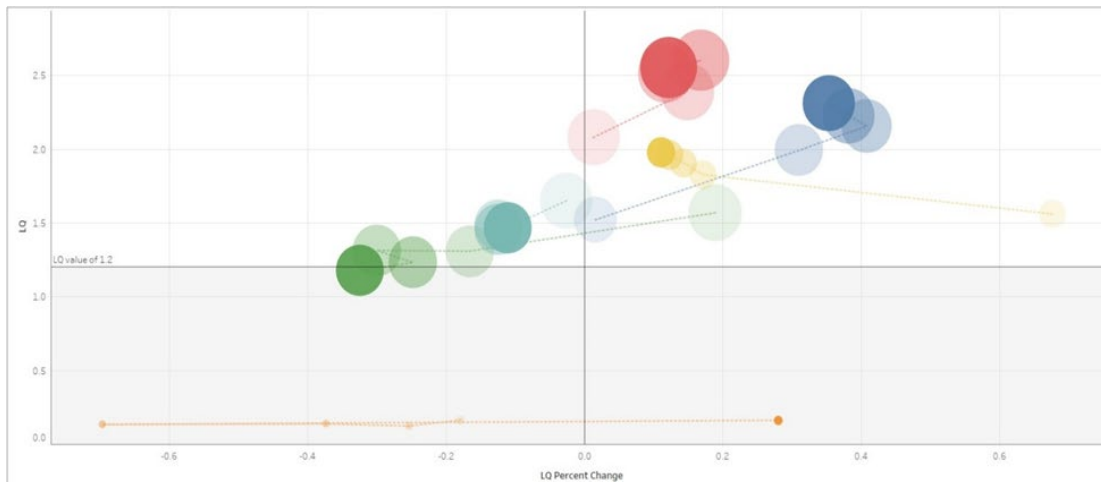


Figure 19: Industry Cluster by Location Quotient and Employment in 2015 and 2018-2023

Source: Purdue University, Center for Regional Development and IARC

Purdue University in collaboration with IARC has made a change when representing Industry Cluster which has elevated the understanding of industry cluster, See Figure 18. The new bubble graph is a snapshot that shows the change in the location quotient for individual industry, depicting the change in trend as it bounces within the quadrants over a five-year period showing the change in concentration and strength within the region. It shows the journey of an industry in 2015 and changes during 2018-2023, which includes a global pandemic. It helps to identify the STAR and MATURE clusters that continue to perform better which can further help to sustain these industries and employment generated by these industries. It also helps to identify the TRANSFORMING and EMERGING clusters which could be pushed in the STAR and MATURE quadrant by filling the gap of competitive workforce to fulfil future needs. See Table 20 for Industry Cluster by Location Quotient, Change in Location Quotient and Employment in 2023. In 2023, only Transportation and Logistics, and Mining were in STAR quadrant. Most of the industries in the RHEDD region are evenly distributed in the MATURE, TRANSFORMING and EMERGING quadrant, which could be made strong by providing proper infrastructure and training a competitive workforce to support the needs of growing local industries.



Industry clusters

- Electrical Equip, Appliance & Component Mfg
- Computer & Electronic Product Mfg
- Machinery Mfg
- Primary Metal Mfg
- Fabricated Metal Product Mfg
- Transportation Equipment Mfg

Figure 20: Manufacturing Supercluster by Location Quotient, Location Quotient percentage Change
Source: Purdue University, Center for Regional Development and IARC

Manufacturing Supercluster	LQ in 2023	LQ change, 2018-2023	Jobs in 2023
Electrical Equip. Appliances and Component Mfg.	0.162	0.280	50
Computer and electronic Product Mfg.	2.309	0.353	1,812
Machinery Mfg.	2.550	0.121	2,122
Primary Metal Mfg.	1.978	0.110	528
Fabricated Metal Product Mfg.	1.467	-0.111	1,508
Transportation Equipment Mfg.	1,504	-0.324	1,504

Table 9: Industry Cluster by Location Quotient, Change in Location Quotient 2018-23 and Employment in 2023

Industry Cluster	LQ in 2023	LQ change, 2018-2023	Jobs in 2023
Mining	1.696	0.0925	635
Glass and Ceramics	1.754	-0.2772	353
Printing and Publishing	0.908	-0.04	2,213
Education and Knowledge Creation	0.401	0.0788	1,354
Forest and Wood Products	2.2	-0.1002	4,536
Chemicals	1.998	-0.2457	3,370
IT and Telecomm.	0.619	0.1354	4,029
Arts, Entertainment, Rec. and Tourism	0.773	-0.066	4,470
Defense and Security	0.524	-0.0927	3,216
Agribusiness, Food Processing and Tech	1.427	-0.0383	5,930
Energy(Fossil and Renewable)	0.517	-0.0041	4,514
Adv. Materials	1.963	-0.0801	8,085
Transportation and Logistics	1.816	0.0481	13,836
Biomed/Biotech(Life Science)	1.11	0.064	13,142
Business and Financial Services	0.628	-0.0091	14,108
Glass and Ceramics (not shown in figure 18)	1.754	-0.2772	353
Apparel and Textile (not shown in figure 18)	0.830	0.0332	785

Table 10: Manufacturing Supercluster by Location Quotient, Change in Location Quotient 2018-23 and Jobs in 2023
Source: Purdue University, Center for Regional Development and IARC

Table 10 above shows the Manufacturing super cluster in the RHEDD region. It includes the six clusters of manufacturing related industries. Industry clusters help to determine if the region and its communities are well positioned to effectively participate in the cluster based economic development strategies as industry clusters are the economic drivers of the region. Figure 21 shows the Location Quotient, Percentage Change in Location Quotient during 2018-2023 and the number of jobs provided by these manufacturing superclusters. See figure 20 for industry clusters distributed into categories depending on level and growth of specialization.

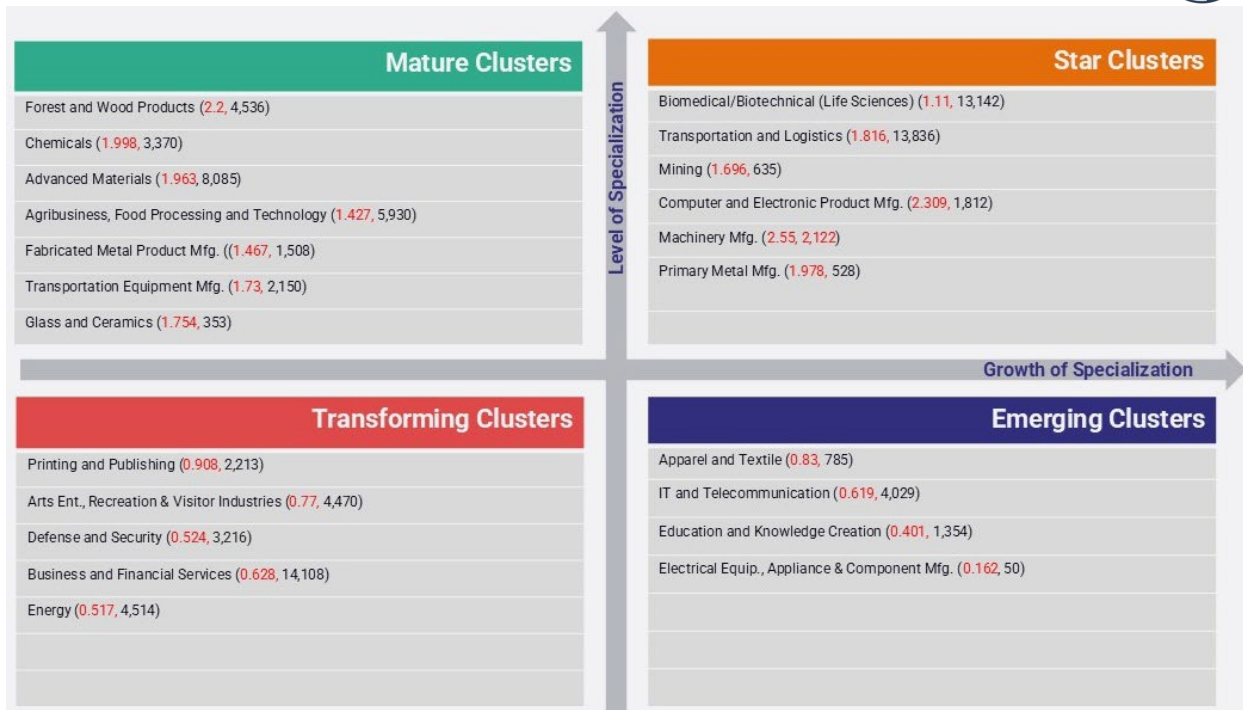


Figure 21: Industry Cluster Analysis Summary 2018-2023
Source: Purdue University, Center for Regional Development and IARC
Note: 2023 Location Quotient and 2023 Jobs in parentheses

Industry Analysis-

With the help of Purdue University and IARC Dashboard, River Hills identified 5 Industry Clusters, including two manufacturing clusters, namely, Advance Materials, Computer and Electronic Product Manufacturing, Machinery Manufacturing (STAR Quadrant), Biomedical/Biotechnical (moving from transforming to STAR Quadrant) and Advance Materials (Mature Quadrant). For the purpose of the five-year update, we have selected Transportation and Logistics for deeper analysis due to this cluster being the largest employer in the RHEDD region. The detailed cluster analysis is chosen clusters can be found in Appendix III.

Shift-Share Analysis, Example- Transportation and Logistics

In addition to cluster analysis based on Location Quotients, a Shift-Share analysis provides additional insight into each cluster. Shift-Share is a technique that identifies the source of job changes in a cluster/industry and distinguishes the cause based on following : National trend, which explains how much of the regional industry's growth is explained by the overall growth of the national economy. Industry trend (industry mix) explains the expected growth based on the growth of specific industry sector at the national level. Competitive Advantage or Regional Performance of the region is calculated by comparing the sum of expected job growth and the actual job growth. Figure 22 (Below) depicts the shift-share analysis of the various industries under Transportation and Logistics. This cluster currently provides 13,836 jobs in RHEDD region and has added 4,808 jobs since 2018. Regional Performance column shows the industries where this cluster has added jobs and which industries suffered losses in jobs. Further study of particular industries can help gain more insight into the loss and analyze if the

region has capacity to support these industries in terms of infrastructure and workforce. If the actual job growth in the regional cluster is greater than expected growth or if there is an expected job loss is greater than the actual loss, then the cluster is considered to have a competitive advantage.

Industries	Jobs 2023	National Trend 2018-2023 (A)	Industry Trend 2018-2023 (B)	Cumulative Expected Growth (C=A+B)	Actual Job Growth 2018-2023 (D)	Regional Performance 2018-2023 (D-C)
General Warehousing and Storage	4,962	229	1,588	1,817	2,339	522 ↑
Couriers and Express Delivery Services	1,828	49	839	888	1268	380 ↑
General Freight Trucking, Long-Distance, Truckload	1,791	214	186	400	-667	-1,067 ↓
Inland Water Freight Transportation	1,422	90	-18	72	393	321 ↑
Local Messengers and Local Delivery	798	11	350	361	678	317 ↑
General Freight Trucking, Local	587	24	41	65	313	248 ↑
Specialized Freight (except Used Goods) Trucking, Local	540	40	-26	14	78	64 ↑
Freight Transportation Arrangement	365	7	6	13	281	268 ↑
Rail transportation	283	32	-95	-63	-85	-22 ↓
Process, Physical Distribution, and Logistics Consulting Services	256	11	21	33	125	92 ↑
General Freight Trucking, Long-Distance, Less Than Truckload	202	23	-7	16	-59	-75 ↓
Specialized Freight (except Used Goods) Trucking, Long-Distance	160	9	-8	1	59	58 ↑
Motor Vehicle Towing	91	9	2	11	-10	-21 ↓
Refrigerated Warehousing and Storage	87	0	0	0	87	87 ↑
Other Airport Operations	77	5	4	9	23	14 ↑

Figure 22: Shift-share Analysis of Transportation and Logistics cluster 2018-2023
Source: Purdue Center for Regional Development

Figure 23 shows the leakage analysis of top 15 industries under Transportation and Logistics by input. The figures show the percentage of expenditure that is satisfied in the region and the percentage of input that is fulfilled outside the region. RHEDD along with other partners can work to develop strategies to minimize the leaks in order to cut the portions of expenditure outside the region and fulfill the need for goods and services within the region and create opportunities for regional growth.

