

IMPORTANT NOTE

"This document is a working draft of the Comprehensive Economic Development Strategy (CEDS). It is being shared at this stage to invite community feedback and input. Please note that the report is still undergoing revisions and does not yet reflect final formatting, editing, or design. Content may be refined, reorganized, or updated prior to the release of the final version. We welcome your comments and suggestions as part of this open review process."



Comprehensive Economic Development Strategy (CEDS) 2025 Update

River Hills Economic Development District and Regional Planning
Commission 300 Spring Street, Suite 2A – Jeffersonville, IN 47130

Ph: 812.288.4624 – Fax: 812.288.8105

info@riverhills.cc

(Page Intentionally Left Blank)

Table of Contents

| | |
|------------------------------------------------------|-----------|
| Executive Summary | 5 |
| Developing the CEDS..... | 9 |
| Summary Background | |
| Physiographic Conditions | 11 |
| Location | 11 |
| Geology..... | 12 |
| Climate | 13 |
| Natural Resources | 14 |
| Demographics | |
| Population | 16 |
| Racial Composition..... | 17 |
| Education | 18 |
| Income and Poverty..... | 19 |
| Housing..... | 23 |
| Economy | |
| Commuting Patterns | 26 |
| Industry Cluster Analysis..... | 28 |
| Transportation and Logistics Cluster Drill-down..... | 32 |
| Economic Resilience | 35 |
| Major Employers..... | 36 |
| Additional Factors | |
| Transportation | 37 |
| Utilities - Electric | 38 |
| Broadband..... | 39 |
| Utilities – Water and Sewer | 29 |
| Industrial Parks | 41 |
| River Ridge Commerce Center | 42 |
| Schools | 42 |
| Cost of Living | 45 |
| Summary of SWOT Findings..... | 47 |
| Vision and Strategy | 50 |
| Projects | 54 |
| Priority Projects | 11 |
| Implementation and Evaluation | 47 |
| Appendix A: Steering Committee..... | 54 |
| Appendix B: Community Needs Assessments..... | 55 |
| Clark County | |
| Clark County..... | 56 |
| City of Jeffersonville | 60 |
| Town of Borden | 65 |
| Town of Charlestown..... | 66 |
| Town of Clarksville..... | 69 |
| Town of Sellersburg..... | 72 |
| Town of Utica | 74 |
| Floyd County | |
| Floyd County..... | 75 |
| City of New Albany | 77 |

| | |
|------------------------------------------------|------------|
| Town of Georgetown | 84 |
| Town of Greenville | 85 |
| Harrison County | |
| Harrison County | 85 |
| Town of Corydon | 90 |
| Town of Crandall | 91 |
| Town of Elizabeth | 91 |
| Town of Laconia | 92 |
| Town of Lanesville | 93 |
| Town of Mauckport | 94 |
| Town of New Amsterdam | 95 |
| Town of New Middletown | 96 |
| Town of Palmyra | 96 |
| Scott County | |
| Scott County | 97 |
| City of Scottsburg | 100 |
| City of Austin | 101 |
| Washington County | |
| Washington County | 106 |
| City of Salem | 109 |
| Town of Campbellsburg | 112 |
| Town of Hardinsburg | 113 |
| Town of Little York | 114 |
| Town of Livonia | 114 |
| Town of New Pekin | 115 |
| Town of Saltillo | 115 |
| Appendix C: Cluster Analysis Data | 140 |
| Appendix D: Community Resources | 149 |

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 year of age group.

A cluster analysis of industries in the RHEDD reveal existing or emerging strengths in Advanced Materials, Biomedical/Biotechnical fields Chemicals and Chemical Based Products, IT and Telecommunications, Machinery Manufacturing, Computer and Electronic Product Manufacturing, and Machinery 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

(Page Intentionally Left Blank)

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.

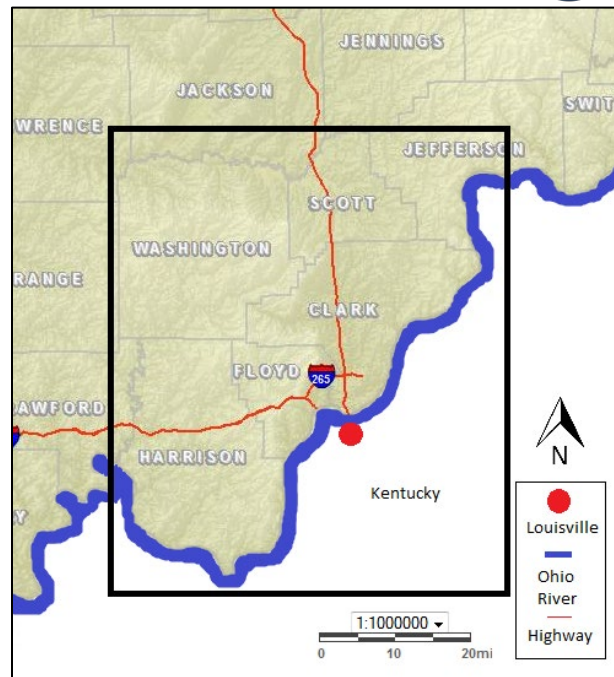


Figure 1: River Hills District: Washington, Scott, Harrison, Floyd, and Clark Counties
Base Map retrieved from: Indiana Geological Survey

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.

Location



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.

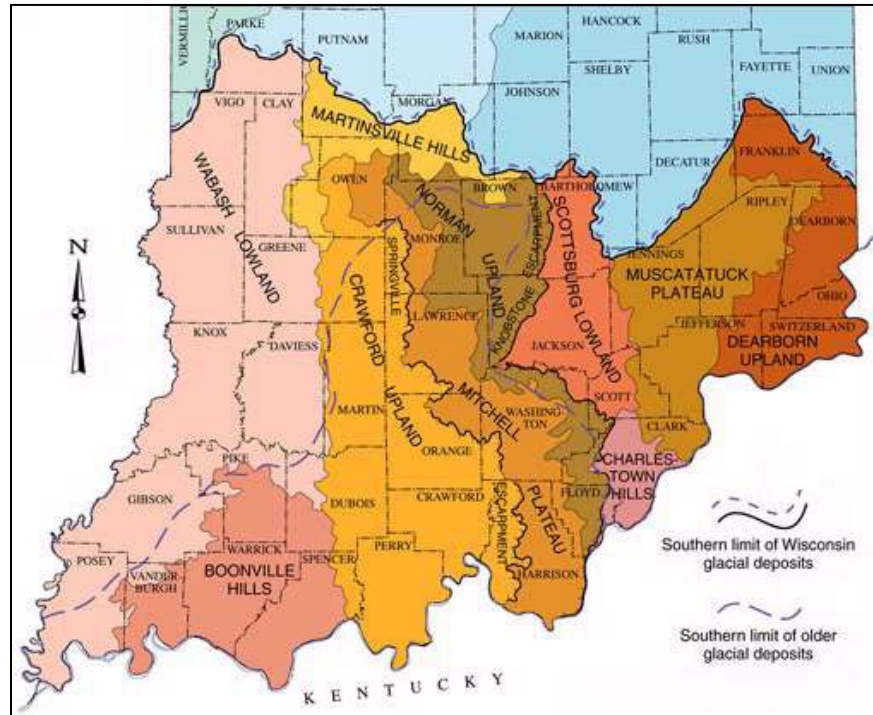


Figure 3: Physiography of Southern Indiana

Image Source: Indiana Karst Conservancy, Physiography of Southern Indiana

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

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

Climate



Figure 4: Tornado Damage, New Albany in Floyd County, 2025
Image Source: City of New Albany and Louisville Public Media

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.

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).

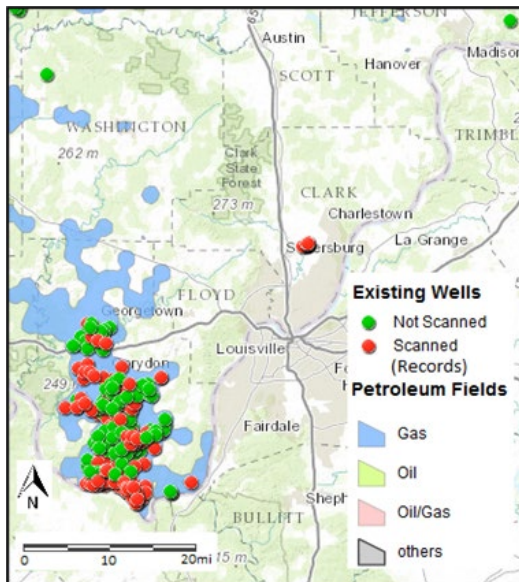


Figure 6: Oil and Gas Resources
Map Source: Indiana DNR, Division of Oil and Gas, Oil and gas Well Records Web App

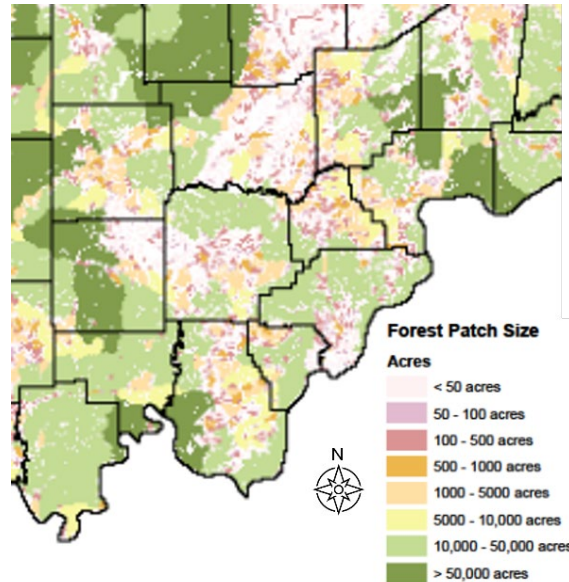


Figure 7: Forest Patch Size
Map Source: Indiana Department of Natural Resources, Division of Forestry: Indiana Statewide Forest Assessment 2018

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.

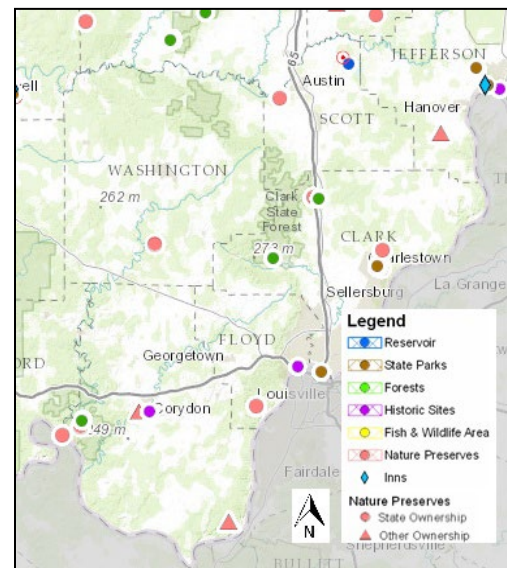


Figure 8: Natural Resources
Map Source: Indiana Department of Natural Resources

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.