Industries	Estimated Input (\$ Million), 2023	% In-Region	% Out of Region
Petroleum Refineries	\$116,772,356	0.0%	100.0%
Construction, Mining, and Forestry Machinery and Equipment Rental and Leasing	\$82,804,503	92.9%	7.1%
Other Commercial and Industrial Machinery and Equipment Rental and Leasing	\$67,489,225	17.0%	83.0%
Freight Transportation Arrangement	\$46,537,840	77.0%	23.0%
All Other Travel Arrangement and Reservation Services	\$45,426,825	4.6%	95.4%
Travel Agencies	\$43,427,374	2.6%	97.4%
General Warehousing and Storage	\$41,715,622	84.8%	15.2%
Couriers and Express Delivery Services	\$36,402,988	31.1%	68.9%
Corporate, Subsidiary, and Regional Managing Offices	\$34,781,664	19.3%	80.7%
US Postal Service	\$34,244,824	45.7%	54.3%
Petroleum and Petroleum Products Merchant Wholesalers (except Bulk Stations and Terminals)	\$28,968,485	34.9%	65.1%
Temporary Help Services	\$24,008,823	96.3%	3.7%
Other Support Activities for Air Transportation	\$20,439,153	28.8%	71.2%
General Freight Trucking, Long-Distance, Truckload	\$20,431,007	97.5%	2.5%
Commercial Banking	\$19,178,960	72.2%	27.8%

Figure 23: Top Expenditures and Leakages, Transportation and Logistics Cluster 2018-2023
Source: Purdue University, Center for Regional Development

Considering the combination of Location Quotient analysis and the Shift-Share analysis, industry clusters can be identified as being areas with particular strengths or opportunities or, conversely areas of weakness or threats. Understanding the position of industry clusters can help identify areas where linkages can be made and support can be focused. Industries whose goods and services are satisfied outside of the region represent potential opportunities for growth within the region. Economic leakages often occur due to established age-old supply chains. Using an import substitution strategy could potentially result in economic growth within the region replacing imported goods and services with those locally produced. Import substitution could be most effective where leakages are occurring in clusters of regional strength such as advanced materials and Machinery Manufacturing and Computer and Electronic Product Manufacturing.

See figure 24 for people employed in different occupations within the Transportation and Logistics Cluster in decreasing order. It also shows the change in jobs over five years, 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. For example, Automation index for Industrial Truck and Tractor operations is highest amongst all listed occupations, it shows that it is highly likely that the jobs in this field will be automatized.

Occupations	Jobs 2023	% Change 2018-2023	% of Total Jobs in Cluster 2024	Median Hour Earnings	Entry level Education	Automation
Heavy and Tractor-Trailer Truck Drivers	2,503	11.0%	16.8%	\$24.98	Postsecondary nondegree award	110.1
Laborers and Freight, Stock, and Material Movers, Hand	2,345	20.7%	16.4%	\$18.13	No formal educational credential	117.2
Couriers and Messengers	1,454	711.8%	11.0%	\$10.89	High school diploma or equivalent	105.3
Stockers and Order Fillers	928	582.1%	6.3%	\$15.97	High school diploma or equivalent	112.3
Industrial Truck and Tractor Operators	700	141.8%	5.7%	\$18.67	No formal educational credential	119.5
Light Truck Drivers	672	97.2%	4.9%	\$18.21	High school diploma or equivalent	112.9
Captains, Mates, and Pilots of Water Vessels	462	33.8%	3.7%	\$42.55	Postsecondary nondegree award	97
First-Line Supervisors of Transportation and Material Moving Workers, Except Aircraft Cargo Handling Supervisors	406	16.0%	2.9%	\$28.02	High school diploma or equivalent	93.8
Sailors and Marine Oilers	292	-8.8%	2.0%	\$25.18	No formal educational credential	106.5
Office Clerks, General	220	13.4%	1.5%	\$21.05	High school diploma or equivalent	102
Bus and Truck Mechanics and Diesel Engine Specialists	190	-25.8%	1.2%	\$24.66	High school diploma or equivalent	114.6
Shipping, Receiving, and Inventory Clerks	146	47.5%	1.3%	\$21.93	High school diploma or equivalent	109.1
Customer Service Representatives	141	69.7%	1.1%	\$17.43	High school diploma or equivalent	96.4
Maintenance and Repair Workers, General	138	79.1%	1.2%	\$26.67	High school diploma or equivalent	109.6
General and Operations Managers	132	71.4%	1.2%	\$44.91	Bachelor's degree	82.2

Figure 23: Occupations, Change of jobs, Median Income, and Automation Inde, Transportation and Logistics Cluster 2018-2023

Source: Purdue University, Center for Regional Development

The District has particular strengths or developing strengths and competitive advantages in the clusters of: Advanced Materials, Biomedical/Biotechnical Life Sciences, Computer and Electronic product manufacturing, Machinery Manufacturing, Transportation and Logistics.

The District's clusters which have been identified as star or emerging clusters also tend to have higher earning jobs.

Data Center and related industry though currently embedded within the Computer and Electronic Product Manufacturing cluster, RHEDD region has an opportunity to grow in this particular sector as Meta has announced newest data center will be in Jeffersonville at River Ridge Commerce Center. This \$800-million investment will include a 619-acre campus with a nearly 700,000-square-foot facility. This tech field will directly employ 100 people and expected to create jobs in other sectors.

Posting intensity for all the chosen clusters were 3:1 excluding the Computer and Electronic Product Manufacturing. The posting intensity in these clusters is higher than the state posting intensity of 2:1 for these industries. Higher posting intensity shows that that employers are urgently trying to fill a role or might be having a hard time filling a role. In our region, employers have posted a job opening at least three separate times for a position. It is worth exploring to see the reasons behind frequent posting and if workforce training can be put in place to overcome the difficulty to fill the position from within the region.

On looking further there are many industries in the selected clusters that rely on suppliers outside of the region for 100% of the demand. Only the industries under Biomedical/ Biotechnical Life Sciences Cluster have requirements that are fulfilled within the region in some capacity, however three industries under this cluster rely on outside suppliers for more than 80 percent of the requirement. The leakage in each selected clusters is as follows: Advanced Materials(71.578%), Biomedical/Biotechnical Life Sciences(55.54%), Computer and Electronic Product Manufacturing(74.32%), Machinery Manufacturing(75.32%) and Transportation and Logistics(38.89%)

Worker distribution by age is consistent throughout the selected clusters and an unbalanced one. About 5- 12 percent workers are Young workers between the age 14-24 years. 20- 40 percent are matured workers (aged 55 or more), who will be moving out of workforce in coming years. Currently there is a considerable gap in the workforce pipeline. Strategies for recruitment of talent, especially young workers are needed to replace the workers moving out of the

The District shows signs of weakness or lowering competitive advantages in the industry clusters of: Business and Financial Services, Agribusiness, Food Processing and Technology, Energy, Defense and Security, Arts, Entertainment, Recreation and Visitor industries, Transportation Equipment manufacturing, and Transportation and Logistics.

Economic Resilience

Economic Resilience is the capacity of the region to either absorb, adapt or chart new pathways in response to the recessionary shocks. Economic recessions can cause decline in jobs and earnings in the regional economy. If the region is not strongly positioned to minimize the duration of disruption resumes its functions it can affect the regional economy. U.S. economy has sustained multiple economic recessions in past few decades such Dot-Com recession in 2001 and the Great Recession of 2008—2009. Economic resilience is measured by the Economic Resilience Index which shows the resilience and the recovery capacity after a recession occurs. The higher the index value depicts that the region has higher resilience and recovery capacity. As per the report produced by IARC in collaboration with Purdue university the strength of the counties in the state of Indiana are compared with economic resilience index of Great Lakes Region. If the index values of the counties exceed the Great Lakes Region, they have relatively stronger economic resilience.

The Economic Resilience Index is based on more than 20 indicators that are classified into various community capitals namely Labor Characteristics, Financial Capital, Social and Political Capital, Human Capital, Infrastructure and Built Environment. By improving the individual regional assets under each capital, it is possible to drive up the average regional economic resilience. See Figure 24 for the economic resilience index for the five counties in RHEDD region, the regional average, state average and resilience index of each county with respect to the Great Lakes average.

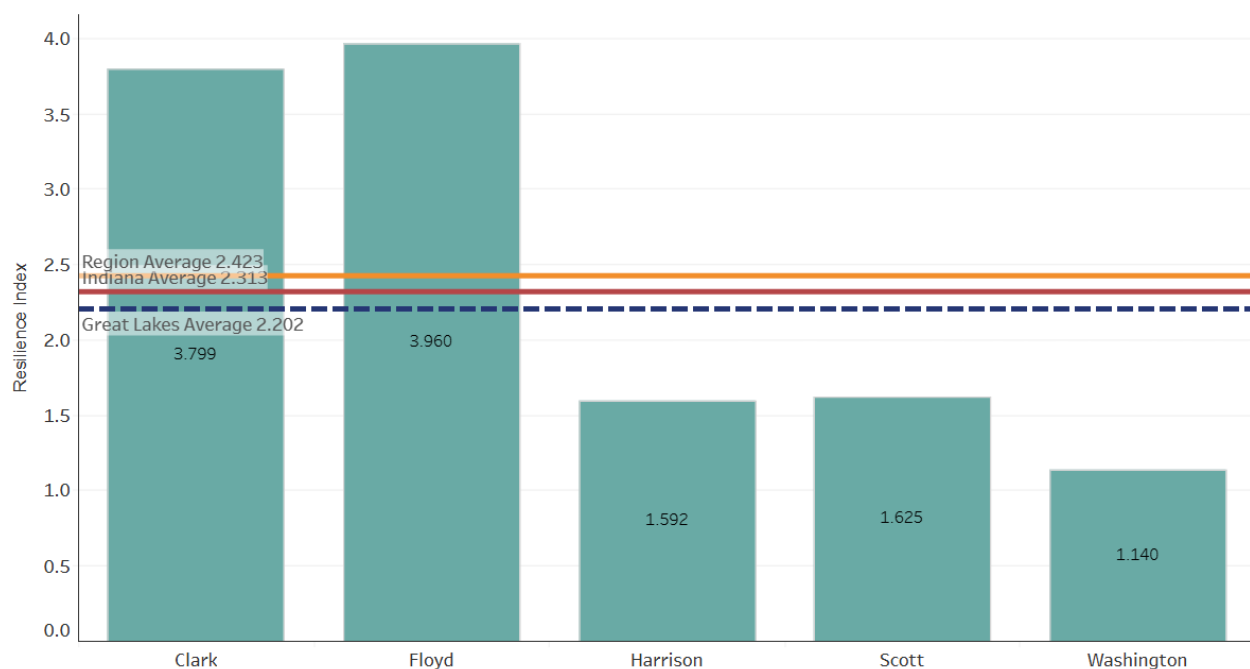


Figure 23: Economic Resilience Index, Research Data Collected between 2011-2023
Source: Purdue University, Center for Regional Development

Major Employers in RHEDD

There are a wide variety of large employers in the RHEDD (See Table 7). The largest employers are most heavily concentrated in Floyd and Clark Counties but a variety of employment opportunities with large employers are present in rural areas as well. Figure 7 shows the top 25 employes in each county in addition to schools, colleges and health-related services.

Healthcare and related services represent major employers throughout the RHEDD region. In Washington County, there is a concentration of advanced materials employers like Peerless Gear, Jean's Extrusions, and Net Shape Technologies. Education and knowledge industries are a large employer throughout the district. Entertainment has a significant employment impact in Harrison County with Caesars Southern Indiana, previously known as Horseshoe Southern Indiana). Tyson Foods Inc. in Harrison County closed in April 2024, which used to employ 368 people. This closure also affected 45 contract growers. Food products and related industries such as Morgan Foods Inc, and Pepsi Beverages Co are large employers in Scott county.

Clark	Floyd
Clark Memorial Hospital	Fire King Security Group
Pharmacord	Nyx New Albany
National Distributors Leasing	Discount labels
Directv	Samtec Inc.
Norton Clark Hospital	Hitachi Cable Indiana Inc.
American Commercial Barge Line	
Harrison	Scott
Horseshoe Southern Indiana	Morgan Foods Inc
Caesars Southern Indiana	Ilpea Industries Inc.
Physician Referral Svc	Austin Tri-Hawk Auto Inc
Blue River Svc Inc Housing	Samtec Inc.
Icon Metal Forming LLC	Pepsi Beverages Co.
Washington	Various Locations
Kimball Office	Humana Inc
Peerless Gear	Walmart Supercenter
Net Shape Technologies Inc	Kroger
Jean's Extrusions	Local Schools and Colleges
Independent Stave Co.	Local Hospitals
	Amazon Fulfillment Centers

Table 7: Major Employers in the RHEDD by County
Hoosiers by the Numbers, Major Employers by County/Region

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

Additional Factors

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 run through the District.

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. The commodities handled are Agricultural products, fertilizers, waste materials, polymers, chemicals, building materials, lumber, pulp/paper, food grade products, beverages, steel, scrap(metal and paper), and aggregates/minerals.

Airports

There are two airport facilities in the district's direct vicinity, the Clark Regional Airport and the 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. 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 located in Jeffersonville 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 with record annual volumes increasing each year. Major cargoes include corn, fertilizer, paper, salt, wire rod, soybeans, steel, liquid asphalt, pig iron, and project cargo.

The Port supports domestic barge services as well as international service via the Ohio-Mississippi Rivers. The port facilities boast 1.9 million bushel onsite grain storage, 3200 feet of riverfront access, on dock rail service, intermodal service for steel, grain, bulk, project cargo and a steal campus of more than a dozen companies providing steel services. Additionally, the Port can assist companies with site layouts, financing tools, and Foreign-Trade Zone designation.

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

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 22).

The District's energy portfolio mirrors the state as a whole with the vast majority of energy provided by coal with a small portion coming from natural gas and an even smaller from renewable. 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, Hooser Energy operates Clark-Floyd Landfill Gas Generation as a renewable energy source; however, it produces a small fraction of the District's energy (3.6 MW).

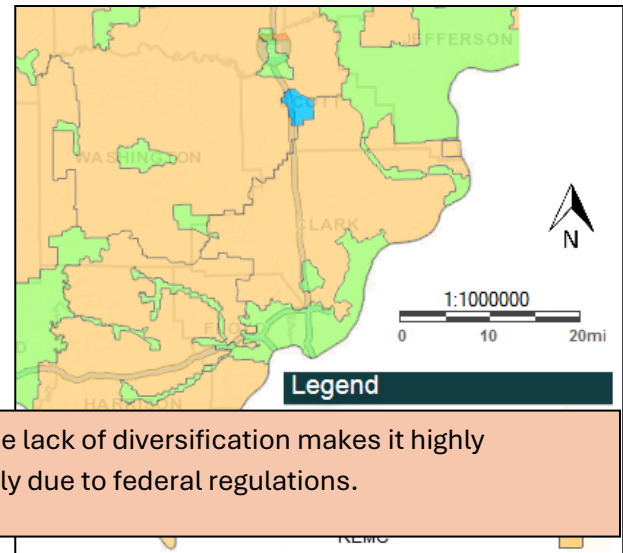


Figure 22: Electricity Providers and Coverage
Image Source: <http://maps.indiana.edu/>

Broadband

As per BroadbandNow, the state of Indiana currently ranks 27th in internet coverage, speed and availability. 91.2% of Indiana residents have access to Wired or Fixed Wireless Broadband with a plan of at least 25Mbps download and 3 Mbps upload. In fiber internet coverage, only 51.7% of Indiana residents are able to purchase a fiber internet plan.

Broadband coverage in the District is expansive with a wide variety of providers. However, there are still significant areas particularly in rural locations that lack a wired broadband connection (see Figure 23). Currently, efforts to expand the service are on-going. Wireless coverage, on the other hand, has complete coverage in the District.

Ultra-high speed fiber connections (1000 Mbps) are also present in the District but in a more urban area. Fiber infrastructure continues to expand in the region with existing lines along the Interstate 65 corridor and along parts of Highways 150 and 64. Fiber is most present in the more developed areas in the District such as Jeffersonville, Clarksville, and New Albany.

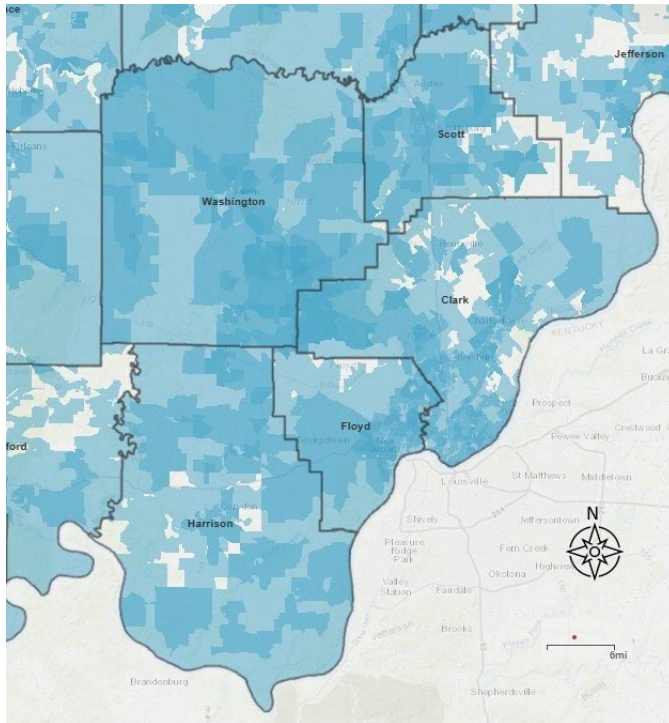


Figure 23: Wired Broadband Coverage, October 6, 2022

Image Source: Indiana Office of Technology

<http://www.indianabroadbandmap.com/>

Water and Sewer

The communities of the RHEDD are served by a wide variety of public and private water and wastewater service providers (See Table 8). There are a number of 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.

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. A number of 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.

The District is well served with broadband connectivity with a growing portion of businesses and residents gaining access to wired broadband and

Clark County Water and Sewer Utilities	
Henryville Membership Sanitation Corp.	City of Jeffersonville
Marysville Otisco Nabb Water Corp.	Indiana American Water - Southern Indiana
Riverside Water Company	Oak Park Conservancy District
Rural Membership Water Corp. of Clark Co.	Silver Creek Water Corp.
Sunset Village/Bushmans Lake Water	Town of Borden
Washington Twp Water	Town of Clarksville
Watson Rural Water Co.	Washington Twp Regional Sewer District
Town of Sellersburg - In Incorporated limits	Wastewater One LLC - Rivers Edge Utility
Town of Sellersburg - Out of Incorporated limits	
Floyd County Water and Sewer Utilities	
Edwardsville Water Corp.	Greenville Water Utility
Floyds Knobs Water Co.	Indiana American Water Co.
Georgetown Water Dept.	Watson Rural Water Co.
Harrison County Water and Sewer Utilities	
Corydon Water Works	Palmyra Water Works
Elizabeth Water Company	Ramsey Water Company
Town of Laconia	South Harrison Water Corp.
Lanesville Water Works - Out of Incorporated limits	Lanesville Water Works - In Incorporated limits
Scott County Water and Sewer Utilities	
City of Austin	Scottsburg Water Dept.
Scott County Regional Sewer District	Stucker Fork Water Utility
Indiana American Water	
Washington County Water and Sewer Utilities	
Campbellsburg Water Works	Posey Township Water Corp.

East Washington Rural Water Corp.	Salem Water Works
New Pekin Water Utility	

Table 8: Water & Wastewater Providers in RHEDD by County

Development in the RHEDD has been hampered by the lack of adequate water and wastewater service in many areas. Existing service areas often are plagued by maintenance and design issues. Wastewater Infrastructure especially in rural areas are outdated and cannot support

The Regional Development Authority has recently awarded grants to upgrade some wastewater utilities in order to support the upcoming infrastructure, and the population growth expected from the development of the region in the near future.

Industrial 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 24). 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.

River Ridge Commerce Center

A particularly impactful industrial/commerce park being developed is the River Ridge Commerce Center in Clark County. The vast 6,000 acres site is adjacent to interstates 64 and 65 and State Highway 62 overlooking the Ohio River. The site of a former Army ammunition plant property was turned over to the River Ridge Development Authority for economic development of the area 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. The site has already attracted major employers such as Amazon, Manitowoc, and Goodrich among others. With much of the site still available for development, River Ridge is already making a great impact on the economic development of the region. In 2023, River Ridge generated substantial tax revenue for both state and local governments, including \$8.9 million in local Income tax, \$20.5 million in State income tax and \$19 million in state sales tax. It also supported around 18,558 jobs



Figure 24: INDOT Recognized Industrial Parks

Image Source: <http://maps.indiana.edu/>

and \$2.93 billion in total economic output across Southern Indiana and Louisville region. Currently, companies at River Ridge employ more than 12,000 workers.

Continued development of industrial/commerce parks throughout the District but particularly at River Ridge will continue to make great contributions to the economic wellbeing of the region. These sites represent a great opportunity for industrial growth and attraction of quality employment opportunities in the future as it is favored by national and international entities.

Schools

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

As a state, Indiana has consistently ranked at or higher than the national averages in reading and math and has had substantially higher graduation rates as well. The National Center for Education Statistics indicates that for grades 4 and 8 in mathematics Indiana students have scored better than the nation's average every year since 2000 and often at or above the proficient achievement standard. In reading, since the year 2000 grade 4 students scored above the national average in all but three years, scoring similar to the average in those years. At grade 8 in reading students scored above the national average. Data is not available for each year. As per the National Center for Education Statistics, in school year 2021-2022, Indiana was just a point ahead than the U.S. average adjusted cohort graduation rate (ACGR) for public high school students with 88 percent. However, in 2024, Indiana's High School Graduation Rate was 90.23% compared to national averages of 87.4%.

Within the state, public school rankings by district indicate that RHEDD ranks below the median with the exception of North Harrison Community School Corp., Lanesville Community School Corp., and West Washington School Corp. (Table 9). Please note that the West Clark Community School District was split into two separate districts effective July 2020: Borden-Henryville School Corporation and Silver Creek School Corporation. Indiana has had better performance than Kentucky and the RHEDD school districts perform better in Indiana than Louisville-Jefferson County does in Kentucky.

Rank (of 380)	District	County	# of Elementary Schools	# of Middle Schools	# of High Schools
188	Borden- Henryville School Corporation	Clark	2	0	2
79	Silver Creek School Corporation	Clark	2	1	1
211	Greater Clark County Schools	Clark	10	3	3
307	Clarksville Comm. School Corp.	Clark	1	1	2
103	New Albany-Floyd County Comm. School	Floyd	10	3	3
99	North Harrison Comm. School Corp.	Harrison	2	1	1

53	Lanesville Community School Corp.	Harrison	1	0	1
102	South Harrison Com Schools	Harrison	4	2	2
287	Scott County School District 1	Scott	1	1	1
126	Scott County School District 2	Scott	5	1	1
130	East Washington School Corp.	Washington	1	1	1
73	West Washington School Corp	Washington	1	0	1
247	Salem Community Schools	Washington	1	1	1

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
Embry-Riddle Aeronautical University	Louisville
Charles Allen Prosser School of Technology	New Albany
Hanover College	Hanover
Mid-America College of Funeral Service	Jeffersonville

Table 9: School District Ranking for River Hills and Louisville-Jefferson County 2013-2014
Source: SchoolDigger.com

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 10).

Public schools in the District generally perform below the median within the state. However, they perform better than the Louisville-Jefferson County School District.

Table 10: Local Colleges, Universities, Trade, Vocational, and Technical Schools and Location

Cost of Living

Missouri Economic Research and Information Center(MERIC) published a recent Cost of living data series for the United States of the first Quarter of 2025. Indiana is ranked 12th in the nation with cost of living 90.8, World Population Review also has Indiana 90.5. MERIC found in its research that Midwest and Sothern States were comparatively least expensive areas to live as opposed to Hawaii, Alaska, the Northeast and the West Coast.

For the purpose of this report, we will refer to the cost-of-living index published by BestPlaces as most comprehensive statistics are available for the state and RHEDD region. Indiana's cost of living index is 83.7 that is 16.3 % lower than the US average on BestPlaces website. Table 11 shows that the cost of living in the RHEDD is very competitive compared with other urban areas. RHEDD, largely in the Louisville urban area, has a cost of living among the lowest in the country. Based on the national average cost of living, the Louisville urban area is 89.8% of the national average. This cost of living is lower than regional competitors such as: Nashville, TN, St. Louis, MO-IL, Cincinnati, OH, and Chicago, IL, among others.

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 12, 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.