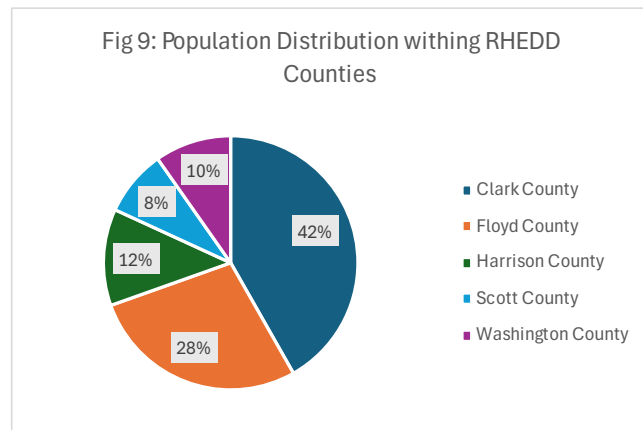


Figure 9: Population Distribution within RHEDD Counties
Source: US Census, American Community Survey 2013 Estimates

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.

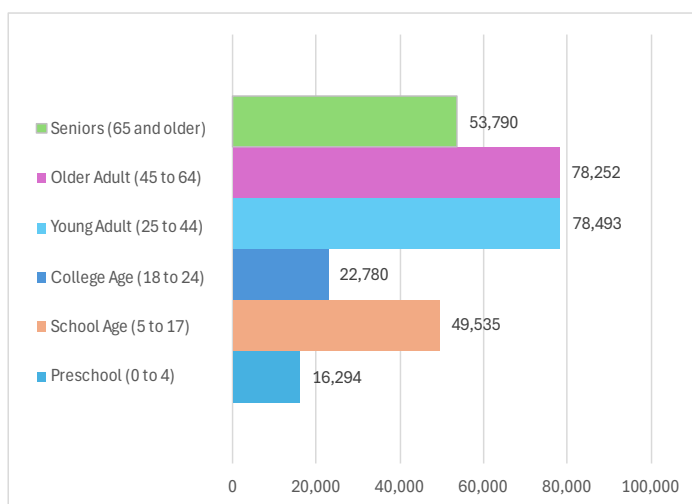


Figure 10: Age Distribution of Population in RHEDD
Source: US Census, American Community Survey 2023 Estimates

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.

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 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%.

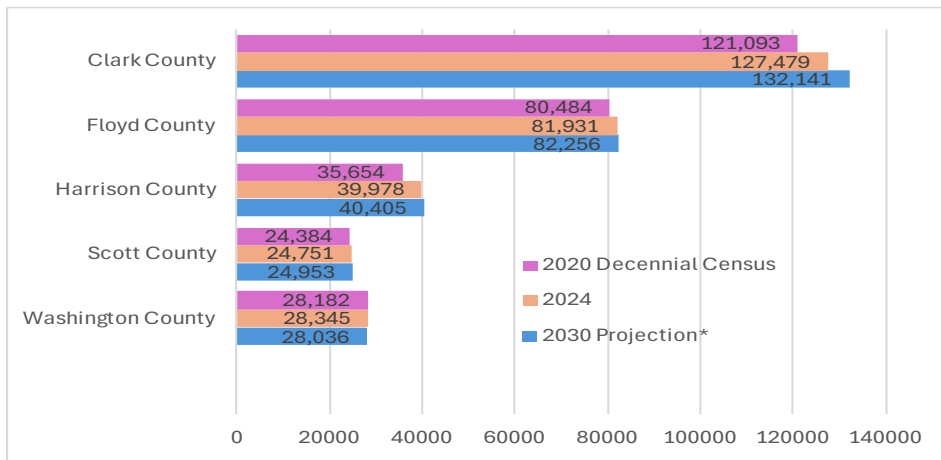


Figure 11: Population Change in RHEDD Counties 2020 to 2024

Source: US Census Bureau, Indiana Business Research Center *Projection based on 2020 Census population estimates

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%.

| 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

Education

Educational attainment in RHEDD counties lag in state and national rates particularly in post-secondary education (See Figure 12). 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%.

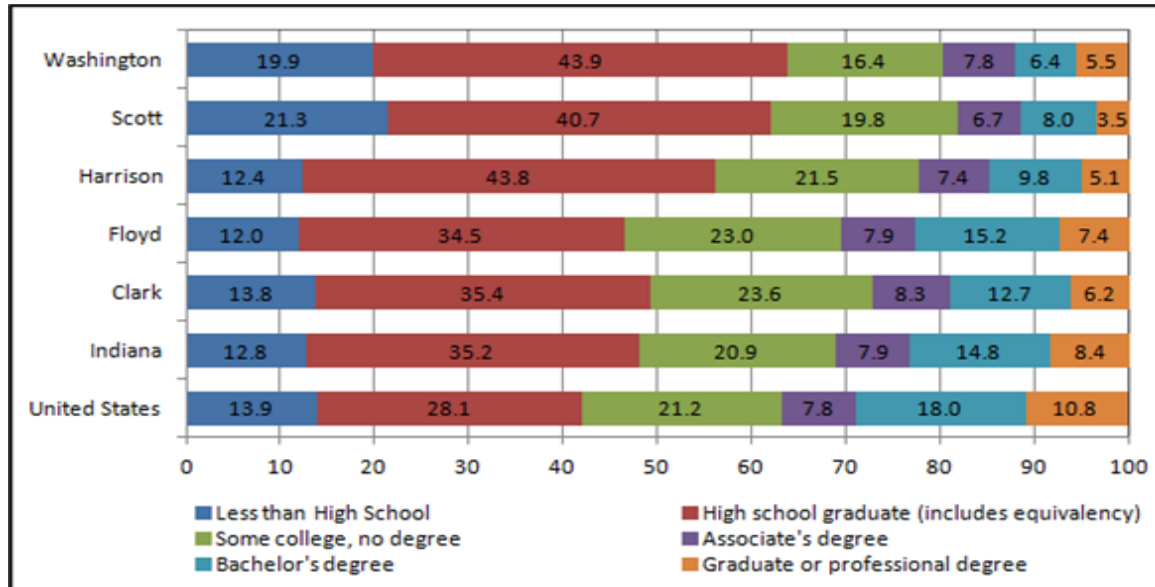


Figure 12: Educational Attainment % of population 25 years and older, 2023
Source: US Census, American Community Survey 2023 Estimates

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 13). 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

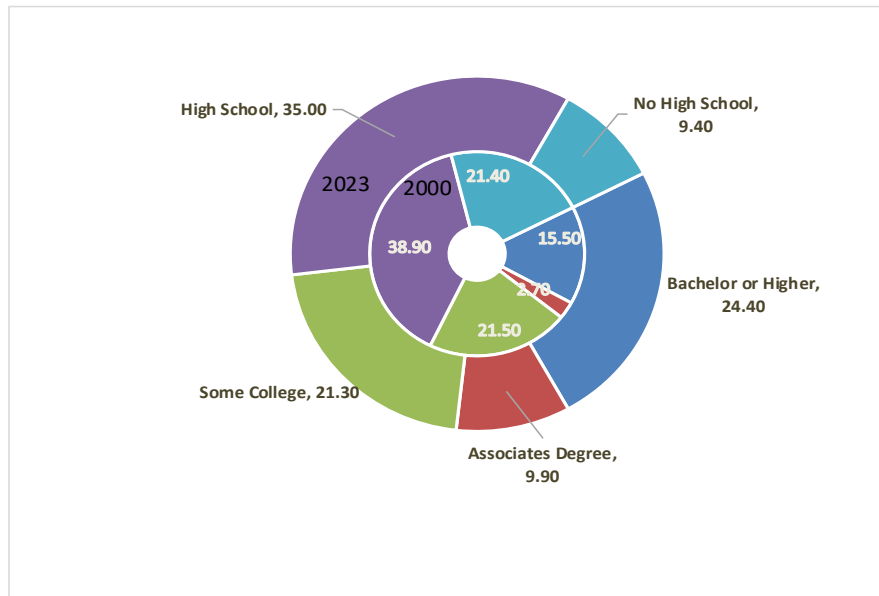


Figure 13: Educational Attainment % in RHEDD, 2000-2023

Source: Purdue University, Center for Regional

Household income in the RHEDD generally reflects the rest of the State of Indiana when compared to the United States in general (See Figure 14). 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.

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.

Figure 14:

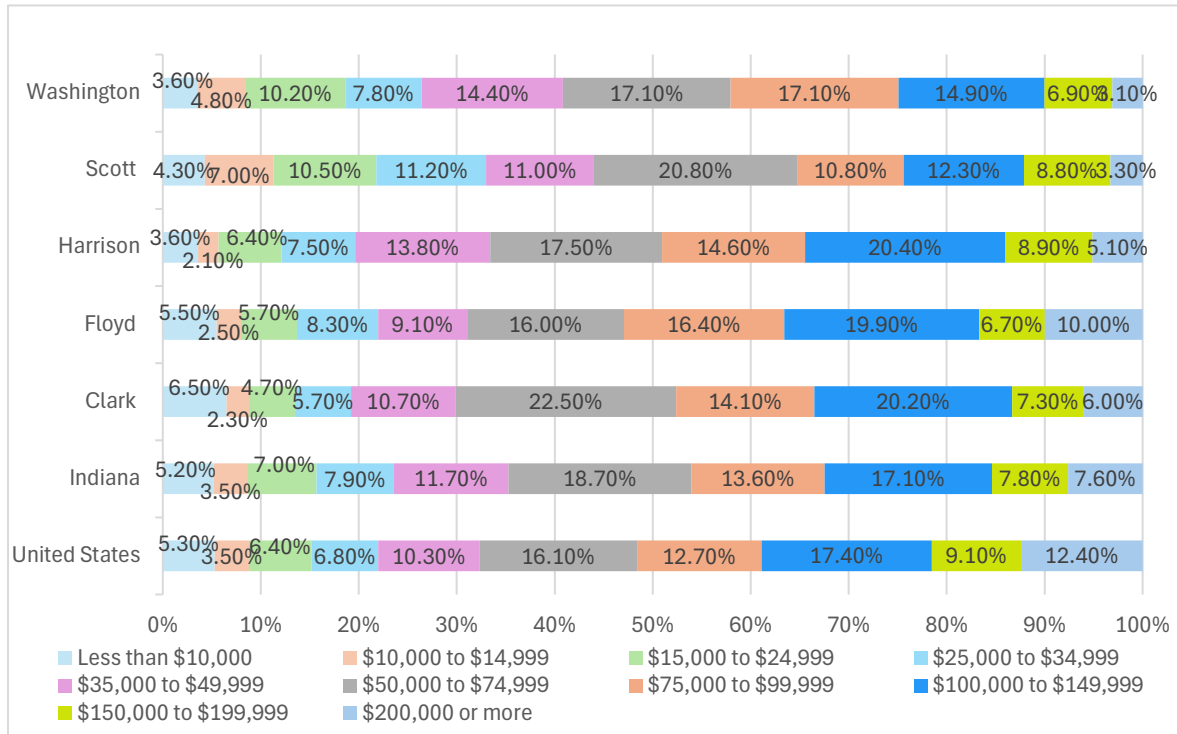


Figure: Annual Household Income five-county region, 2023, Inflation adjusted

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

| Household Income | Indiana | Clark | Floyd | Harrison | Scott | Washington |
|-----------------------------|----------|----------|----------|----------|----------|------------|
| Median | \$69,477 | \$71,711 | \$80,023 | \$72,468 | \$54,583 | \$61,358 |
| Mean | \$91,900 | \$87,459 | \$98,675 | \$90,148 | \$70,950 | \$74,773 |
| 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

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.

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 15. 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

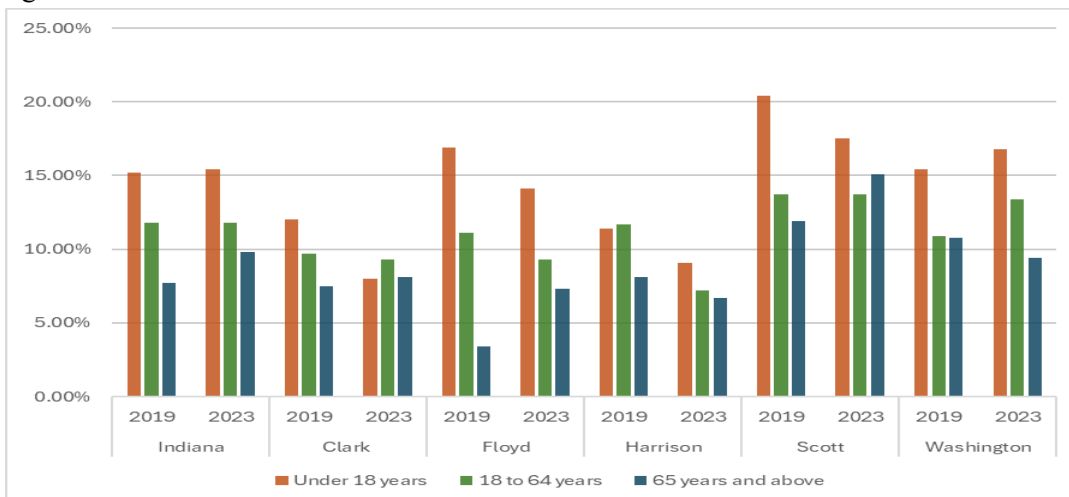


Figure 15: Poverty rates 2019 and 2023

Source: Data, US Census, American Community Survey

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.

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.

Table 6 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.

| 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

| | 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 (GRPI) 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.

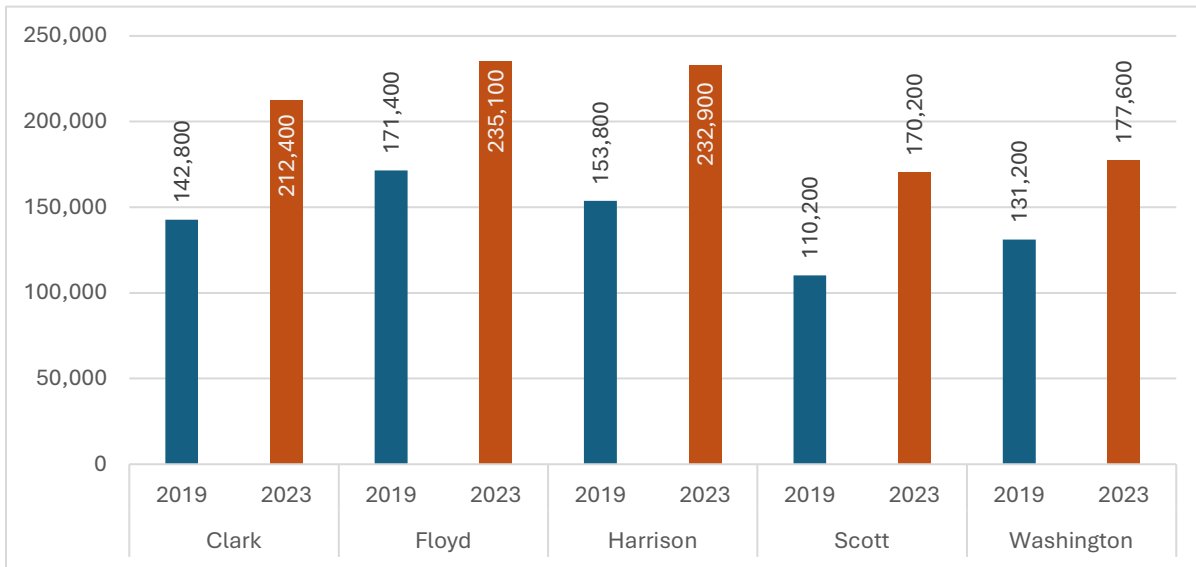


Figure 16: Financial Characteristics for owner-occupied housing units with a mortgage, 2019 and 2023

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 16. 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

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.

| Variable | Count 2020 | % Share |
|------------------------------------------------------------------------------------|------------|---------|
| 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 9 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.

| 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 |

Table 9: Origin of Commuters Working in and outside RHEDD

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 17). 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).

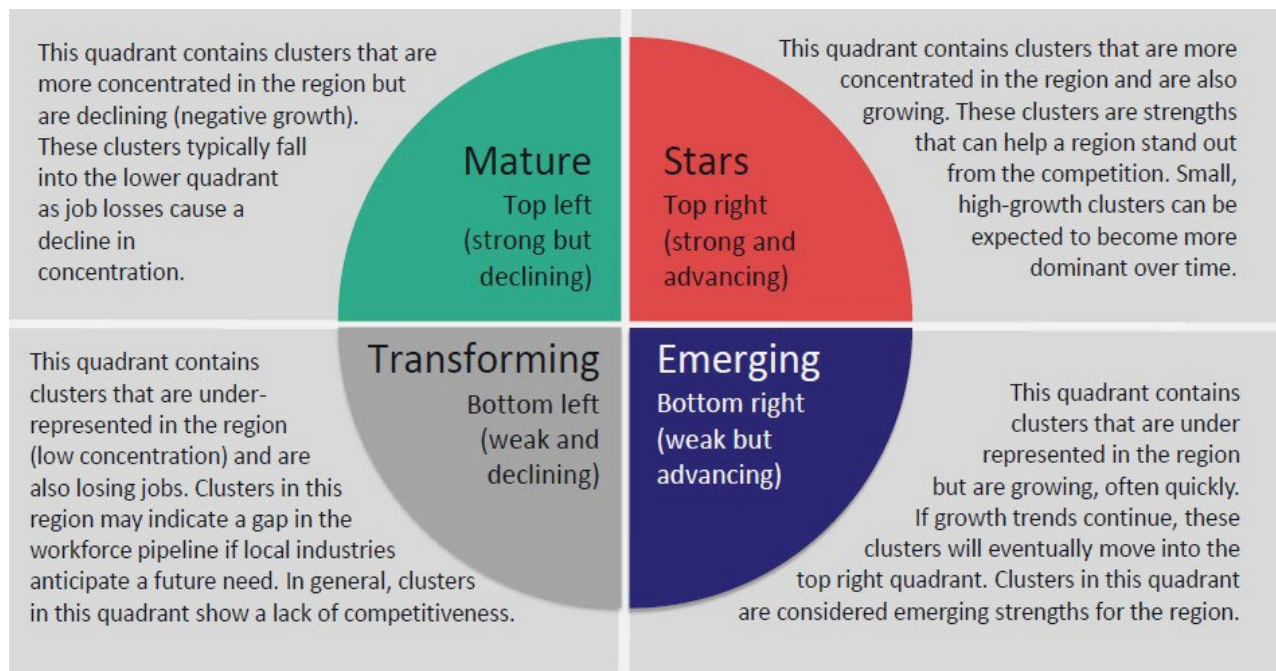


Figure 17: Cluster Classification and Business Life Cycle
Source: Purdue University, Center for Regional Development

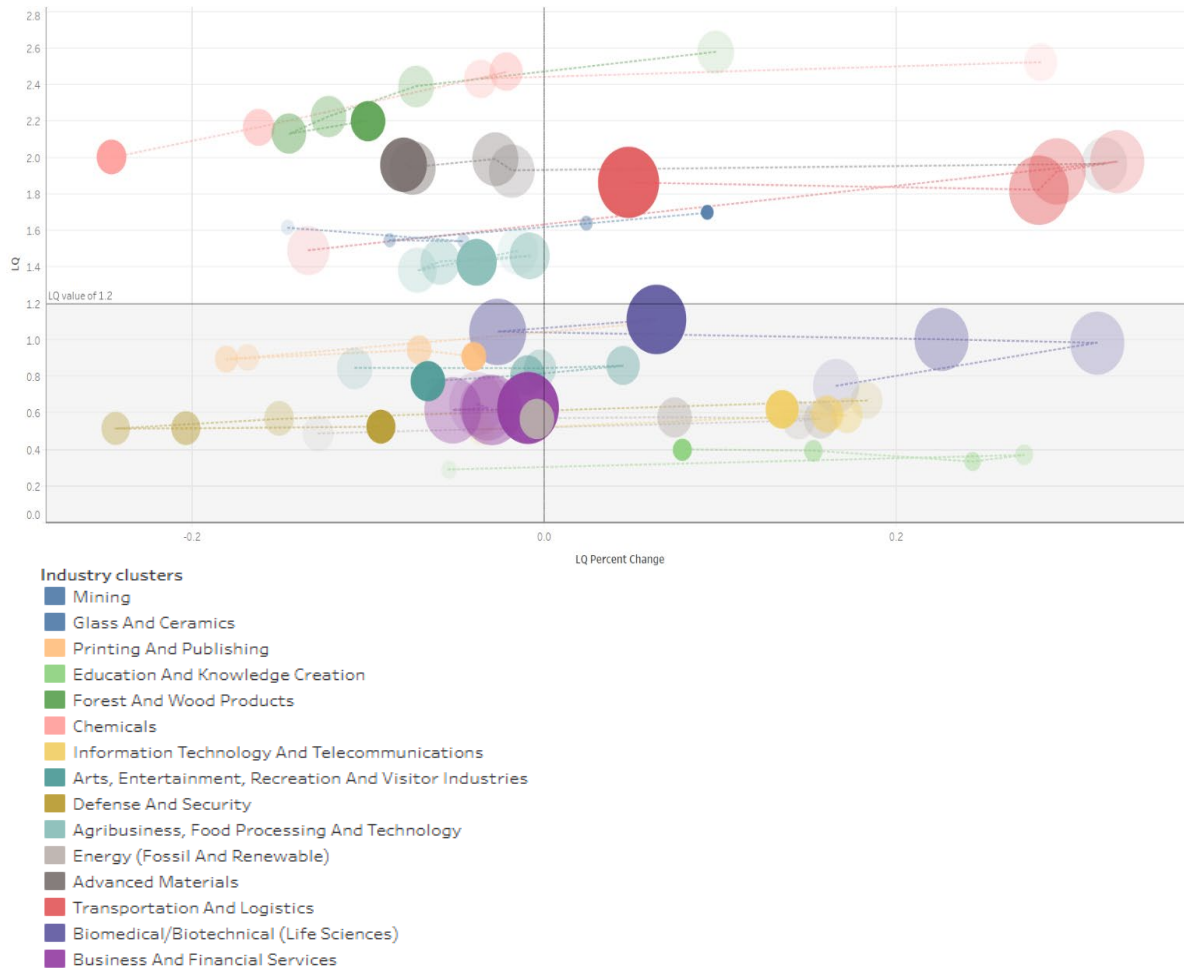


Figure 18: Industry Cluster by Location Quotient and Employment in 2015 and 2018-2023
Source: Purdue University, Center for Regional Development and IARC

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 9 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.