Urban Area	100% Composite Index
Indianapolis, IN	85.7
Louisville, KY	89.8
Nashville-Franklin, TN	104.7
St. Louis, MO-IL	84.1
Bowling, Green, KY	85.4
Pittsburgh, PA	91.8
Oklahoma, City, OK	85.5
Dallas, TX	100.2
South, Bend, IN	79.0
Cedar Rapids, IA	81.8
Houston, TX	96.9
Tampa, FL	104.2
Lexington, KY	90.8
Cincinnati, OH	88.3
Austin, TX	129.1
Atlanta, GA	113.3
Buffalo, NY	92.1
Kansas, City, MO-KS	88.4
Cleveland, OH	83.0
Denver, CO	127.6
Portland, OR	127.7
Chicago, IL	105.7

Table 11: Cost of Living Comparison, Nationally
Source: bestplaces.net/cost-of-living/

Within the Region Comparison			
City/Town	Cost of Living Index	In comparison to Indiana	Avg. Housing Cost
Indiana	83.7%	0.0	\$221,600
Jeffersonville	87.5%	+4.5%	\$217,400
Charlestown	87.5%	+4.5%	\$251,100
Clarksville	87.5%	+4.5	\$169,000
New Albany	89.1%	+6.5%	\$195,900
Georgetown	89.1%	+6.5%	\$279,500
Corydon	85.7%	+2.4%	\$217,400
Lanesville	85.7%	+2.4%	\$291,900,
Austin	79.2%	- 5.4%	\$139,600
Scottsburg	79.2%	-5.4%	\$165,900
Salem	82.0%	-2.0%	\$162,600
Louisville KY	89.8%	+6.1%	\$229,700,

Table 12: Cost of Living Comparison, Within Region
Source: bestplaces.net/cost-of-living/

Summary of SWOT Findings:

Strengths and Opportunities:

Within the region, the communities of the RHEDD tend to offer lower cost of living rates with housing costs being the chief factor.

well-being is directly linked to the City's.

The Louisville urban area, and much of the RHEDD, has one of the lowest costs of living ratings in the nation.

The District is rich in natural resources which provide a variety of direct and ancillary employment opportunities throughout the region.

State Parks, Forests, and preserves provide a number of outdoor recreational opportunities in the District which attract enthusiasts from within and without the region.

The 5-14 years cohort is one of the largest age cohorts and indicates a large community of families with children. The RHEDD is attractive to families and presents opportunities for home grown asset development.

RHEDD has grown in population faster than the rest of the state with strength in Clark County.

Household incomes in the RHEDD generally compare favorably to the rest of the state with relatively lower levels of income inequality based on median and mean income levels. Additionally, poverty rates in the District are mostly lower than the State of Indiana in general.

Owner-occupied housing is much higher in the RHEDD than the national rate. Home ownership has long been linked with a myriad of community benefits such as increased civic engagement and reduced crime rates as well as greater individual wealth.

Commuting patterns within and without of the District indicate an opportunity and need to strengthen relationships and cooperation between destination and origin communities.

The District has particular strengths or developing strengths and competitive advantages in the clusters of: Transportations and Logistics, Biomedical/Biotechnical, Advanced Materials, Machinery manufacturing, Computer and Electronic Product manufacturing.

The District's clusters which have been identified as star or emerging clusters also tend to have higher earning jobs.

Expenditures for goods and services which occur outside the region represent opportunities for economic growth through import substitution strategies, particularly in industries of local strength and emerging industries like Transportation and Logistics, Advanced Materials, Biomedical/Biotechnical, Machine Manufacturing Industry and Computer and Elec. Product Mfg.

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

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

The District is well served with broadband connectivity with a growing portion of businesses and residents gaining access to wired broadband and fiber-optic internet services.

The District is well served with broadband connectivity with a growing portion of businesses and residents gaining access to fiber-optic internet services.

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

The Louisville urban area, and much of the RHEDD, has one of the lowest cost of living ratings in the nation.

Within the region, the communities of the RHEDD tend to offer lower cost of living rates with housing costs being the chief factor.

Weaknesses and Threats:

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 with potential to cause significant personal and property damages. We are already seeing the effects of climate in increased flooding and draught events putting additional pressure on ecosystems and infrastructure.

As the largest segments of the population continue to age, additional considerations must be made to support them, from health and wellness to accessibility and so forth.

Young adults represent two of the smaller population cohorts. Efforts to attract and keep this population segment are critical to the economic well-being of the District.

As per the report prepared by the PCRD, about 5- 12 percent of workers are young workers between the ages of 14-24 years and 20- 40 percent are mature workers (aged 55 or more), who will be moving out of workforce in coming years. This difference could create a gap in workforce pipeline.

The average population growth in RHEDD region is only 2.95% from 2020 to 2024 which is less than half of the nation's 8.8% growth. However, it is higher than the state of Indiana's growth of 2%.

The District has a much lower rate of college degree holders compared to the nation and the State of Indiana in general. This is particularly true for bachelor's degrees and Graduate or professional degrees.

Scott and Washington Counties in particular have much higher rates of people with less than a high school degree compared to the State of Indiana and the nation. They also have the lowest rates of college degree attainment in the District.

The RHEDD has a large supply of unoccupied housing units which can negatively impact new construction in housing and can become blighted if not maintained appropriately. RHEDD region also has a low stock of affordable housing as per the recent housing study

32 percent of the workers living in the District commute outside to work and negative net commuting, the District provides fewer jobs than there are workers living in it.

The District shows signs of weakness or lowering competitive advantages in the industry clusters of: Business and Financial Services, Agribusiness, Food Processing and Technology, Energy, Defense and

Security, Arts, Entertainment, Recreation and Visitor industries, Transportation Equipment manufacturing, and Transportation and Logistics.

Industry clusters with higher-than-average earning jobs and experiencing weakness in growth and diminishing competitive advantages such as Business and Financial Services, Transportation and Logistics, Transportation Equipment and Fabricated Metal Manufacturing are a threat to employment and wealth in the District.

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.

Development in the RHEDD is hampered by the lack of adequate water and wastewater service in many areas. Existing service areas often are plagued by maintenance and outdated design issues. 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.

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

1.1 Objective: Improve high school graduation rates and higher education degree attainment

1.1.1 Strategy: Establish and maintain relationships with local schools to find and implement opportunities for improvements

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

1.1.3 Strategy: Develop Public-Private Partnerships between local business and schools

1.2 Objective: Attract more workforce and improve existing workforce skill sets to support the industries that are thriving in the region in addition to other active industries. See PCRF report

1.2.1 Strategy: Work with local colleges and training organizations to educate young adults on the importance of these industries in economic development of the region and the opportunities of career development offered by the same

1.2.2 Strategy: Research and communicate with the local workforce development organizations, regional community colleges, and local industries regarding skills needed for employment and design training programs to effectively address the evolving skills needs of the industries and supply the human Capital from within the region

1.2.3 Strategy: Improve work environment to prioritize the wellbeing of the workforce to reduce employee turnover or migration of skill personnel outside the region

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

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

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

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

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

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

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

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

2.3.1 Strategy: Promote the development and use of free Wi-Fi internet access at public facilities where there are none.

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

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

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

2.4.2 Strategy: Help communities identify and find funding for alternative transportation such as public transportation services, bike lanes, and trails where appropriate.

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

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

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

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

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

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

3.2 Objective: Promote and Market the existing regions and develop recreational, historical, and cultural resources

3.2.1 Strategy: Create an inventory of recreational, historical, and cultural resources in the region

3.2.2 Strategy: Communicate and coordinate with local tourism groups to help promote the resources in the region

3.2.3 Strategy: Support and Develop a regionally inclusive branding/marketing effort by collaborating with existing marketing efforts

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

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

4.1.1 Strategy: Find opportunities to assist emerging industries in the district and ensure new job growth and industry diversity

4.1.2 Strategy: Continue to research and identify challenges and leakages in the economy to find opportunities to attract new industries

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

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

4.1.5 Strategy: Aid and support business incubator development

4.1.6 Strategy: Identify and find funding for redevelopment of Brownfields in the district and turn challenges into strengths

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

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

4.2.2 Strategy: Develop a resource packet to help support business in the event of economic shocks

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: Establish an easily accessible clearing house for economic data and resources in the region

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, and the like, to find opportunities to share resources and improve outcomes

5.3 Objective: Identify organizational strengths and weaknesses and seek 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: Brownfields Coalition, Brownfields Assessment

Funding: EPA, River Hills EDD & RPC

Time Frame: 3 years

Key Responsible Actors: River Hills EDD & RPC, Coalition Members (Counties), EPA, Community Partners

Project Description:

River Hills Economic Development District and Regional Planning Commission (River Hills) is the lead applicant for this Coalition proposal for brownfields assessment. River Hills serves the following five counties: Clark, Floyd, Harrison, Scott, and Washington. Together, they have 33 local units of government.

Economic roots for the region are in munitions production, iron, steel, wood, plastic, and rubber manufacturing, transportation, and transportation industries such as shipbuilding and railroads. The economy took hits throughout the 20th and early 21st century. The Great Flood of 1937 decimated entire towns and left Clarksville under 12 feet of water for weeks. The region has faced frequent flooding since. The Great Recession of 2008 hit hard as well, especially in towns like Scottsburg. Within a week in October 2008, two of that city's largest employers announced they were closing, and a total of 239 jobs were lost. As of June 2012, Scott County still had one of the highest unemployment rates in the state. Economic and natural disaster disruptions caused a chain reaction of businesses closing. As industrial centers shut down, the gas stations, commercial centers, and historic downtown enterprises that supported them also went out of business, creating widespread job loss. The targeted communities of Scottsburg, Salem, Corydon, New Albany, and Clarksville all demonstrate this pattern, and are blighted by brownfields in gateways, industrial parks, and historic downtowns.

The Coalition will be led by River Hills to face the challenge of maintaining a balanced utilization of the region's natural, historic, and physical resources. Through the CEDS, the Coalition ensures that all communities in the region are represented when setting regional priorities and are staying consistently informed of the State and Federal funding available to them. 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 economic sustainability, resilience, and strength of the district.

The requested EPA funding will catalyze our efforts to prioritize our inventory. Based on our current inventory, it is expected that we will need more hazardous funding than petroleum funding. The prioritization process will target projects that provide opportunities to improve public health through cleanup and redevelopment, can improve the quality of life in communities suffering from income disparity, and have strong potential for redevelopment from an economic development standpoint.

Community Outreach is currently underway now and will be ongoing throughout the life of the grant and we will rely on our board, coalition counties, targeted community leaders, and an established network of partners to continue to build momentum and engage stakeholders in the brownfields process. Regardless of EPA funding, River Hills will continue to work on brownfield inventories, assessment, and redevelopment throughout the region.

Project: Multi-Hazard Mitigation Plan Updates

Funding: FEMA, Indiana Department of Homeland Security, Counties

Time Frame: 1-5 years recurring

Key Responsible Actors: River Hills EDD & RPC, Polis Center, County Planning Teams

Project Description:

The Multi-Hazard Mitigation Plan (MHMP) is a requirement of the Federal Disaster Mitigation Act of 2000 (DMA 2000). The development of a local government plan is a requirement in order to maintain eligibility for certain federal disaster assistance and hazard mitigation funding programs. In order for the National Flood Insurance Program (NFIP) communities to be eligible for future mitigation funds, they must adopt the MHMP. MHMPs are required to be updated every 5 years and several of the district's counties are currently or will soon be required to update their plans.

River Hills EDD & RPC and the district's counties have joined efforts to develop mitigation plans realizing that the recognition of and the protection from hazards that impact the county, and its residents contribute to future community and economic development. The plans, created by the Polis Center, involve thorough public participation and jurisdictional involvement. They provide a comprehensive inventory of existing conditions relevant to various hazard conditions. They provide in-depth analysis including historic occurrences, current vulnerabilities, future event likelihood, asset inventories, vulnerabilities, development trends, and so forth. And finally, they present a mitigation strategy and propose specific goals and actions to address the unique circumstances of each county.

The MHMPs directly address several of the primary goals of the CEDS, those are: maintaining and expanding effective and efficient local infrastructure throughout the district, improving the quality of life in communities across the district, ensuring the economic sustainability, resilience, and strength of the district, and improving/leveraging capacity in local government and non-profit organizations. The district has a long history experiencing various hazards which have caused great disruptions for the economy and the people in the region. These planning efforts are essential to limit their impact.

In addition to the "Priority Projects" listed above, River Hills has been assisting communities in the district with the following projects.

Completed EDA Projects

ADD List here

Project	Explanation	Goal/Status

Implementation and Evaluation Matrix

1. Goal: Develop human capital to create a workforce that thrives in the modern economy					
1.1 Objective: Improve high school graduation rates and higher education degree attainment					
Strategic Actions	Additional Steps	Key Responsible Actors	Funding Sources	Time Frame	Evaluation Criteria
1.1.1 Establish and 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 Research best practices and identify partners Collaborate with CoC groups to find partners and facilitate relationships	River Hills Staff, School Administrators, Chamber of Commerce, Local Government	Program Dependent, To Be Identified	Immediate and on-going	High School Graduation Rates, Percentage of Population with Degrees, Number of new programs/partners
1.1.2 Work with communities in promoting and advancing a culture of education in the region					
1.1.3 Develop Public-Private Partnerships between local business and schools					
1.2 Objective: Improve existing workforce skill-sets					
1.2.1 Work with local colleges and training organizations to promote and expand adult workforce development programs	Contact local colleges and workforce development organizations and discuss programs	River Hills Staff, Chamber of Commerce, 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 and indicators
1.2.2 Research and communicate with local industry regarding skills needed for employment to better target and improve development	Work with Chamber of Commerce groups and major employers to get data				

2. Goal: Maintain and expand effective and efficient local infrastructure throughout the district					
2.1 Objective: Collaborate with local communities to identify and prioritize capital improvement projects					
Strategic Actions	Additional Steps	Key Responsible Actors	Funding Sources	Time Frame	Evaluation Criteria
2.1.1 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
2.1.2 Continue to maintain and update community needs assessments inventories annually.					
2.2 Objective: Repair, improve, and expand drainage systems, water and wastewater treatment services and facilities.					
2.2.1 Assist communities with educating and increasing 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, etc.	On-going	Water Infrastructure improvements completed
2.2.2 Assist communities in finding and acquiring funding opportunities for drainage, water and wastewater improvements.					
2.3 Objective: Expand the service and quality of broadband/internet access and connectivity in the district					
2.3.1 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	To be Determined	Immediate to mid-term (3-5yrs)	Expansion of service area and accessibility
2.3.2 Help communities develop plans to ensure all citizens have access to a quality internet connection.	Research funding sources				
2.4 Objective: Maintain and expand the various transportation networks serving the district					

Strategic Actions	Additional Steps	Key Responsible Actors	Funding Sources	Time Frame	Evaluation Criteria
2.4.1 Collaborate with local and state transportation agencies like INDOT and KIPDA to help plan transportation maintenance and improvements 2.4.2 Help communities identify and find funding for alternative transportation such as public transportation services and bike lanes and trails where appropriate. 2.4.3 Continue to help communities identify and address changes caused by the Ohio River Bridges Project	Monitor changes in commuting patterns caused by the Bridges Project, Aid communities in Identifying and assisting residents with economic impacts	INDOT, KIPDA, Local Government, RH Staff	INDOT, Regional Cities Initiative, 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
2.5 Objective: Assist communities with transitions in the fossil fuel/energy market					
2.5.1 Continue to pursue financing opportunities to address changes in energy industry production in the region. 2.5.2 Encourage and support the development of a diverse and efficient energy portfolio in the district.	Keep in communication with relevant industry, Determine eligibility for funding Research additional opportunities	Industry Representatives, Local Government, RH Staff	EDA POWER initiative	Immediate to mid-term (3-5yrs)	Development of plan

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

3.1 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
3.1.1 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	Amount of Plans completed
3.2 Objective: Promote and Market the regions existing and developing recreational resources					
3.2.1 Create an inventory of recreational, historic, and cultural resources in the region	Facilitate a meeting between tourism groups	Tourism Groups in the region, RH Staff,	TBD	On-going	Level of regional collaboration in marketing
3.2.2 Communicate and coordinate with local tourism groups to help promote the regions resources					
3.2.2 Support and Develop a regionally inclusive branding/marketing effort by collaborating with existing marketing efforts					

4. Goal: Ensure the economic sustainability, resilience, and strength of the district					
4.1 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
4.1.1 Find opportunities to assist emerging industries in the district and ensure new job growth and industry diversity	Identify businesses in emerging industry, research development opportunities relevant to them	RH Staff, Local Education Institutions, TAB Program, Local Government	Project Dependent, OCRA, EDA, etc.	Immediate to long term	Job growth, industry growth relevant fields, status of relationships with development
4.1.2 Continue to research and identify areas of weakness and leakages in the economy to find opportunities to attract new industry					
4.1.3 Share research and resources with redevelopment and development organizations throughout the district	Develop cooperative relationships with schools, research existing programs and best practices				Expanded entrepreneurship in region, expanded assistance resources for entrepreneurs, Brownfields redeveloped
4.1.4 Work with the local schools, colleges, and communities to promote and develop a more robust package of resources for entrepreneurship					
4.1.5 Aid and support business incubator development	Find opportunities to assist and expand existing incubator programs, Continue to pursue the Brownfields Coalition				
4.1.6 Identify and find funding for redevelopment of Brownfields in the district and turn challenges into strengths					
4.2 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
4.2.1 Strategy: Work with each county in the district to update, maintain and implement Multi-Hazard Mitigation Plans 4.2.2 Strategy: Develop a resource packet to help support business in the event of economic shocks	Continue to set up meetings and remain on schedule to update MHMPs, Reach out to business schools and organizations to help develop packet	RH Staff, Polis Center, County/Town representatives	FEMA, TBD	Immediate to mid-term (3-5yrs)	Adoption of MHMP by communities, development of resource packet

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. 5.1.2 Establish an easily accessible clearing house for economic development data and resources in the region	Reach out to organizations on needs and resources we can help provide, Investigate best place for clearing house and what information should be included	RH Staff	Project determined, Non-profits, Local government	On-going, short to mid-term	Projects completed, Status of a Clearing house

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, CoCs, 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 A

Steering Committee

Steering Committee

Name	Appointing Authority	Representing Interest
Betsy Blocker	Town of Lanesville (Harrison County)	Public Official
Fred Cammack	Town of Corydon (Harrison County)	Public Official
Adam Dickey	City of New Albany (Floyd County)	Private Sector
John Fultz	Governor Mike Pence	Not-for-Profit – Community Action
William H. Graham	City of Scottsburg (Scott County)	Public Official
Michael Killen	Clark County Surveyor	Private Sector
Steve Meyer	Scott County Commissioners	Not-For-Profit – Area on Aging
Frank Nobles	Washington County Council	Public Official

Brian Smith	Floyd County Commissioners	Private Sector
Ruth Sparks	Town of Borden (Clark County)	Public Official
Chris Welch	Floyd County Commissioners	Private Sector

Appendix B

Community Needs

Assessments

Community Needs Assessments

River Hills requests a “Needs Assessment” from each of the communities in the district annually. The assessments identify and prioritize local projects for the community.

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	PROJECT RANKING 2025
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.	B
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 unserved developed residential areas. Utilize existing mechanisms 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.	A
Improved fire-fighting capability throughout the County.	Crucial to welfare of citizens and safety constraints to economic development	A
Handicap accessibility improvements to municipal buildings where necessary.	Local Priority, mandated by American Disabilities Act	B

Proactive pre-disaster planning and implementation activities to enhance future disaster preparedness.	Critical economic development and safety issue	B
Enhancements of labor market supply, workforce development and related services.	Critical economic development need	B
Correction of sewer I/I problems throughout the County.	Requires feasibility plan	C
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	C
Coordinated planning for all developmental entities in Clark County	Crucial Need	B
Assurance of long-term reliable, overall Countywide medical services, including emergencies, hospital services, elderly and nursing home care.	Crucial Need, critical to economic development	A
Widen Stacy Road.	Crucial Need, critical to economic development and quality of life	C
Widen Salem Noble Road	Crucial Need, critical to economic development	C
Development of I-65 Interchange at Memphis.	Economic development need	A
Storm Drainage Improvements along Riverside Drive.	Important priority	C
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.	B

Improved, new and expanded park and recreation facilities throughout Clark County.	Feasibility varies	C
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	B
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 Water Corporation	Will provide more water service to current customers, plus lightening the load on a much smaller tank	B
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	B
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 made. 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	B
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 Lancassange Creek areas in Clark County.	Long term crucial need that is developing, plan is being developed	B

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	C
Assurance of long term adequate future solid waste disposal and recycling facilities.	Secondary priority	B
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	A
Realization/support for South Clarksville Redevelopment Plan	Quality of life, spark desperately needed riverfront development	B
High speed broadband establishment or improvements in rural Clark County	Impedes both economic development and residential development	A
CR-403/ Stacy Intersection	Improve Safety Along CR-403	B
Charlestown-Jeff Pike	Improve access from Charlestown to Jeffersonville	B
CR-403/ Project Trail	Improve safety along CR-403 and Provide access from Sellersburg to Charlestown	B
Memphis Blue Lick Road widening and improvements for safe access to growing area of Clark County from I-65 to Champions point	Improved safety and Accessibility	A
Bathany/CR403 Intersection	Improve Safety	A

City of Jeffersonville		
PROJECT IDENTIFICATION	REASON FOR NEED	Priority
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
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
Ewing Lane pump station replacement and force main relocation – replace the existing sanitary sewage pumping station and relocate the existing force main away from the combined 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. Also, aging infrastructure in disrepair constitutes a serious	Partially Complete

	threat to the health and well-being of residents	
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 of residents and staff	A
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
Complete city-wide economic development comprehensive plan	Necessary to develop a cohesive economic development strategy city-wide for organized and aggressive development	In-Process
Inventory and prioritize brownfield properties to be targeted for redevelopment	Essential to remove barriers to economic development and to maintain health of affected residents	Partially Complete
Conduct community-based planning for proposed end uses for brownfield sites as dictated by redevelopment priorities	Essential to remove barriers to economic development and to maintain health of affected residents	In Process
Establish Local Brownfield Remediation Revolving Loan Fund for private property purchasers	Necessary to remove barriers to economic development and encourage private investment	A
Conduct feasibility study on establishing an arts and artisans gallery/incubator and/or a small business incubator in downtown Jeffersonville	Important to encouraging	In Process
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,	B

	Laurel Avenue area and Capitol 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 disruptive to construct	B
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 BORDEN		
PROJECT IDENTIFICATION	REASON FOR NEED	PROJECT RANKING 2025
Additional affordable housing stock. Housing rehabilitation is needed in strategic areas of Town.	Needs and feasibility require assessment	A
Funding for police car.	Important	B
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		B
Purchase of sanitary sewer TV equipment for wastewater treatment and collection system facilities		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. The feasibility study has been completed	A
Sanitary sewer lift station repairs		B
Construction of storm sewers throughout the Town		B
Building event Center to be used as a Senior Citizen and Youth Center for the Town, near amphitheater		A
Retail Development at Star Valley Road and Highway 60	Economic Development Need	A
Event Center Project	Restrooms near an amphitheater, Rental Space for revenue for park, require tourism office	A
Borden State Bank Project	Rest Stop/ Meeting space for trail	A
Pickle Ball Courts Project	Recreational Need for Park	C
Trail Head/Parking at Park	Restroom on North side of Park, Rest Area	C
Parking Lot Expansion of Train head		A
Police Department Needs	Salary grants, vehicles, equipment	A
Safe rooms for school	Preventative Protection during severe weather, tornadoes and such.	A

CITY OF CHARLESTOWN		
PROJECT IDENTIFICATION	REASON FOR NEED	PROJECT RANKING 2025
Sidewalk Improvements	ADA compliance and repairs for safety, new installations in high pedestrian areas and near school areas	A
Street Paving	Regular maintenance	B
Wastewater Treatment Plant expansion and rehabilitation	Meet needs of River Ridge Commerce Center growth and rehabilitate outdated equipment	In Progress
Wastewater Collection System Improvements	Meet the anticipated growth needs of River Ridge Commerce Center and residential growth	A
Highway 62/3 Drainage Repair	Address significant drainage issue with intersection for future growth of gateway entrance.	A
Charlestown Police Department expansion	Install a sally port for safety of officers and for intake/arrests	B
Arts & Enrichment Community Building rehabilitation	Bring building into ADA compliance for basement access	A
City Garages	Repair damaged areas for safety and health of employees	A
Business Incubator	Small Business growth and development	B
Programing for Workforce Development – education, workshops, etc.	Provide assistance for residents seeking employment	B
Civic Center Rehabilitation	Community events, youth programming (old center demolished, need to build new)	A
Expand the Family Activity Center	Improve playground for accessibility	A
Trail Creation and Land Acquisition for parks and greenspace areas	In agreement with our parks master plan – provides quality of life improvements for residents	A
Broadband expansion	Many households lack reliable internet service	B
Build connector road from 403 to Highway 62	Connectivity for residential and industrial growth	A
Improve Charlestown highway 62 road	Improved connectivity and leverage of private growth	A
Replace highway 62 sewer lift station	Supply sanitary sewer growth for RRCC	A

Build regional sewer pump station	Supply sanitary sewer service for residents and industrial growth	A
Charlestown Landing Road Improvements- New State Park Entrance	Safety for pedestrians and access to the park through River Ridge Commerce Center	A
Renovate Charlestown Little League Park	High use, outdated facility	A
Street Striping and traffic calming measures	Improve safety in high travelled areas near school	A
Greenway Park Bridge Stabilization	Repair Pedestrian and drive access bridge	B