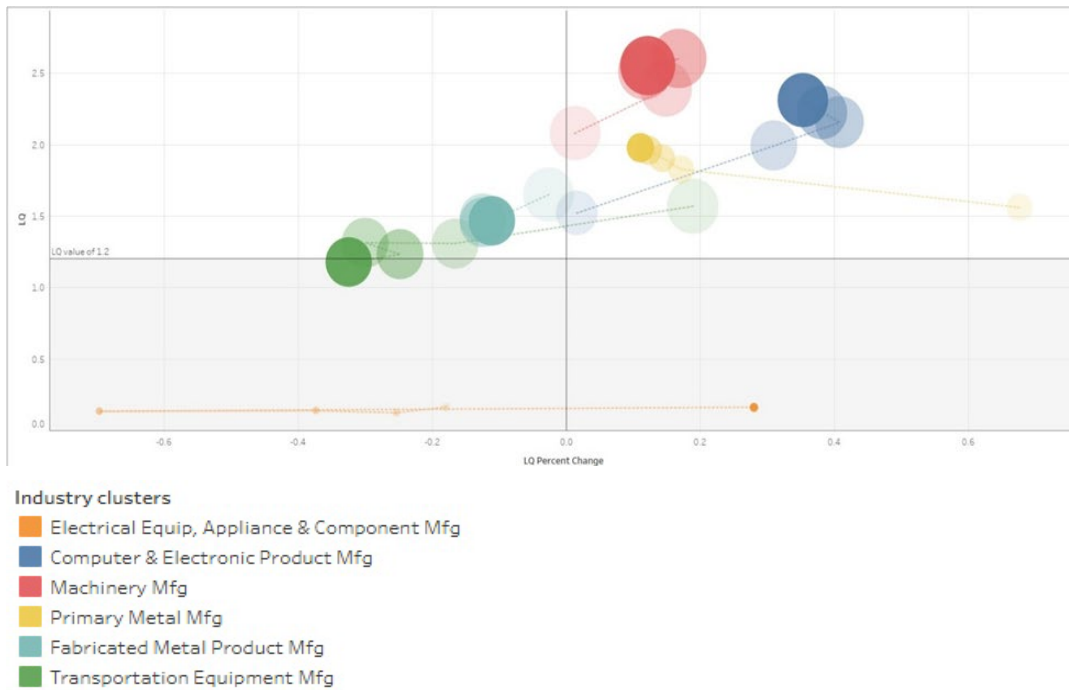


Figure 19: Manufacturing Supercluster by Location Quotient, Location Quotient percentage Change
Source: Purdue University, Center for Regional Development and IARC

| 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
Source: Purdue University, Center for Regional Development and IARC

Table 9 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 20 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.

| 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



Figure 20: 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 Cluster 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). Purdue Center for Regional Development then created individual in-depth reports for each high performing industry in the region. This report includes key economic indicators, competitiveness, economic leakages, labor demand and details of workforce by race and sex. 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 of other high performing clusters in the region can be found in Appendix C.

Transportation and Logistics Cluster Drill-down Shift-Share Analysis

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 21 (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 21: Shift-share Analysis of Transportation and Logistics cluster 2018-2023
Source: Purdue Center for Regional Development

Figure 22 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

| 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 22: Top Expenditures and Leakages, Transportation and Logistics Cluster 2018-2023
Source: Purdue University, Center for Regional Development

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.

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 23 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 | 592.1% | 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 workforce.

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.

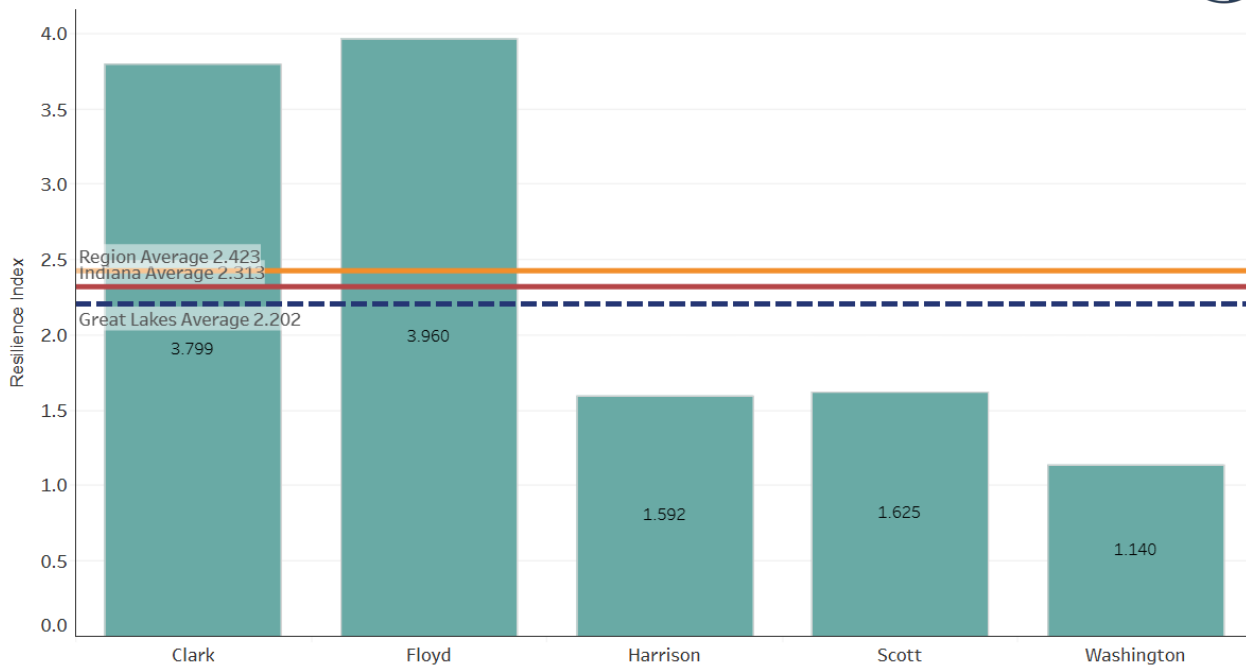


Figure 24: Economic Resilience Index, Research Data Collected between 2011-2023

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 employees 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.

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.

| 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

Additional Factors

Transportation

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.

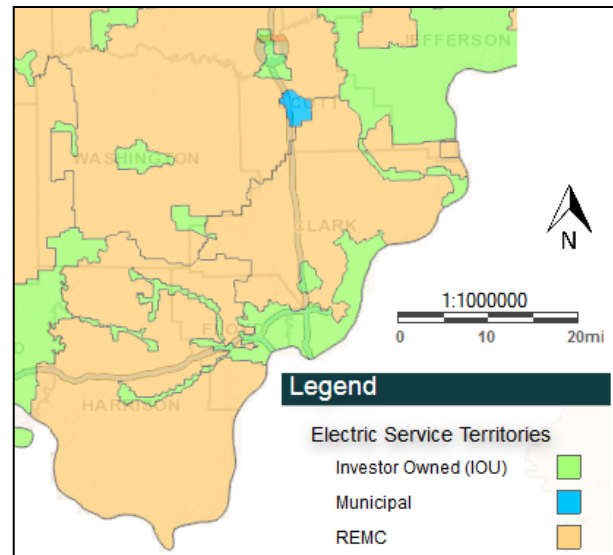


Figure 22: Electricity Providers and Coverage
Image Source: <http://maps.indiana.edu/>

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

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.

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.

Utilities - Electricity

Electricity in the District is provided by a small assortment of utility companies including investor-owned Duke Utilities, Scottsburg Municipal Electric Utility, and four Rural Electric Membership Cooperatives (REMC), Harrison REMC, Clark County REMC, Jackson County REMC, and Orange County REMC (See Figure 22).

The Districts 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

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.

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).

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.

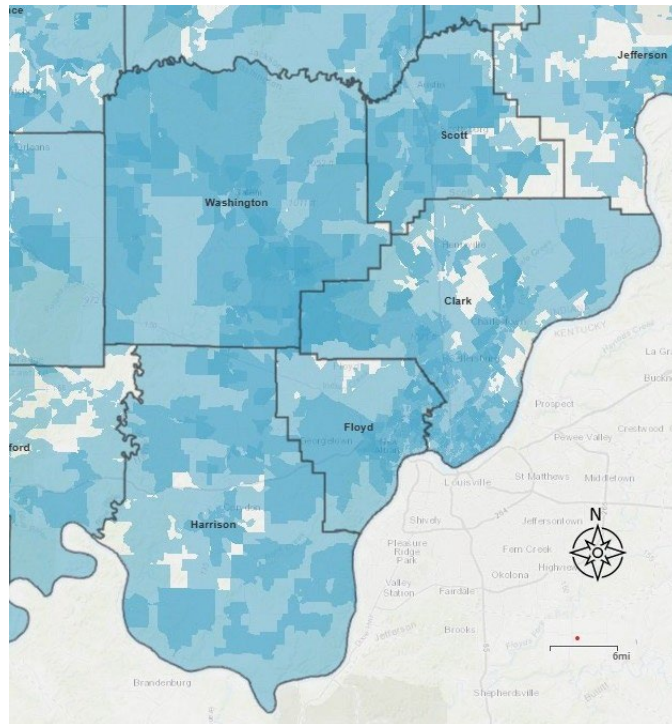


Figure 23: Wired Broadband Coverage, October 6, 2022
Image Source: Indiana Office of Technology
<http://www.indianabroadbandmap.com/>

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.

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.

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.

| 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.

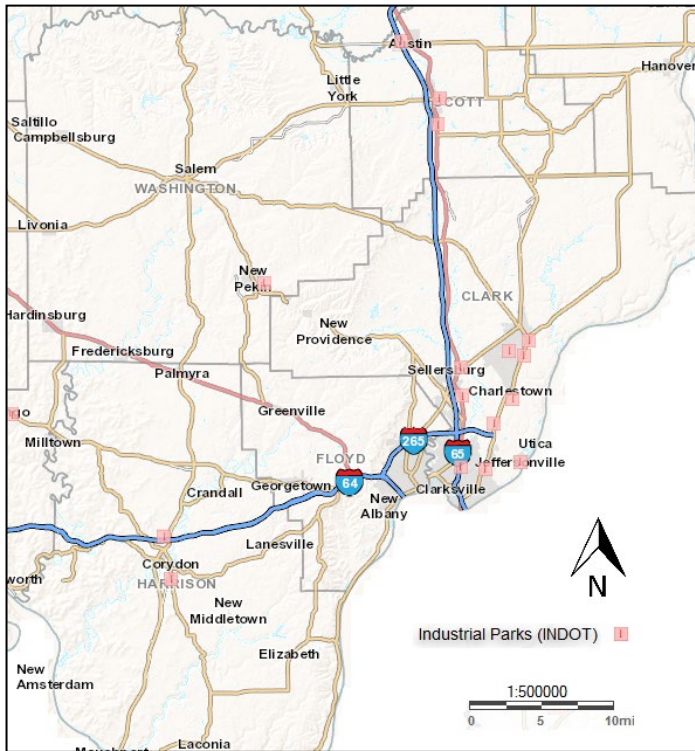


Figure 24: INDOT Recognized Industrial Parks
Image Source: <http://maps.indiana.edu/>

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 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 |

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.