TOWN OF CLARKSVILLE		
PROJECT IDENTIFICATION	REASON FOR NEED	PROJECT RANKING 2025
Upgrade of Mill Creek flood control pump station	Crucial – to assist in proper drainage of community	A
Emery Road/ West Riverfront acquisition/Infrastructure improvements	Crucial to West Riverfront Brownfield redevelopment by River Heritage Conservancy	A
North Trail (Linear Trail) \$250,000/mile	Crucial for alternative transportation connector	A
Lapping Park trail paving	Important for community health, particularly to serve the senior citizens residing in adjacent complexes.	A
Parks accessibility	Important for ADA accessibility	A
Lapping Park expansion and restroom improvements	Important for community health, continued recreation and economic development	A
Expand and improve Ashland Park	Crucial for stabilization of South Clarksville neighborhood and redevelopment of riverfront property	A
Little League Park – Install Artificial Turf	To enhance accessibility and increase the availability of fields for girls’ softball, while also generating economic benefits through more games and an extended season	A
Dog Park	To provide a safe and enjoyable space for dogs to exercise and socialize, promoting community engagement and pet well-being.	A
Community Center	To offer a central space for residents to gather, participate in activities and access essential community services.	A
Park for North Clarksville	To provide recreational space and enhance the quality of life for residents in the north end of town.	A
Upgrade playground structures throughout the town and replace with accessible options	To ensure all children can safely enjoy the playgrounds, promote inclusivity and enhancing community spaces.	A
South Clarksville Redevelopment Area	Crucial to support new and expanding development of former Marathon and Colgate Property	A
South Clarksville neighborhood stabilization	Crucial to neighborhood stabilization	A
Eastern Boulevard Neighborhood stabilization	Crucial to neighborhood stabilization	A

Progress Way, Greentree Blvd, Potters Lane Street widening, storm and sanitary sewer rebuild	Critical for access, inter-operability and expansion of UPS	A
Sandor Development Drainage (Lowes and adjacent retail area)	Critical to reduce flooding and implement storm water/flooding plan	A
South Clark Blvd (south of Montgomery Avenue)	Critical for stabilization of South Clarksville neighborhood	A
South Clark Arts District	Important for stabilization of South Clarksville neighborhood and redevelopment of riverfront property	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
Brown Station Way & McCullough Pike Bridge	Safety: old, hazardous, prone to flooding	A
Redeveloping Colgate Park	Upgrade shelter house, add restrooms, redevelop tennis courts and add a mix of pickleball courts	A
Stansifer Ave. street diet and rebuild	Essential for reconnecting the neighborhood and economic development	A
Local bus stops (TARC) and shelters	Develop transit study to justify increased transportation needs for economic development	A

Town of Sellersburg		
PROJECT IDENTIFICATION	REASON FOR NEED	Priority
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
Emergency power Sellersburg Water Company	Homeland Security project to provide back-up power for essential water services for Sellersburg and Jeffersonville areas	A
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

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.	Desirable	B
Alleviate traffic on existing Fern Street.	Assessment needed	C

TOWN OF UTICA		
PROJECT IDENTIFICATION	REASON FOR NEED	PROJECT RANKING 2025
<p>1. <u>Develop a “Town-wide” flood mitigation plan.</u></p> <p>As a part of the plan, the Town needs to seek out any possible FEMA, State or other Federal grants (such as OCRA) to assist with planning and/or implementation. Additionally, will need to utilize any resources and/or approaches identified in Clark County’s Mitigation Plan.</p>	<p>Persistent flooding in the “downtown” area continues to negatively impact the homes in the floodplain and the Town’s financial resources. The financial drain on the residents and the Town continues to erode the viability of recovery from the devastating flooding and slows/prevents other needed projects. The most recent flooding has resulted in the need to perform a damage assessment of 70+ homes and the possibility of increasing the number of “FEMA” (vacant) lots.</p>	A
<p>2. <u>Continued enhancement of floodplain management practices and NFIP compliance enforcement.</u></p> <p>In order to comply with FEMA and DNR flood requirements, the Town needs to work with both agencies to ensure compliance requirement. Additionally, ensure FEMA/DNR requirements are fully incorporated and implemented in the permit process.</p>	<p>Essential to protect community from future disasters and help ensure continuing eligibility for the community’s residents for flood insurance.</p>	A
<p>3. <u>Removal or retrofitting of all structures in danger of repetitive substantial damage in floodway.</u></p> <p>Priority emphasis of no less than 1:1 replacement of tax base and population.</p>	<p>This will help with stabilizing tax revenue while providing an effective floodplain management tool.</p>	A

<p>4. <u>Development of the Utica Ridge mixed-use development at the old Salem Road interchange with Interstate 265.</u></p> <p>This project includes a new interchange and collector Road to provide access to, Utica Ridge mixed-use development and at Old Salem Road and entrances to the Town of Utica on Utica Pike. The Utica Ridge multiuse development is to be situated at the interchange.</p> <p>This area is located at the first I265 exit from the “East End” bridge from KY with high visibility from the Interstate.</p> <p><i>Note: This area has been designated as a TIF district and currently has the appropriate zoning in place in order to support development of the area.</i></p>	<p>The commercial growth in this area will help provide local resources for the ever-increasing population growth in Utica that has occurred since 2018 as a result of the development of several new subdivisions outside the downtown area.</p> <p>The lack of public infrastructure is a serious threat to economic development at the interchange and entrances to the town as well as the well-being and quality of life of Utica residents.</p> <p>The development of this area was identified as a priority project through the 2024 Utica Comprehensive Plan process. The Plan’s goal was to strengthen existing businesses and future economic growth by providing public capital services, particularly infrastructure. Public capital infrastructure improvements will enhance and maintain Utica’s quality of life.</p>	A
<p>5. <u>Construct a multi-use building on property donated to the Town of Utica by River Ridge Development Authority to provide services to both the Town and River Ridge.</u></p> <p>This would potentially include a fire and rescue station as well as a community and senior center. The building will also be used as an emergency shelter when portions of the town are flooded, and residents must be temporarily relocated to escape the flooding.</p>	<p>The multipurpose building will address several needs, including functioning as a temporary shelter because flood victims have been needed since Utica Elementary school was relocated outside the town limits. Fire protection is needed, largely because the fire station is on the other side of Lentzier Creek and is inaccessible from the populated “old” Town of Utica. With a growing population, the building would be a community asset for organized community groups, senior citizens and other residents to gather for activities, meals, recreation and events.</p>	B

<p>6. <u>Evaluate the impact of continued development on the existing sewage treatment facilities, and as appropriate develop a plan to address.</u></p> <p>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 and determine how the increased capacity at River Ridge's Plant might meet the need.</p> <p><i>Note: The ranking for this project may change depending upon the development of the Utica Ridge Area.</i></p>	<p>Adequate sewage treatment is crucial to the Town's continued growth and economic development.</p>	<p>B</p>
<p>7. <u>Determine availability of Brownfield and/or Tourism grants to help with environment clean-up of the Marina and/or the FEMA lots bordering the Ohio River.</u></p>	<p>Determine the feasibility of the development of the Marina and the riverfront FEMA lots. Development in this area will open the area to tourism in addition to local enjoyment. Clean-up of the Marina and FEMA lots will provide the basis for the establishment of the recreational use of the River. Through focused planning and development, this area could be one of the most valuable community resources that currently has a blighted/ neglected appearance at the entrance to Utica. Development in this area opens the opportunity to connect to other locations up and down the River, complementing Utica heritage, and INAAP nature and history.</p> <p>Utica must capitalize on existing potential created by the interchange, the Lewis and Clark bridge, and industrial/residential growth as documented in the new Utica Ridge Master plan and Utica's 2024 Comprehensive Plan (the first comprehensive plan since 1983.)</p>	<p>A</p>
<p>8. <u>Reconstruction of Upper River Road and 4th Street gateways along with resolving drainage issues in this area.</u></p> <p>The road is used to support primary residential growth in the area and, for a second surface transportation link</p>	<p>Reconstruction is needed to provide safety along Upper River Road where more than 250 single-family residences have been built since 2003.</p> <p>Implementation of a complete street system to link with existing trails associated with Highway 265 will provide new pedestrian access connecting Louisville Kentucky, Utica, and</p>	<p>A</p>

<p>to State Road 265 and access to the Lewis and Clark Bridge into Kentucky. This will be a crucial access route to Old Salem Road and State Road 62.</p> <p><i>Note: Planning for this project started in 2024 and is a priority to complete in 2025.</i></p>	Jeffersonville.	
<p>9. <u>Acquisition and removal of mobile homes rental units in the floodway.</u></p> <p>Goal is to convert green space to park and recreational use and eliminate flood damage.</p>	Improve safety from natural disasters and improve quality of life for residents.	B
<p>10. <u>Town of Utica drainage improvements project.</u></p> <p>Improvement is needed for drainage along the 4th Street, Market Street and 2nd Street corridor. This involves adding curbs and gutters, repave the roadway surface, install new drainage structures and drainage pipes and improve existing drainage ditches.</p> <p><i>Note: Planning for a section of this drainage improvement was a part of the reconstruction of Upper River Road and 4th Street 2024 planning.</i></p>	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
<p>11. <u>Perform a comprehensive assessment of growth requirements for the Town.</u></p> <p>This will be used as justification to create recommendations, establish development objectives, make policy statements and changes when necessary.</p>	<p>Utilize the information in the Community Foundation of Southern Indiana's 2024 Housing Study for Clark and Floyd County to determine approach and next steps for Utica.</p> <p>The process typically involves several steps, including initiating the process, identifying any problems, developing the community housing profile, assessing local housing needs, setting public policy goals and objectives, preparing community housing strategies and action plans. Also necessary is monitoring and evaluating progress. The manual provided by Minnesota Housing Partnership provides detailed information on how to conduct a housing needs assessment for small non-metropolitan</p>	B

	communities.	
<p>12. Research possibilities for:</p> <ul style="list-style-type: none"> • Creating a census tract exclusively for the downtown Utica area in order to qualify for grants with less matching in order to revitalize the Downtown area • Changing the historical use of FEMA lots dictated by FEMA. • Feasibility of clean-up of the Marina area at the entrance to Utica 	<ul style="list-style-type: none"> - The creation of a “special zone” for Downtown would greatly reduce the Towns’ necessary matching funds for grants and would incentivize development. - The reuse of FEMA lots for elevated housing would add to downtown Utica’s “survival” chances. - The Marina is currently in bankruptcy – but research needs to be completed to determine the feasibility of grants to help with the clean-up. 	A

Floyd County

Floyd County		
PROJECT IDENTIFICATION	REASON FOR NEED	Priority
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.	Economic development priority	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 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	A

Improved fire-fighting capability throughout the County and upgraded EMS equipment.	Crucial	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
Assurance of adequate jail facilities. Expansion of Floyd County jail.	Crucial and in progress – a top priority for funding.	A
Assurance of adequate future solid waste disposal capacity and facilities.	Crucial issues being addressed	A
Improvements to Navilleton Road to accommodate existing and future truck traffic volumes.	Fiscal constraints	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.	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	A
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
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	A
Emergency sirens and flood gate – complete the placement of emergency sirens throughout the County and placement of flood gates at critical roads	To effectively close roads in case of flooding	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	A
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	A
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
Sanitary Sewer Service extended to Scenic Valley	Septic systems are failing in this area	
Explore feasibility for development impact fees	Needs feasibility study	B
Construction of a fire station to meet anticipated growth along US 150 corridor		B
Community Center – purchase of existing facility with renovations to serve as a community center		C

City of New Albany		
PROJECT IDENTIFICATION	REASON FOR NEED	Priority
Construction of a greenway and related improvements linking the riverfront with adjacent communities.	Crucial to tourism potential – progress underway	A
Development of a high-tech business incubator within the City.	Crucial for economic growth	A
Expansion and upgrades of sanitary sewer service throughout the City, especially in industrial areas.	Crucial for economic growth – progress underway	A
Additional industrial space.	Critical for economic growth	A
Park system upgrades and expansions are needed including improvements to the Anderson Softball Complex.	Desirable - progress underway	A
The City considers the assurance of long-term future solid waste disposal facilities essential.	Important	A
Downtown Revolving Loan pool	Economic development tool	A
Grantline Park West Industrial Park. Park and associated infrastructure improvements	Business Retention and Expansion, job creation – crucial for economic growth – EDA funding secured. Bids will be received Fall 2011.	A