There is a wide variety of higher education options in the region capable of training a modern workforce in a multitude of fields.

| 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 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 also 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 | Cost of Living 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/

The Louisville urban area, and much of the RHEDD, has one of the lowest costs 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.

Summary of SWOT Findings:

| Strengths and Opportunities: | |
|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|--|
| Proximity to Louisville, KY provides various resources and opportunities. The District's economic well-being is directly linked to the City's. | |
| The District's central location and easy access to large cities and markets through major transportation routes are strengths in attracting people and businesses alike. | |
| The 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 Multi-Hazard Mitigation Plan Updates throughout the region.

Completed Projects

Project: LifeSpring Health Systems - Community Health Center

Funding: USDA

Time Frame: 1-2 years

Key Responsible Actors: River Hills EDD & RPC, City of Charleston, LifeSpring Health Systems

Project Description:

LifeSpring received \$1,000,000.00 in Emergency Rural Health Care grant funding from the United States Department of Agriculture (USDA) Rural Development in November of 2023. The funding was used to expand the organization's services to Charlestown, Indiana, through a community health center.

Specifically, LifeSpring used the grant funding to assist with renovations of a building owned in downtown Charlestown, which is now being used to provide integrated primary care and mental and behavioral health services to individuals of all ages. The total project cost was \$5,258,500.

Charlestown is a rural area with a population of approximately 8,290 people. The clinic primarily services residents in Charlestown, as well as surrounding rural areas.

LifeSpring Health Systems provides a comprehensive array of mental health services and primary care services that include education, prevention, information, assessment, intervention, and treatment. The not-for-profit operates over 25 facilities across 11 counties in Southern Indiana and sees over 14,000 individuals annually. The majority of LifeSpring's current clients are at or below 200% of the Federal Poverty Guideline. Many clients use Medicaid/CHIP or are uninsured.

Health centers like this one provide a safety net of care that can help reduce the burden on hospitals by providing tests and ongoing care for chronic conditions. The new clinic's location makes it easier for residents of Charlestown and the surrounding areas to access this care, rather than having to drive 30 minutes into Jeffersonville or Madison.

Project: City of Austin- Meadowbrook Water and Sewer Improvements

Funding: IFA

Time Frame: 1 year

Key Responsible Actors: River Hills EDD & RPC, City of Austin, Redevelopment Commission

Project Description:

City of Austin was awarded State Water Infrastructure Fund (SWIF) Grant in the amount of \$502,000.00 to improve their wastewater infrastructure. The City of Austin was under an Agreed Order with the Indiana Department of Environmental Management due to issues with the frequency and And the duration of Sanitary Sewer Overflows (SSO) in the collection system. The SSO's are a public health concerns and have the potential to adversely impact the water quality in the area the city is currently preparing for preliminary engineering report to develop a project to eliminate the SSO's in the system. The last major system renovation project was completed in 2013 and included replacing the wastewater treatment plant in all sanitary sewer lift stations. The City upgraded and replaced all the force mains in 2018. The city's current focus is on eliminating Infiltration and Inflow(I/I) from the collection system. the V CP gravity sewers are at the end of their design life cracks leaking and offset joints allow I/ID to enter the sanitary sewer system at a rate that exceeds the system's capacity and results in SSO's. The selected plan developed by the preliminary engineering report will include replacing and or slip lining gravity sewers in the areas of the collection system where SSO's.

This project included constructing gravity sewers using updated materials and installation procedures that dramatically reduce the amount of I/I entering the sanitary sewer system to approximately 1,000 gallons per day, the project allow additional users to connect to the system and help maintain in the sewer rate at its current level. The reduced I/I was expected to eliminate wet weather reduce SSO's in the proposed collection system which prevents public exposure to untreated sewage and prevent degradation of water quality in the associated drainage area.

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

Other Projects

| Project | Explanation | Goal/Status |
|-------------------|-------------------|---------------|
| Scott County LWCF | For Parks project | Closing Phase |

| | | |
|-----------------------------------------------------------------------------------------------------------------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|----------------------------------------------------------------------------------------------------------------|
| Owner Occupied Rehab | Immediate need for senior center in Scott County | |
| Owner Occupied Rehab | For Georgetown | In progress |
| Palmyra Master Water Utility Plan | Community needs to provide | In Progress |
| Proactive pre-disaster planning and implementation activities to enhance future disaster preparedness in all counties | Critical economic development and safety issue | Multi Hazard Mitigation Plans throughout the region need to be updated as plans for some counties have expired |
| Water and Wastewater Enhancements and Expansions | The water and wastewater infrastructure in the region is outdated and burdened by the population growth | In various phases in multiple communities |
| Safe Streets for all | Improve road safety for pedestrians, bicyclists, public transportation | In planning phase |
| Park and Recreation opportunities | Regional priority to enhance the quality of life | In different stages in various communities. |
| Broadband Services | To assist in providing high speed, symmetrical broadband services for businesses and residential applications | |
| Scott County Logjam Removal | To remove logjams from Muscatatuck River | Continue to remove logjams in order to keep the flow of the river and avoid flooding in the surrounding area |
| Safe Rooms | Community needs to build dual purpose safe rooms in school to provide safety in the event of dangerous weather conditions as well as providing additional educational space that can be utilized. | Some completed, Many communities are interested in this program but funding discontinued |
| Ivy Tech Facilities Renovation, Healthcare Education | To train workforce and fulfill demand in health sector in the region | Completed |
| Salem Community Schools, Safe Rooms | To provide safety in the event of dangerous weather as well as additional educational space | Completed |
| Industrial & Technology Parks, Floyd County Novapark | To encourage growth, innovation, and development of high tech and high paying jobs in the region. | Completed |
| Brownfields Community Wide Assessments Grant | To ensure the economic sustainability, resilience, and strength of the district by redeveloping brownfield sites | Completed |

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 | 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 | Research best practices and identify partners | | | | |
| 1.1.3 Develop Public-Private Partnerships between local business and schools | Collaborate with CoC groups to find partners and facilitate relationships | | | | |
| 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 existing and developing recreational resources of the region | | | | | |
| 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 | | | | |
| 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 |
|-------------------|------------------------------------|-------------------------------|
| Adam Dickey | City of New Albany (Floyd County) | Private Industry/ Development |
| Charlie Smith | Town of Sellersburg (Clark County) | Public Sector |
| Christopher Welch | Floyd County Commissioner | Private Sector/ Insurance |
| Jill Baker | City of Scottsburg (Scott County) | Public Sector/ Government |
| Justin Green | City of Salem (Washington County) | Public Official |
| LaMicra Martin | Floyd County Commissioner | Healthcare |
| Melanie Douglas | Town of Georgetown (Town Council) | Public Sector |
| Michael Killen | Clark County Commissioner | Private Sector/ Finance |
| Steve Meyer | Scott County Commissioners | Education/ Development |
| Steven Day | Harrison County Council | Public Sector |
| Treva Hodges | City of Charlestown (Clark County) | Public Official |

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. Representing 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 childcare 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</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</p> | A |

| | | |
|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|---|
| <p>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>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> | |
| <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> | B |

| | | |
|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|----------|
| <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 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> | <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 Jeffersonville.</p> | <p>A</p> |
| <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> | <p>Improve safety from natural disasters and improve quality of life for residents.</p> | <p>B</p> |

| | | |
|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|----------|
| <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> | <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</p> | <p>A</p> |
| <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 communities.</p> | <p>B</p> |
| <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. | <p>A</p> |

Floyd County

| FLOYD COUNTY | | |
|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|---------------------------------------------------------------------------------------------------------------------------------------|----------------------|
| PROJECT IDENTIFICATION | REASON FOR NEED | PROJECT RANKING 2025 |
| 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 | B |
| Drainage improvements in strategic areas as noted in County Stormwater Plan | Severe County-wide need | B |
| Enhancement of labor market supply, workforce development and related activities. | Priority economic development need. | B |
| Activities to support desirable residential development, affordable housing supply and home ownership opportunities. | Priority needs to support population growths and workforce | B |
| Assurance of long-term reliable, overall Countywide medical services, including emergency, hospital services, elderly and nursing home care. | Crucial public welfare issues and critical to economic development | A |
| Improved fire-fighting capability throughout the County and upgraded EMS equipment. | Crucial to economic development and quality of life | B |
| 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 | B |
| Assurance of adequate future solid waste disposal capacity and facilities. | Crucial issues being addressed | B |
| Explore opportunities to create Watershed management plan | Critical feasibility study | B |
| Revitalization of county RLF. Re-capitalization needed. | Spur and support economic development, especially Purdue and the new Floyd County tech park. | B |
| Sub area plan for Galena. | Area experiencing blight, inadequate infrastructure, vacant commercial | B |
| Old Vincennes Rd / US 150 corridor | Thoroughfare study, funding for improvements | B |
| Market analysis – Georgetown interchange | To assist in determination of economic development potential | B |
| Bike and Multi-use Trail System. | Feasibility study | C |
| Edwardsville Gateway redevelopment implementation – redevelop various | Necessary to economic growth in key area of county, rehabilitate existing facilities | B |

| | | |
|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|---------------------------------------------------------------------------------------------------------------------|-------------|
| properties in area to support economic growth | | |
| 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 | B |
| Old Vincennes Road – Sanitary Sewer line extension along Old Vincennes Road to Galena area | | B |
| Improved fairground facilities. | Important priority | B |
| Little Indian Trail project – development of Phase One of Little Indian Trail project | | C |
| Construction of a fire station to meet anticipated growth along US 150 corridor | | A |
| Expanded/improved fiber/broadband | Lack of service; critical to economic development and residential development | C |
| Fairmont Neighborhood Center Improvements | Provide necessary services to at risk population | C |
| Regional Park Plan Implementation | Quality of Life | B |
| Edwardsville School | Quality of Life | In progress |
| Biomedical Lab Equipment- Novaparke | Economic Development | B |
| Novaparke Campus Improvements – building improvements, programming | Economic Development | C |
| Gas Line Extension Edwardsville Gateway and Novaparke | Critical for Economic Development | B |
| Wastewater Expansion Study | Needed for future development residential and commercial | A |

| CITY OF NEW ALBANY | | |
|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-----------------------------------------------------------------------------------------------------|--------------------------|
| PROJECT IDENTIFICATION | REASON FOR NEED | NEW PROJECT RANKING 2025 |
| Development of a high-tech business incubator within the city. | Crucial for economic growth | A |
| Grant Line Park West Industrial Park: Provide remaining infrastructure improvements as needed. | Business Retention and Expansion, job creation – crucial for economic growth – EDA funding secured. | A |
| Grant Line Road auto salvage yard redevelopment – reclaim an auto salvage yard, clean brownfields, and development of commercial/residential | | A |
| State Street Garage TIF Projects: <ul style="list-style-type: none"> River Recreation site (formerly the recycling center) <ul style="list-style-type: none"> Recreational Vehicle (RV) Park Mountain Bike Park Monon South Freedom Trail Downtown West Development | All TIF District Projects crucial for economic development | A |
| State Street TIF Projects: <ul style="list-style-type: none"> Summit Springs Infrastructure Improvements Graybrook Lane Extension from Bono Rd. to State St. Budd Rd IFA Residential Infrastructure loan Reas Ln IFA Residential Infrastructure Loan | All TIF Districts crucial for economic development | A |
| Park East TIF Projects: <ul style="list-style-type: none"> Construct Monon South Freedom Trail stretching from the Riverfront to the Floyd/Clark County Line for pedestrians and cyclists to improve quality of life, fitness, and attract new residents. | All TIF Districts crucial for economic development | A |
| Monon TIF Projects: <ul style="list-style-type: none"> Beechwood/Daisy/Grantline Intersection improvements | All TIF Districts crucial for economic development | A |