Neighborhood Revitalization – S. Ellen Jones neighborhood in need of housing rehab	Important – some funding secured through NSP program – some improvements underway	A
State Street Garage <ul style="list-style-type: none"> • Spring Street Hill Rd/Spring St • Ohio River Greenway • Downtown Parking Deck • One-Way to Two-Way Downtown Traffic Grid/Traffic Calming • Baptist Tabernacle @ 318 E. 4th St Renovation 	All TIF Districts crucial for economic development	A
State Street <ul style="list-style-type: none"> • Daisy Lane Phase 2, 3 and 4 • Summit Springs Infrastructure Improvements • State Street Corridor Signals from Main St to I-265 • State St Lane Improvements @ I-265 approaches • Schell Lane from Daisy Lane to Sam Peden Community Park • Graybrook Lane Extension 	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 • Redevelopment of Conway Site/Old Fire Equipment Purchase • Grantline Road Improvements (McDonald Lane to Mt. Tabor Road) including detour • Park East Sidewalk Engineering and Construction 	All TIF Districts crucial for economic development	A
Monon <ul style="list-style-type: none"> • Grantline Road Improvements (Beechwood to McDonald Lane) • Railroad Crossing Improvements • McDonald Lane Reconstruction • North “Y” Improvements • Fall Run Creek Drainage • Grantline Road Pedway 	All TIF Districts crucial for economic development	A
Charlestown Road <ul style="list-style-type: none"> • Mt. Tabor Road (Grantline Rd to Charlestown Rd) Improvements • Charlestown Road (E. 8th St to Genung) Improvements • Slate Run Road Improvements including curb/gutter/sidewalk • Klerner Lane Improvements • Charlestown Road – Highland Oaks Connection • Charlestown Road Sidewalks at I-265 • Rainbow Drive Improvements • Charlestown Crossing Fire Station 	All TIF Districts crucial for economic development Rainbow Drive improvement underway	A

<ul style="list-style-type: none"> • St Joseph Road Entrance • Lift Stations (Prosser/Mt. Tabor) 		
<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 • Signals and other improvements to Spring St between Silver St and City Limit • Main Street Improvements, including median, lighting and landscaping • K&I Improvements/connections to Ohio River Greenway and to E. Main St • Main Street – Vincennes St Signal 	All TIF Districts crucial for economic development	A
Historic Main Street corridor improvement project – rehabilitate historic East Main Street through commercial and residential areas to include improved aesthetics and safety standards for a major downtown corridor		A
Downtown street grid rehabilitation and reconstruction – conversion of East Spring, East Market, East Elm, Pearl and Bank streets from one-way to two-way traffic, including improving existing at-grade railroad crossings installation of bike lanes, replacement sidewalks and pavements and installation of traffic-calming devices, including landscaping		A
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	A
State Street reconstruction	To rehabilitate a major commercial corridor, to improve vehicular efficiency and to promote pedestrian use and connectivity – some improvements underway	A
East Spring Street rehabilitation project	To improve a major arterial through New Albany to the Floyd/Clark County line	A

East Spring Street bridge deck replacement – replacement of dangerously deteriorated bridge deck	To improve vehicle safety and improve traffic efficiency	A
Daisy Lane reconstruction Phases III and IV	To improve traffic efficiency and provide a pedestrian corridor along Daisy Lane – some improvements underway	A
Sidewalk reconstruction – sidewalk improvements to augment an NSP project		A
East Fifteenth Street coordinated drainage improvement project – replace existing storm sewer lines	Will result in reduced risk of sanitary sewer overflows and in addition to a safer shared street/rail line	A
Grantline Road culvert replacement	Would prevent culvert failure and eliminate safety risk as well as reduce flooding where Falling Run Creek crosses under Grantline Road	A
Zurschmiede Drive area drainage improvement project – install new 24” diameter storm sewer system and related improvements	To provide proper drainage and alleviate flooding problems in residential neighborhood	A
Reno Avenue area drainage improvement project	Relieve drainage and flooding problems in existing mixed use neighborhood	A
Hickoryvale Subdivision area drainage improvement project	Prevent flooding and erosion, improve drainage in residential neighborhood	A
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
Oakwood subdivision area drainage improvement project	Alleviate drainage and flooding problems in residential neighborhood	A
Lift station telemetry improvement project – upgrade wastewater lift station telemetry to detect failures at various pumping/lift stations	Reduce possible sewer overflows and reduce flooding	A

Hausfeldt Lane, CSX Railroad Crossing protection and widening project – improve and widen road crossing surface	To provide safer crossing and access to Indiana University Southeast and three local industrial park areas	A
Basin 4 Sanitary Sewer interceptor improvement project -	Additional sanitary sewer collection capacity to eliminate sanitary sewer overflows and accommodate future growth	A
McLean Sanitary Sewer lift station improvement project – increase the capacity of the lift station	To eliminate sanitary sewer overflows	A
Basin number 35 Phase II and Phase III improvement project – replace an existing under-sized sanitary sewer line	To provide additional capacity, reduce sewer overflows and serve a new municipal industrial park (Grant Line West Industrial Park) – improvements 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
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
Jacobs Creek/Lewis Branch Sanitary Sewer interceptor improvement project – replace existing under-sized interceptor	To improve capacity, eliminate overflows and serve future development	A
Rotating spray system installation project – installation of a rotating spray system	To better clean effluent weirs and help produce a cleaner effluent release to the environment	A
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
Street pavement replacement project – pave streets listed in poor condition in “City of New Albany Street Pavement Assessment” adopted in April 2008		A

Brownfield site assessments project	Conduct Phase I and Phase II site assessments of brownfield sites in anticipation of future redevelopment	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
Grant Line Road fire house rehabilitation project – rehabilitate an older, urban fire house		A
Multi-modal transit center/garage/plaza – construct a multi-modal transit station, a multi-level parking garage and a public plaza connecting downtown New Albany to the Ohio River		A
Purdue University Technology Center at the Purdue Research park in New Albany		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
Environmental and energy improvements for public buildings – upgrade energy efficiency of publicly owned buildings		A
Hoosier panel redevelopment project – reclaim an obsolete industrial development, clean the brownfields and implement an office park development		A
Grant Line Road auto salvage yard redevelopment – reclaim an auto salvage yard, clean brownfields and develop of an industrial park		A
Municipal water park – develop an outdoor pool and water park complex for County of 70,000	Without such a facility currently	A
M. Fine Building redevelopment project – to remove brownfields and put an obsolete industrial building in one of the state's premier historic districts to new purpose		A

16" waterline – INDOT/GLIP on Grant Line Road to Fairview Knob Road	Economic development, improve services of water supply, pressure and fire protection as part of INDOT relocation of Grant Line Road	A
Water pressure improvements are needed in problem areas of inner City.	Important – progress underway	A
Commercial and multi-residential developments are being sought for the south central riverfront.	Desirable	B
Downtown investment – streetscape improvement program	Desirable for tourism and investment	B
Geographic information system – “GIS”	Crucial for public safety, economic development	B
Municipal broadband	Business attraction – now available	C

Town of Georgetown		
PROJECT IDENTIFICATION	REASON FOR NEED	Priority
Water system improvements – replacing old pipe (18,000 ft) and related valves.	High local priority	A
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
Water system – water line looping, west booster station and tank, meter replacement, engineering	Upgrade	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

Town of Greenville		
PROJECT IDENTIFICATION	REASON FOR NEED	Priority
The provision of sewage service is considered a crucial priority for the Town.	A feasibility study needs to be done.	A
The construction of sidewalks in the downtown area is considered a long-term goal and is presently beyond the Town's financial capacity.	Needs feasibility planning	B
A facility for the seniors in the community, which need a space for activities and meetings.	Crucial	C
Locate funding for the relocation of water mains through the Indiana Department of Transportation.	Crucial	C
The municipal water utility is in need of additional supply. Plans are in place for expansion of the existing system to adequately supply present need.	Crucial and important for future growth	C

Harrison County

PROJECT IDENTIFICATION	REASON FOR NEED	PROJECT RANKING 2025
Establish something on the redeveloped Keller property in downtown Corydon	Downtown redevelopment to support many existing businesses 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 underserved 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	C

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 needs to support population growth and workforce	A
Improved fire-fighting capability throughout the County.	Crucial needs in specific areas	A
Roadway and other infrastructure improvements to industrial areas throughout the County.	Economic development constraint	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	B
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/wastewater district for the delivery of storm water/ wastewater service throughout Harrison County.	Crucial need - Some residential projects have been completed. Planning in progress for further improvements for industrial areas.	A
Develop/expand the availability of broadband/highspeed 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	C

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
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 - provides 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 - provides 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
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.		A
Lake Road connector to Elizabeth area	Safety improvements travel ease	C
Improved or new bridges in strategic areas.	Feasibility and need vary 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	C
Establish an Arts Center	Community improvement. Arts Center established, but needs operational funding	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. It would provide an economic corridor in the south part of the County.	B
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,	C
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.	C
Re-route Doolittle Hill Road.	In Long Term Transportation Plan. It would improve safety and convenience and save maintenance money long term.	C
Water facility connections and expansions to serve the Corydon Water Company, South Harrison Water Company, and the Ramsey Water Company.	They have a plan to establish additional connection points to be prepared for emergencies.	A
Park and Ride Project at Lanesville	Environmental savings, many Metro-Louisville workers.	A
Park and Ride Project at Corydon	Environmental savings, many Metro-Louisville workers	A
Lanesville Wastewater Treatment Plant Expansion	Serves the I-64 area which is growing.	A
Regional Sewer District WWTP at New Salisbury	Nearing capacity such that housing and commercial development is stalled	A

Water facility connections and expansions to serve Ramsey Water, Town of Corydon Water, and South Harrison Water Company.	They have a plan to improve all of their connection points to be proactive and ready for emergency needs.	A
Establish WW Treatment near the Ohio River	Multiple development projects are proposed and will need this.	B
Pumping station road improvements	Safety, mobility	A
Old highway 11 improvements	Safety, mobility	A
Old highway 337 improvements	Safety, mobility	A
Corydon Ridge road improvements	Safety, mobility	A
New Middletown and town of Elizabeth Road improvements	Safety, mobility	A
Funding for targeted speed control/policing on high crash frequency roads in county	Safety	A
Funding support to establish an agricultural shipping terminal and grain elevator near Mauckport, IN.	Eco. Development and Agri-based need	A

TOWN OF CORYDON		
PROJECT IDENTIFICATION	REASON FOR NEED	PROJECT RANKING 2025
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 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	A
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
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 bridges causes the re-routing of large trucks through residential streets and directly through downtown.	A
Comprehensive Plan Update	Updated in 2024	B
Improvements to access and utilities to vacant Tyson Foods plant that stopped operations and was vacated in mid-2024	Plant currently vacant	A
Redevelopment of old Keller Manufacturing Brownfield	Develop vacant property for growth	A
Redevelopment of old parks Chevrolet site	Develop vacant property for growth	A

TOWN OF CRANDALL		
PROJECT	REASON FOR NEED	PROJECT

IDENTIFICATION		RANKING 2025
Parking Lot Sealing and Striping at community Center	Completion of Roads projects	C
Lot Striping at Community Center	Complete Paving	C
Roof Over Ramp to Community Center Entrance	Weather Protection	A
Roof Over Ramp to Community Center Basement Entrance	Weather Protection	A
Wi-Fi Available in Community Center	Added Service for our center for renters	B
Handicap Playground Equipment (Possibly swing adaptation)	Improve our Facilities	B

TOWN OF ELIZABETH		
PROJECT IDENTIFICATION	REASON FOR NEED	PROJECT RANKING

		2025
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 need 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
Small Park with shelter house	Desirable, secondary priority	C

TOWN OF LACONIA		
PROJECT IDENTIFICATION	REASON FOR NEED	PROJECT RANKING 2025

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.	A
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.		A
Storm water drainage including a high volume that enters Town from outside fields	Health issues – mosquitos and compromise to sewer system in hard rains	A
Funds for street repair and maintenance are not adequate, leaving needed repairs each year.	Important fiscal problem, Constraint to Economic Development	B
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.	B
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	B

TOWN OF LANESVILLE		
PROJECT IDENTIFICATION	REASON FOR NEED	PROJECT RANKING 2025
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
Street Maintenance	Normal Traffic Wear	B
West Pennington Extension	2nd Emergency Exit to Oakland Hill Subdivision	B
Upgrade Water Meters to Remote Read	Saves Labor. Improves Accuracy	C
Replace Lift Station Pumps with Submersible Pumps	Less Emergency Maintenance	A
Expand Sewer Plant to Double Capacity	Plant Capacity at 70%	A
Repair Existing Sewer System to Reduce Water Infiltration	Ground Infiltration Causing Increased Flow	B
Sewer Line Extension-High-Ridge	Annexation Plan	B
Sewer Line Extension-High View	Annexation Plan	B
Water and Sewer Extension-W. Pennington	Design Requires Loop	B
Radar Speed Signage	Slow Speeders on Main Street/Safety	B
Clean Creek	Excess Vegetation Causes Flooding	B
Extend Sidewalk from Tandy Road to Villa Drive	Allow walkers access from High View to town sidewalk	B