| | | |
|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|---------------------------------------------------------------------------------------------------|---|
| <ul style="list-style-type: none"> Monon South Freedom Trail | | |
| <p>Charlestown Road TIF Projects:</p> <ul style="list-style-type: none"> 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 Charlestown Road Sidewalks at I-265/over St Joseph Road Kamer-Miller/Charlestown Rd Intersection Reconstruction/Improvement Improve Charlestown/Slate Run Rd Traffic Signal | All TIF Districts crucial for economic development | A |
| <p>Loop Island TIF Projects:</p> <ul style="list-style-type: none"> Infrastructure/parks/residential | All TIF Districts crucial for economic development. | A |
| Neighborhood Revitalization – Midtown neighborhood in need of housing rehab | NSP | A |
| Downtown investment – streetscape improvement program | Desirable for tourism and investment | A |
| <p>Waste Water System Improvements:</p> <ul style="list-style-type: none"> Basin 13 Old Vincennes Rd Lift Station, Forcemain, & Gravity Sewer Basin 12 State St Basin 17 Basin 20-21 Linda Dr Basin 30 & Mt. Tabor Lift Station Upgrades Basin 9 Falling Run Interceptor Rehabilitation Lift Station Upgrades and Replacement | Important | 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 |
| Brownfield site assessments, remediation/project cleanup | Conduct Phase I and Phase II site assessments of brownfield sites in anticipation of future | A |

| | | |
|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|----------------------------------------------------------------------------------------------------------------------------------------|---|
| | redevelopment, apply for clean-up funds | |
| Environmental and energy improvements for public buildings – upgrade energy efficiency of publicly owned buildings | | A |
| Daisy Summit - Water pressure improvements | Necessary for new development | 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 |
| New turf fields at Silver Street Park | Desirable for tourism and local community involvement | A |
| Ohio River Shoreline Improvements: <ul style="list-style-type: none"> • Amphitheater Accessibility Updates • Overlook Upgrades • New Playground | Desirable for tourism and local community involvement | A |
| Downtown investment – façade program | Desirable for tourism and business attraction | A |
| Oak Street Area Road Reconstruction Project (Padgett Property Revitalization) – preparing land for development through environmental reviews, stormwater and wastewater lines, along with property enhancements to attract multi-use development | Desirable for business attraction | A |
| New Public Works Facility | Current facility no longer meets needs of the department and requires upgrades | A |
| New Animal Shelter | Current facility no longer meets needs of the shelter and requires upgrades | A |
| Climate readiness – created through flood resilience, sustainable energy adoption, and heat mitigation to reduce environmental risks and prepare the community for long-term resilience | Protects residents and businesses from flooding, extreme weather events, and energy cost burdens | A |
| Expand housing opportunities – prioritize homeownership development through “missing middle” housing, accessory | Enables working families to build wealth through homeownership while preserving neighborhoods | A |

| | | |
|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|---------------------------------------------------|---|
| dwelling units, and strategic new housing development that create pathways to property ownership | | |
| Complete Streets Implementation – many corridors in New Albany are well positioned for Complete Streets transformations that will enhance walkability, improve safety, and create attractive gateways that showcase New Albany’s commitment to livable neighborhoods. | Desirable for increased quality of life and place | A |
| Downtown West District Redevelopment – reinvest in underutilized areas to ensure economic competitiveness and diversify housing opportunities, consider the best and highest use of properties adjacent to the riverfront in areas south of Main St., review development code to ensure standards are not hindering housing development or redevelopment, protect historically significant buildings, continue to expand access to Ohio River, Falling Run Creek, and complimentary recreational amenities. | Desirable for increased quality of life and place | A |
| Charlestown Road Corridor – Through coordinated public and private revitalization efforts, Charlestown Rd will transition from an auto-oriented environment to a people-centric corridor focused on creating a strong sense of place | Desirable for increased quality of life and place | A |

| TOWN OF GEORGETOWN | | |
|-------------------------------------------------------------------------------------------------------------------------------------------|---------------------------------------------------------------|----------------------|
| PROJECT IDENTIFICATION | REASON FOR NEED | PROJECT RANKING 2025 |
| 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

| 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 1-64 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 IDENTIFICATION | REASON FOR NEED | PROJECT 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 issues, 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 buildings, 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 |

| TOWN OF PALMYRA | | |
|---------------------------------------------------------------------------------------------------------------------------------|-------------------------------------------------------------------------------------------|----------------------|
| 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 |
|------------------|---------------------------------|---|

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 training; establish a lifelong learning center. | Economic development priority | C |
| 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 | Quality of life enhancements – Feasibility study completed for intergenerational community heritage center. | B |

| | | |
|-------------------------------------------------------------------------------------|------------------------------------------------------------|---|
| community heritage center, community center and community auditorium. | | |
| 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 SCOTTBURG | | |
|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------|----------------------------------------------------------------------------------------------------------------------------------------------------|----------------------|
| 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 which will serve all of Southern Indiana. | | C |
| 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 unreachable 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 analysis conducted by the Corp of Engineers and IDNR. | Some completed | B |
| 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 | | A |

| | | |
|-----------------------------------------------------------------------|--|--|
| playing field and to add lighting and bleachers to the existing field | | |
|-----------------------------------------------------------------------|--|--|

| 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 within the Town primarily for safety reasons. This will provide pedestrian access to the church and post office. | Important safety concern | A |
| More funding is needed for street maintenance and lighting. | Fiscal constraint | B |
| The Gibson Township Volunteer Fire Department, which serves the Town of Little York, is in need of various equipment including a dependable "off road" vehicle to replace the vehicle it now uses. Much of the fire department's service area is comprised of State-owned forestry. | Important need | B |

| TOWN OF LIVONIA | | |
|--------------------------------------------------------------------------------------------------------------------------------------------------------|------------------------------------------------------------------------------|----------------------|
| PROJECT IDENTIFICATION | REASON FOR NEED | 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

Advance Material- Cluster Data

| 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) |
|------------------------------------------------------------------------------------------------|-----------|------------------------------------|------------------------------------|------------------------------------------|------------------------------------------|-----------------------------------------------|
| Electronic Connector Manufacturing | 1,547 | 104 | -17 | 87 | 359 | 272 ↑ |
| All Other Plastics Product Manufacturing | 1,362 | 169 | -179 | -10 | -573 | -563 |
| Other Motor Vehicle Parts Manufacturing | 516 | 59 | -65 | -6 | -162 | -156 |
| Iron and Steel Mills and Ferroalloy Manufacturing | 411 | 24 | -21 | 3 | 141 | 138 ↑ |
| Machine Shops | 374 | 42 | -67 | -25 | -102 | -77 |
| Petroleum Lubricating Oil and Grease Manufacturing | 330 | 18 | -17 | 1 | 118 | 117 ↑ |
| Sheet Metal Work Manufacturing | 260 | 18 | -14 | 4 | 52 | 48 ↑ |
| Surgical and Medical Instrument Manufacturing | 232 | 30 | 9 | 39 | -114 | -153 |
| Rubber Product Manufacturing for Mechanical Use | 209 | 20 | -41 | -21 | -24 | -3 |
| Industrial Mold Manufacturing | 176 | 15 | -41 | -26 | -1 | 25 ↑ |
| Gasket, Packing, and Sealing Device Manufacturing | 174 | 19 | -34 | -15 | -44 | -29 |
| All Other Miscellaneous Fabricated Metal Product Manufacturing | 165 | 21 | -14 | 7 | -81 | -88 |
| Unlaminated Plastics Profile Shape Manufacturing | 155 | 28 | -53 | -25 | -165 | -140 |
| Other Electronic Component Manufacturing | 153 | 10 | -7 | 3 | 35 | 32 ↑ |
| Metal Coating, Engraving (except Jewelry and Silverware), and Allied Services to Manufacturers | 150 | 13 | -13 | 0 | -5 | -5 |

Figure: Shift-share Analysis of Advance Material cluster 2018-2023

Source: Purdue Center for Regional Development

| Industries | Estimated Input (\$ Million), 2023 | % In-Region | % Out of Region |
|------------------------------------------------------------------------|---------------------------------------|-------------|-----------------|
| Iron and Steel Mills and Ferroalloy Manufacturing | \$104,506,152 | 53.2% | 46.8% |
| Plastics Material and Resin Manufacturing | \$86,833,936 | 8.2% | 91.8% |
| Petroleum Refineries | \$46,399,880 | 0.0% | 100.0% |
| Petrochemical Manufacturing | \$40,195,339 | 0.0% | 100.0% |
| Corporate, Subsidiary, and Regional Managing Offices | \$38,152,547 | 14.3% | 85.7% |
| All Other Miscellaneous Chemical Product and Preparation Manufacturing | \$37,613,967 | 37.4% | 62.6% |
| All Other Plastics Product Manufacturing | \$24,387,765 | 26.6% | 73.4% |
| Crude Petroleum Extraction | \$22,979,453 | 4.0% | 96.0% |
| General Freight Trucking, Long-Distance, Truckload | \$22,486,397 | 96.6% | 3.4% |
| All Other Basic Organic Chemical Manufacturing | \$22,092,113 | 2.8% | 97.2% |
| Drugs and Druggists' Sundries Merchant Wholesalers | \$21,424,393 | 6.8% | 93.2% |
| Rail transportation | \$21,194,638 | 82.2% | 17.8% |
| Machine Shops | \$19,357,492 | 11.3% | 88.7% |
| Other Motor Vehicle Parts Manufacturing | \$17,537,350 | 95.7% | 4.3% |
| Offices of Lawyers | \$16,851,313 | 33.7% | 66.3% |

Figure: Leakage Analysis of Advance Material cluster 2018-2023

Source: Purdue Center for Regional Development

| Occupations | Jobs 2023 | % Change 2018-2023 | % of Total Jobs in Cluster 2024 | Median Hour Earnings | Entry level Education | Automation |
|-----------------------------------------------------------------------------------------------------------|-----------|--------------------|---------------------------------|----------------------|-----------------------------------|------------|
| Miscellaneous Assemblers and Fabricators | 954 | 43.5% | 12.4% | \$18.99 | High school diploma or equivalent | 112.6 |
| Electrical, Electronic, and Electromechanical Assemblers, Except Coil Winders, Tapers, and Finishers | 543 | 12.9% | 6.3% | \$20.29 | High school diploma or equivalent | 110.9 |
| Molding, Coremaking, and Casting Machine Setters, Operators, and Tenders, Metal and Plastic | 421 | -30.8% | 5.3% | \$19.56 | High school diploma or equivalent | 117 |
| First-Line Supervisors of Production and Operating Workers | 394 | 3.6% | 5.6% | \$35.78 | High school diploma or equivalent | 88.6 |
| Machinists | 324 | -40.2% | 4.0% | \$25.78 | High school diploma or equivalent | 115.2 |
| Laborers and Freight, Stock, and Material Movers, Hand | 289 | -24.1% | 3.4% | \$18.13 | No formal educational credential | 117.2 |
| Inspectors, Testers, Sorters, Samplers, and Weighers | 229 | 1.4% | 2.8% | \$19.70 | High school diploma or equivalent | 106.1 |
| Industrial Production Managers | 170 | 99.9% | 2.2% | \$48.59 | Bachelor's degree | 80.9 |
| Computer Numerically Controlled Tool Operators | 167 | 58.0% | 2.3% | \$22.02 | High school diploma or equivalent | 116 |
| Maintenance and Repair Workers, General | 135 | -10.8% | 1.6% | \$26.67 | High school diploma or equivalent | 109.6 |
| Welders, Cutters, Solderers, and Brazers | 135 | -34.3% | 1.5% | \$20.43 | High school diploma or equivalent | 121.4 |
| Structural Metal Fabricators and Fitters | 132 | 1000.2% | 2.0% | \$21.42 | High school diploma or equivalent | 130.3 |
| Tool and Die Makers | 119 | 41.5% | 1.4% | \$34.23 | Postsecondary nondegree award | 120.2 |
| Grinding, Lapping, Polishing, and Buffing Machine Tool Setters, Operators, and Tenders, Metal and Plastic | 117 | 64.5% | 1.8% | \$22.28 | High school diploma or equivalent | 119 |
| Industrial Machinery Mechanics | 108 | 22.7% | 1.2% | \$33.24 | High school diploma or equivalent | 109.8 |