TOWN OF MAUCKPORT		
PROJECT IDENTIFICATION	REASON FOR NEED	PROJECT RANKING 2025
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	C
Developing land through annexation or through drainage improvements that could lead to re-designation of floodplain area.	Crucial to economic development	A
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	A
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	PROJECT RANKING 2025
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	PROJECT RANKING 2025
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.	A
Purchase of a police car and street maintenance equipment/services	Important to the Community	C
Funds for Town Marshall	Important to the Community	C
Downtown revitalization to include sidewalks and landscaping	Improvements are made as funding allows.	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	C
Road Improvements/Grants	Need new/updated road	A
Street Signs	Replace faded ones	A
Finish paving rest of roads	Safety	A
New/repair sidewalk	Safety	A

PROJECT IDENTIFICATION	REASON FOR NEED	PROJECT RANKING 2025
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
Reroute 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	A
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
Further development of park, including road maintenance and service.	Recreation and quality of life	In Progress
Develop an industrial park.	Economic development	C
Roads and Streets	To stay ahead of road conditions	A
Master Water Utility Study		A
Water lines review	Possible lead lines	In Progress
Water Tanks	Upgrading and continued maintenance	In Progress
Fencing at Sewer Plant	Upgrade to make it meet the standards	In Progress
Purchase Additional Vehicles	To replace and upgrade vehicles as needed	C

Purchase backhoe	To budget and not hire this out	A
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Scott County

SCOTT COUNTY		
PROJECT IDENTIFICATION	REASON FOR NEED	PROJECT RANKING 2025
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 2023	A+
Improved fire-fighting capability throughout the County.	Serious public welfare needs. Lack of volunteers/manpower	A
Any incentives, infrastructure improvements or other actions that would improve the County’s business climate or otherwise facilitate job creation. Roadway and other infrastructure improvements to industrial areas.	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 sources to keep County government operating	To meet the needs of people and to maintain all services	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+
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	B
County Road Rehabilitation	Group III program	A
Local Access to Higher Education	Crucial	A
Activities to support desirable residential development, affordable housing supply and home ownership opportunities.	Priority needs to support population growths and workforce	A
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, and infectious disease services. Workforce maintenance.	A+
Redesign of SR 56 curves East of SR 3.	Non-Interstate preservation	C
Additional downtown improvements and investments (Scottsburg and Austin).	Important economic benefit	A
Establishment of County wide park board and plan	Important local priority	A+
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 threats and economic and fiscal problems. Feasibility study has been completed.	B
Senior housing	Important	A
Park system improvements.	Important local priority	B
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. Flooding is a big issue.	B
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	B

Further development of interchanges to service tourism related travelers.	Crucial to development	B
Survey of connector route with commercial bus transportation (Scottsburg; Austin; Lexington).	Important	B
Community Building for Scott County residents.	In progress	A
Scott County Comprehensive Plan	Plan needs to be revised/updated	A+
Increased and improved Broadband/Internet access in the County	Still many areas without access	A+
Addition of a park, splashpad or skate park in the County	Health benefits and alleviates boredom in kids	A+
Development of the property adjacent to Tri-Hawk	Crucial for economic development	A

CITY OF AUSTIN		
PROJECT IDENTIFICATION	REASON FOR NEED	PROJECT RANKING 2025
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
Firefighting – 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.	B
Combine police station, fire station and EMS dispatch center.	Critical safety need – new fire station constructed/complete.	C
Improve medical care for elderly.	Critical need for population segment, in process	A
Establish a business/industrial revolving loan program(s)	Important investment incentive	B
Childcare – expand affordable childcare; provide childcare credits for workers in support for licensed childcare centers.	Existing licensed childcare providers do not exist.	B
Workforce Development – training for existing workforce; one stop workforce development clearinghouse and resource center; pre-employment skills training for high school students; life skills	Economic development priority	C

training; establish a lifelong learning center.		
Improve Park facilities throughout the City.	Local priority, ongoing process	B
Repair and improve the 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.	B
Developments which complement the revitalization efforts within the downtown area.	Local priority	A
Repair and improve sanitary sewer collection system and wastewater treatment plant.	Critical – EC top priority Phases I and II are complete	A
Update the City’s Comprehensive Plan.	Important local priority – funding for study needed.	C
Public transportation access	Necessary to support workforce	C
General aviation airport.	Feasibility uncertain	C

CITY OF SCOTTSBURG		
PROJECT IDENTIFICATION	REASON FOR NEED	PROJECT RANKING 2025
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.	C
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	C
Further infrastructure improvements in support of economic development and extensions to areas with further development potential.	Critical to development	B
Establishment of fully serviced municipal industrial park.	Crucial to economic development	C
Storm drainage improvements are needed in isolated areas.	Feasibility needs addressed	A
Establishment of retail and Professional teaching training center on the west side of the city	Priority – in process	In Progress
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	C
Construction of the Western By-Pass.	Crucial need – preliminary engineering is being done for Phase 1	A
Developments which complement 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	C
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		C
Wastewater Department TV truck – replace City’s aging TV truck		C
Technology, Innovation and Entrepreneurship Center Incubator and Accelerator – purchase of existing industrial site and expansion to create incubator and accelerator facility		C

which will serve all of Southern Indiana.		
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
Waterline improvements project – upgrade and loop water lines throughout the City of Scottsburg	To provide more reliable service to existing residential, commercial and industrial customers	In Progress
Water Treatment Plant improvements project – improvement and expansion of existing water treatment facility	To accommodate new environmental limits and standards	In Progress
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	In Progress
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	In Progress
Energy efficient lighting program – convert all City’s lights to energy efficient lights	In process on streetlights	In Progress
Animal shelter upgrade/replacement		A
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		In Progress
City electric utility improvements – improvements to existing City electric infrastructure	To provide better service to existing and new residential, commercial and industrial customers	In Progress
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	C
Construct new Professional, Technical and Training Center	To provide high tech training for Southern Indiana –	In Progress
Old Corn Factory Brownfield cleanup and renovation		B
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	C
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.	A
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
Scottsburg Comprehensive Plan	Update Needed	A

Washington County

WASHINGTON COUNTY		
PROJECT IDENTIFICATION	REASON FOR NEED	PROJECT RANKING 2025
Salem Municipal Airport	Build economy in the county by accommodating commercial air traffic and business travel	C
Safe 60 – improve State Hwy 60 from I-65 to Salem to “Super2” state road	Critical safety needs, future growth and development	C
Street improvements – improve existing streets and sidewalks that are beyond useful life of pavement or surfaces	Need funding to complete	A
Bridge Main Street – replace flood damages and aging bridge on Main Street in Salem	Ongoing concern	C
Water treatment and collection system improvements throughout the entire system, especially industrial areas.	Crucial to all development – some projects have been completed.	A
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 the collection system need to be addressed.	A
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	Additional improvements needed	A
Storm drainage improvements in Salem and other areas in the County. Feasibility analysis conducted by the Corp of Engineers and IDNR.	Additional improvements needed	B

Flood control – currently involved in studies and need funding for retention ponds and other flood control as the study indicates	Funding needed	B
Indoor Rec Center YMCA, YMCA expansion	Will further the ability of the YMCA to service local residents	C
Outdoor Recreation/Waterpark and Splash Pad	Outdoor activity to foster physical activity and social connections	A
Various improvements in and around the County Courthouse.	Important, historical asset	A
Updating of Pekin Park	Revive Park area that is a town gem	B
Lake Salinda, Welcome Ctr, Shower House, Walking Trail	Foster healthy living and connections	A on going
Park and Trail improvements – improve facilities for use by citizens of City and County	Improvements made	B
N Shelby Street	Fills need for housing options in county	B
Housing rehabilitation programs throughout the county	Important quality of life issue	B
Expanded Senior Housing	Need for additional high-quality living and care for Seniors	B
J. F. Helse Park Shell Building and Infrastructure	Constraint to economic Development	A
County-wide housing development	Housing Study indicates significant need	A
County-wide water resource improvement and expansion	Inadequate infrastructure to meet needs	A
Broadband fiber optic for rural void pockets of county	Fiber is not available in all areas	A
Recreation/ Community Activities	Quality of place, quality of life improvements	B

CITY OF SALEM		
PROJECT IDENTIFICATION	REASON FOR NEED	PROJECT RANKING 2025
Safe 60 – improve State Hwy 60 from I-65 to Salem to “Super2” state road	Critical safety needs, future growth and development	C
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.	A In Progress
Sanitary Sewer Improvements, in particular, collection system upgrades throughout the city. Wastewater system improvements – eliminate inflow/infiltration and to replace lines and equipment that have reached or exceeded useful life	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	A
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
Bridge Main Street – replace flood damages and aging bridge on Main Street in Salem	Still a concern	C
Flood control – currently involved in studies and need funding for retention ponds and other flood control as the study indicates	Funding needed	B
Storm drainage improvements in Salem and other areas in the County. Feasibility	Some completed	B

analysis conducted by the Corp of Engineers and IDNR.		
Housing rehabilitation programs throughout the county.	Important quality of life issue	B
Various improvements in and around the County Courthouse.	Maintain historic look historical asset	A
Expanded Senior Housing	Some improvement	B
Park and Trail improvements – improve facilities for use by citizens of City and County	Improvements made	B
Airport improvement project – replace existing airport with new runway set up for proper approach	Project underway	C
YMCA Family Center and Gymnasium	Will further the ability of the YMCA to serve local residents	C
Economic growth Shell building	Extremely low supply of building inventory	A
Housing development	Extremely low supply of building inventory	A
Blight elimination	Depressed areas need to be redeveloped	A

TOWN OF CAMPBELLSBURG		
PROJECT IDENTIFICATION	REASON FOR NEED	PROJECT RANKING 2025
Sidewalk and street repairs are 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 filtration refurbishment	The treatment system and the filtration system need major improvements. To improve the quality of water	A
Construction of a new library to adequately meet the needs of area residents.	In need	C
Affordable housing and housing rehabilitation for low-income residents.	Important local priority	B
Additional Park facilities and related equipment.	Secondary priority	A

A direct access road from the Town to the commercial area other than SR 60 is needed to improve access and enhance development potential.	Important but feasibility questionable	A
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	A
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		A

Town of Hardinsburg		
PROJECT IDENTIFICATION	REASON FOR NEED	PROJECT RANKING 2025
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 ballpark 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 services is considered a needed utility.	Desirable	C

TOWN OF LITTLE YORK		
PROJECT IDENTIFICATION	REASON FOR NEED	PROJECT RANKING 2025
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	Important safety concern	A

within the Town primarily for safety reasons. This will provide pedestrian access to the church and post office.		
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	PROJECT RANKING 2025
Sidewalks in Town need repair and approximately 1,000 feet of new sidewalk is needed.	Priority	A
Community Building and Town’s 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 PEKIN		
PROJECT IDENTIFICATION	REASON FOR NEED	NEW PROJECT RANKING 2025
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	A
Manhole seals – seal 125 manholes	To stop infiltration into sanitary sewers	A
Smoke test sewer lines for infiltration 5 miles		A
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	A
Sewer cleaning – clean sewer lines 3000 feet		B
Sidewalks	Safety for walking	B
Improved water pressure to industrial areas.	Crucial economic development	C
Master Water Utility Study	Master Plan for Water, Wastewater, and Stormwater Utilities	A

Town of Saltillo		
PROJECT IDENTIFICATION	REASON FOR NEED	PROJECT RANKING 2025
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 streetlight installation and operating cost.	Critical fiscal problem	A

Appendix C

Cluster Analysis Data

Insert Reports here

Appendix D

Community Resources

Comprehensive Plan Status

Community	Last updated/adopted
Clark County	2019
Jeffersonville	2023
Town of Clarksville	2015
Charlestown	currently being updated

Sellersburg	2020
Utica	2025
Borden	
Floyd County	2009
City of New Albany	2017
Town of Greenville	2020
Georgetown	
Harrison County	currently being updated
Town of Laconia	2023
Town of Corydon	2023
Town of Elizabeth	2024
Town of Palmyra	2023
Town of Lanesville	2022
Town of New Middletown	2023
Town of Mauckport	2023
Town of New Amsterdam	2024
Town of Crandall	2024
Washington County	2025
Salem	
Scott County	2009
City of Austin	2025
City of Scottsburg	2023

Appendix D

Needs Assessment Resources

- <https://www.galaxydigital.com/blog/community-needs-assessment>
- <https://www.ctdatahaven.org/articles/guide-grantwriting-conducting-needs-assessment>
- <https://www.maptionnaire.com/blog/community-needs-assessment-process-and-tools>
- <https://www.linkedin.com/advice/0/how-do-you-conduct-grant-needs-assessment>

- https://communityactionpartnership.com/publication_toolkit/community-needs-assessment-resource-guide/
- <https://storymaps.arcgis.com/stories/59c25bb6c1094f089afdac23cb1deb92>
- <https://www.incontext.indiana.edu/2004/sep-oct04/news.asp>
- <https://screening-tools.com/climate-economic-justice-screening-tool>