Figure: Occupations, change of jobs, Median Income, and Automation Index, Advance Materials cluster, 2018-2023

Source: Purdue Center for Regional Development

Advance Materials Takeaways

- Shift-share analysis reveals that there could be opportunities in the area of Electronics. The electronic connector manufacturing provides the largest employment (1,547 jobs) in this cluster and it has also the highest positive competitive shift value of +272. Other electronic component manufacturing is also in top 15 in terms of jobs and has a positive competitive shift value of +32.
- The strategies can explore the electronics industries further, especially in the areas of talent, raw materials and supply chains, connectivity to semiconductors industry, etc. It could be worthwhile to interview electronic industry executives or partners with the local economic development organizations or chambers of commerce to assess their needs and how regional policies can help further.
- Iron and steel mills and ferroalloy manufacturing provide 400 jobs and have positive competitive shift value of +138. Industrial mold manufacturing provides 170 jobs and has a positive competitive shift value of +25. Similarly, sheet metal work manufacturing provides 260 jobs with a positive competitive shift value of +48. These metals and machining related industry sectors are small but robust in the region. Iron and steel mills have a very high jobs multiplier of +3.62. Sheet metal has a job multiplier value of +1.39 and industrial mold has a multiplier value of +1.30.
- Petroleum lubricating oil and grease manufacturing provides 330 jobs with a positive competitive shift value of +117. This sector also has a high jobs multiplier value of 2.97. For every job created there could be two more indirect and induced jobs in the regional economy.
- Plastics material and resin manufacturing show around \$79 million of regional demand leaking out and fulfilled by suppliers from outside of the region. Exploring opportunities in this sector could be useful.

Biomedical Biotechnical Life Sciences- Cluster Analysis

| 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 Medical and Surgical Hospitals | 3,413 | 316 | -179 | 137 | -205 | -342 |
| Nursing Care Facilities (Skilled Nursing Facilities) | 1,839 | 156 | -353 | -197 | 52 | 249 |
| Home Health Care Services | 1,617 | 119 | 41 | 160 | 256 | 96 |
| Pharmacies and Drug Retailers | 1,580 | 73 | -126 | -53 | 748 | 801 |
| Assisted Living Facilities for the Elderly | 679 | 72 | 9 | 81 | -141 | -221 |
| Medical, Dental, and Hospital Equipment and Supplies Merchant Wholesalers | 407 | 2 | 5 | 7 | 380 | 373 |
| Residential Mental Health and Substance Abuse Facilities | 353 | 5 | 0 | 5 | 295 | 290 |
| Cosmetics, Beauty Supplies, and Perfume Retailers | 331 | 26 | 73 | 99 | 37 | -62 |
| Outpatient Mental Health and Substance Abuse Centers | 298 | 13 | 23 | 36 | 149 | 113 |
| Psychiatric and Substance Abuse Hospitals | 288 | 37 | -29 | 8 | -136 | -144 |
| Continuing Care Retirement Communities | 285 | 29 | -45 | -16 | -43 | -27 |
| Surgical and Medical Instrument Manufacturing | 232 | 30 | 9 | 39 | -114 | -153 |
| Dental Laboratories | 219 | 5 | -8 | -3 | 164 | 167 |
| Specialty (except Psychiatric and Substance Abuse) Hospitals | 218 | 0 | 0 | 0 | Insf. Data | N/A |
| Residential Intellectual and Developmental Disability Facilities | 208 | 13 | -13 | 0 | 57 | 57 |

Figure: Shift-share Analysis of Biomedical Biotechnical Life Sciences cluster 2018-2023

Source: Purdue Center for Regional Development

| 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 Medical and Surgical Hospitals | 3,413 | 316 | -179 | 137 | -205 | -342 |
| Nursing Care Facilities (Skilled Nursing Facilities) | 1,839 | 156 | -353 | -197 | 52 | 249 |
| Home Health Care Services | 1,617 | 119 | 41 | 160 | 256 | 96 |
| Pharmacies and Drug Retailers | 1,580 | 73 | -126 | -53 | 748 | 801 |
| Assisted Living Facilities for the Elderly | 679 | 72 | 9 | 81 | -141 | -221 |
| Medical, Dental, and Hospital Equipment and Supplies Merchant Wholesalers | 407 | 2 | 5 | 7 | 380 | 373 |
| Residential Mental Health and Substance Abuse Facilities | 353 | 5 | 0 | 5 | 295 | 290 |
| Cosmetics, Beauty Supplies, and Perfume Retailers | 331 | 26 | 73 | 99 | 37 | -62 |
| Outpatient Mental Health and Substance Abuse Centers | 298 | 13 | 23 | 36 | 149 | 113 |
| Psychiatric and Substance Abuse Hospitals | 288 | 37 | -29 | 8 | -136 | -144 |
| Continuing Care Retirement Communities | 285 | 29 | -45 | -16 | -43 | -27 |
| Surgical and Medical Instrument Manufacturing | 232 | 30 | 9 | 39 | -114 | -153 |
| Dental Laboratories | 219 | 5 | -8 | -3 | 164 | 167 |
| Specialty (except Psychiatric and Substance Abuse) Hospitals | 218 | 0 | 0 | 0 | Insf. Data | N/A |
| Residential Intellectual and Developmental Disability Facilities | 208 | 13 | -13 | 0 | 57 | 57 |

Figure: Leakage Analysis of Biomedical Biotechnical Life Sciences cluster 2018-2023

Source: Purdue Center for Regional Development

| Occupations | Jobs 2023 | % Change 2018-2023 | % of Total Jobs in Cluster 2024 | Median Hour Earnings | Entry level Education | Automation |
|---------------------------------------------------|-----------|--------------------|---------------------------------|----------------------|-----------------------------------|------------|
| Registered Nurses | 1,304 | 11.6% | 9.9% | \$34.68 | Bachelor's degree | 85.3 |
| Home Health and Personal Care Aides | 1,181 | 11.4% | 9.5% | \$14.08 | High school diploma or equivalent | 93.6 |
| Nursing Assistants | 794 | -25.7% | 6.2% | \$19.73 | Postsecondary nondegree award | 97 |
| Cashiers | 450 | 118.7% | 3.2% | \$14.90 | No formal educational credential | 105.5 |
| Office Clerks, General | 322 | 26.4% | 2.5% | \$21.05 | High school diploma or equivalent | 102 |
| Pharmacy Technicians | 267 | 54.9% | 2.4% | \$17.61 | High school diploma or equivalent | 109.9 |
| Licensed Practical and Licensed Vocational Nurses | 264 | -35.7% | 2.1% | \$26.41 | Postsecondary nondegree award | 84.8 |
| Maintenance and Repair Workers, General | 263 | 82.1% | 2.0% | \$26.67 | High school diploma or equivalent | 109.6 |
| Retail Salespersons | 253 | -9.7% | 1.8% | \$12.60 | No formal educational credential | 93.4 |
| Customer Service Representatives | 234 | 83.3% | 1.9% | \$17.43 | High school diploma or equivalent | 96.4 |
| Social and Human Service Assistants | 197 | 97.2% | 1.5% | \$21.39 | High school diploma or equivalent | 89.4 |
| Pharmacists | 187 | 40.0% | 1.5% | \$63.29 | Doctoral or professional degree | 89.1 |
| First-Line Supervisors of Retail Sales Workers | 175 | 5.6% | 1.1% | \$19.22 | High school diploma or equivalent | 87.8 |
| Medical Secretaries and Administrative Assistants | 175 | 17.5% | 1.3% | \$18.42 | High school diploma or equivalent | 93.1 |
| Medical Assistants | 172 | 57.8% | 1.3% | \$18.82 | Postsecondary nondegree award | 97.3 |

Figure: Occupations, change of jobs, Median Income, and Automation Index, Biomedical Biotechnical Life Sciences cluster, 2018-2023

Source: Purdue Center for Regional Development

Biomedical Biotechnical Life Sciences Takeaways

- Shift-share analysis reveals that pharmacies and drug retailing sector has significantly highly competitive shift (regional performance) value of +801. Medical, dental, and hospital equipment and supplies merchant wholesalers have a competitive shift value of +373.
- Nursing care facilities and home health care services sectors also have positive competitive shift values of +249 and +96, respectively. This shows that the need for old age care is increasing in demand, and the sectors are well positioned and can be expanded.
- The specialized health care sectors such as residential mental health and substance abuse facilities, outpatient mental health and substance abuse centers, and residential intellectual and developmental disability facilities have competitive shift values of +290, +113 and +57, respectively. Given the stronger performance in these sectors, the region can develop strategies to strengthen and expand these sectors.
- Dental laboratories also have positive competitive shift value of +167.
- General medical and surgical hospitals had a negative competitive shift value of -342 during the 2018-2023 period. However, the job postings data reveal that this sector had the highest level of unique jobs postings from July 2024 to July 2025. The region needs to explore this sector further to assess their labor needs.
- Biomedical/Biotechnical cluster is driven by specialized mental and general healthcare services.

Computer & Electronic Product Mfg. Cluster Analysis

| 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) |
|------------------------------------------------------------------------------------------------------------------------|-----------|------------------------------------|------------------------------------|------------------------------------------|------------------------------------------|-----------------------------------------------|
| Electronic Connector Manufacturing | 1,547 | 104 | -17 | 87 | 359 | 272 ↑ |
| Other Electronic Component Manufacturing | 153 | 10 | -7 | 3 | 35 | 32 ↑ |
| Other Measuring and Controlling Device Manufacturing | 92 | 2 | 0 | 2 | 70 | 68 ↑ |
| Manufacturing and Reproducing Magnetic and Optical Media | 22 | 6 | -17 | -11 | -53 | -42 |
| Computer Terminal and Other Computer Peripheral Equipment Manufacturing | <10 | 0 | 0 | 0 | Insf. Data | 0 |
| Telephone Apparatus Manufacturing | <10 | 0 | 0 | 0 | Insf. Data | 0 |
| Audio and Video Equipment Manufacturing | <10 | 0 | 0 | 0 | Insf. Data | 0 |
| Semiconductor and Related Device Manufacturing | <10 | 0 | 0 | 0 | Insf. Data | 0 |
| Instruments and Related Products Manufacturing for Measuring, Displaying, and Controlling Industrial Process Variables | <10 | 0 | 0 | 0 | Insf. Data | 0 |
| Analytical Laboratory Instrument Manufacturing | <10 | 0 | 0 | 0 | Insf. Data | 0 |

Figure: Shift-share Analysis of Computer & Electronic Product Mfg. cluster 2018-2023

Source: Purdue Center for Regional Development

| Industries | Estimated Input (\$ Million), 2023 | % In-Region | % Out of Region |
|-------------------------------------------------------------------------------------------------|---------------------------------------|-------------|-----------------|
| Corporate, Subsidiary, and Regional Managing Offices | \$5,925,968 | 12.9% | 87.1% |
| Printed Circuit Assembly (Electronic Assembly) Manufacturing | \$5,906,144 | 0.0% | 100.0% |
| Electrical Apparatus and Equipment, Wiring Supplies, and Related Equipment Merchant Wholesalers | \$3,678,711 | 1.4% | 98.6% |
| Other Electronic Parts and Equipment Merchant Wholesalers | \$3,418,533 | 4.1% | 95.9% |
| Other Electronic Component Manufacturing | \$3,225,838 | 22.4% | 77.6% |
| Offices of Lawyers | \$2,947,872 | 51.4% | 48.6% |
| Commercial Banking | \$2,633,198 | 46.1% | 53.9% |
| Iron and Steel Mills and Ferroalloy Manufacturing | \$2,092,605 | 6.0% | 94.0% |
| Copper Rolling, Drawing, Extruding, and Alloying | \$1,951,063 | 0.0% | 100.0% |
| Instrument Manufacturing for Measuring and Testing Electricity and Electrical Signals | \$1,830,081 | 0.0% | 100.0% |
| Nonferrous Metal (except Aluminum) Smelting and Refining | \$1,674,553 | 0.0% | 100.0% |
| Nonferrous Metal (except Copper and Aluminum) Rolling, Drawing, and Extruding | \$1,540,062 | 5.8% | 94.2% |
| Bare Printed Circuit Board Manufacturing | \$1,381,832 | 0.0% | 100.0% |
| Machine Shops | \$1,270,920 | 11.5% | 88.5% |
| Electronic Connector Manufacturing | \$1,188,628 | 98.0% | 2.0% |

Figure: Leakage Analysis of Computer & Electronic Product Mfg. cluster 2018-2023

Source: Purdue Center for Regional Development

Computer & Electronic Product Mfg. Takeaways

- The computer and electronic product mfg. cluster overlaps with the advanced materials cluster. Shift-share analysis reveals that the electronic connector manufacturing provides the largest employment (1,547 jobs) in this cluster and it has also the highest positive competitive shift value of +272. Other electronic component manufacturing is ranked 2nd and has a positive competitive shift value of +32.
- Overall, the region can explore strategies in the area of electronics industries seeking out their needs and requirements. It is recommended to partner with the local economic development organizations and chambers of commerce to assess opportunities for electronic industries in detail.
- Southern Indiana has a proliferation of data centers which are included in NAICS 518210 or computing infrastructure providers, data processing, web hosting and related services. There is an opportunity to see if the demand for supplies for data centers can be met by Riverhills industries, especially computer and electronic product mfg. cluster.

Machinery Mfg.- Cluster Analysis

| 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) |
|---------------------------------------------------------------------------------------|-----------|------------------------------------|------------------------------------|------------------------------------------|------------------------------------------|-----------------------------------------------|
| All Other Miscellaneous General Purpose Machinery Manufacturing | 418 | 28 | -6 | 22 | 94 | 72 ↑ |
| Elevator and Moving Stairway Manufacturing | 268 | 0 | 0 | 0 | 264 | 264 ↑ |
| Industrial and Commercial Fan and Blower and Air Purification Equipment Manufacturing | 266 | 35 | -14 | 21 | -133 | -154 |
| Industrial Mold Manufacturing | 176 | 15 | -41 | -26 | -1 | 25 ↑ |
| Lawn and Garden Tractor and Home Lawn and Garden Equipment Manufacturing | 151 | 23 | -11 | 12 | -108 | -120 |
| All Other Industrial Machinery Manufacturing | 137 | 6 | 0 | 6 | 70 | 64 ↑ |
| Commercial and Service Industry Machinery Manufacturing | 117 | 16 | -21 | -5 | -63 | -58 |
| Farm Machinery and Equipment Manufacturing | 105 | 10 | 4 | 14 | -5 | -19 |
| Cutting Tool and Machine Tool Accessory Manufacturing | 48 | 3 | -9 | -6 | 8 | 14 ↑ |
| Special Die and Tool, Die Set, Jig, and Fixture Manufacturing | 29 | 8 | -22 | -14 | -57 | -43 |
| Construction Machinery Manufacturing | <10 | 0 | 0 | 0 | Insf. Data | N/A |
| Food Product Machinery Manufacturing | <10 | 6 | -1 | 5 | Insf. Data | N/A |
| Sawmill, Woodworking, and Paper Machinery Manufacturing | <10 | 0 | 0 | 0 | Insf. Data | N/A |
| Heating Equipment (except Warm Air Furnaces) Manufacturing | <10 | 0 | 0 | 0 | Insf. Data | N/A |
| Machine Tool Manufacturing | <10 | 1 | -1 | 0 | Insf. Data | N/A |

Figure: Shift-share Analysis of Machinery Mfg. cluster 2018-2023

Source: Purdue Center for Regional Development

| Industries | Estimated Input (\$ Million), 2023 | % In-Region | % Out of Region |
|-------------------------------------------------------------------------------------------------|---------------------------------------|-------------|-----------------|
| Iron and Steel Mills and Ferroalloy Manufacturing | \$30,418,140 | 33.1% | 66.9% |
| Corporate, Subsidiary, and Regional Managing Offices | \$15,191,411 | 15.4% | 84.6% |
| Industrial Machinery and Equipment Merchant Wholesalers | \$5,921,809 | 28.6% | 71.4% |
| Machine Shops | \$4,048,774 | 11.1% | 88.9% |
| Motor Vehicle Gasoline Engine and Engine Parts Manufacturing | \$3,643,692 | 0.4% | 99.6% |
| Other Motor Vehicle Parts Manufacturing | \$3,166,132 | 84.8% | 15.2% |
| Electrical Apparatus and Equipment, Wiring Supplies, and Related Equipment Merchant Wholesalers | \$3,146,765 | 2.7% | 97.3% |
| Iron Foundries | \$2,982,159 | 0.0% | 100.0% |
| Other Electronic Parts and Equipment Merchant Wholesalers | \$2,924,186 | 3.7% | 96.3% |
| Farm Machinery and Equipment Manufacturing | \$2,911,591 | 49.7% | 50.3% |
| All Other Miscellaneous General Purpose Machinery Manufacturing | \$2,793,921 | 48.2% | 51.8% |
| All Other Miscellaneous Electrical Equipment and Component Manufacturing | \$2,792,050 | 0.2% | 99.8% |
| Relay and Industrial Control Manufacturing | \$2,636,075 | 2.7% | 97.3% |
| Iron and Steel Pipe and Tube Manufacturing from Purchased Steel | \$2,338,594 | 0.0% | 100.0% |
| Copper Rolling, Drawing, Extruding, and Alloying | \$2,317,641 | 0.0% | 100.0% |

Figure: Leakage Analysis of Machinery Mfg. cluster 2018-2023

Source: Purdue Center for Regional Development

| Occupations | Jobs 2023 | % Change 2018-2023 | % of Total Jobs in Cluster 2024 | Median Hour Earnings | Entry level Education | Automation |
|-----------------------------------------------------------------------------------------------------------|-----------|--------------------|---------------------------------|----------------------|-----------------------------------|------------|
| Miscellaneous Assemblers and Fabricators | 397 | 59.6% | 23.8% | \$18.99 | High school diploma or equivalent | 112.6 |
| Machinists | 125 | -47.1% | 7.9% | \$25.78 | High school diploma or equivalent | 115.2 |
| Welders, Cutters, Solderers, and Brazers | 84 | -45.9% | 4.7% | \$20.43 | High school diploma or equivalent | 121.4 |
| Electrical, Electronic, and Electromechanical Assemblers, Except Coil Winders, Tapers, and Finishers | 83 | 1.6% | 3.2% | \$20.29 | High school diploma or equivalent | 110.9 |
| First-Line Supervisors of Production and Operating Workers | 69 | -5.1% | 4.1% | \$35.78 | High school diploma or equivalent | 88.6 |
| Computer Numerically Controlled Tool Operators | 66 | 71.3% | 3.8% | \$22.02 | High school diploma or equivalent | 116 |
| Laborers and Freight, Stock, and Material Movers, Hand | 54 | -17.2% | 2.8% | \$18.13 | No formal educational credential | 117.2 |
| Structural Metal Fabricators and Fitters | 40 | 665.3% | 1.9% | \$21.42 | High school diploma or equivalent | 130.3 |
| Tool and Die Makers | 35 | -7.2% | 2.0% | \$34.23 | Postsecondary nondegree award | 120.2 |
| Mechanical Engineers | 34 | 34.4% | 1.6% | \$43.98 | Bachelor's degree | 83.4 |
| Industrial Production Managers | 31 | 95.9% | 1.6% | \$48.59 | Bachelor's degree | 80.9 |
| Grinding, Lapping, Polishing, and Buffing Machine Tool Setters, Operators, and Tenders, Metal and Plastic | 29 | 34.8% | 1.8% | \$22.28 | High school diploma or equivalent | 119 |
| Inspectors, Testers, Sorters, Samplers, and Weighers | 29 | -8.2% | 1.5% | \$19.70 | High school diploma or equivalent | 106.1 |
| Sales Representatives, Wholesale and Manufacturing, Except Technical and Scientific Products | 26 | -11.7% | 1.4% | \$26.72 | High school diploma or equivalent | 91.5 |
| Architectural and Engineering Managers | 24 | 251.6% | 1.9% | \$68.53 | Bachelor's degree | 80.7 |

Figure: Occupations, change of jobs, Median Income, and Automation Index, Biomedical Biotechnical Life Sciences cluster, 2018-2023

Source: Purdue Center for Regional Development

Machinery Mfg. Takeaways

- Shift-share analysis reveals that there could be opportunities in the specific areas of machinery manufacturing. The elevator and moving stairway manufacturing provided 268 jobs but it had the highest positive competitive shift value of +264. The industry sector has emerged and grown in the region since 2018. Another related sector providing the highest number of jobs in this cluster is general purpose manufacturing (418 jobs) with positive competitive shift value of +72.
- Similarly, all other industrial machinery manufacturing had a positive competitive shift value of +64; industrial mold manufacturing had a positive competitive shift value of +25; and cutting tool and machine tool accessory manufacturing had a positive competitive shift value of +14. These industry sectors are similar, and strategies can be developed to support these groups of industry establishments.
- The jobs postings reveal that fluid power cylinder and actuator manufacturing has been active in hiring since July 2024, however, this industry did not exist in the region until 2023. Such emerging industries could be areas of opportunities explored by the region.

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 | 2020 |
| 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 |

