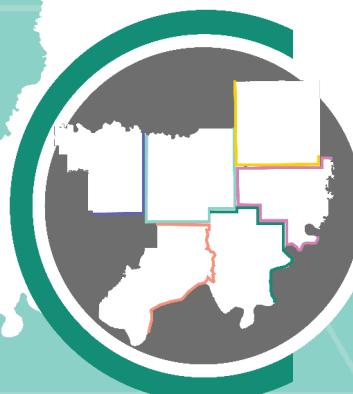




**2023**  
5-YEAR PLAN

ADOPTED APRIL 25, 2023

**IND  
15**



**EDS**

Comprehensive Economic Development Strategy



**Regional  
Planning  
Commission**

PREPARED FOR:

# INDIANA 15 REGIONAL PLANNING COMMISSION

PREPARED BY:

TAYLOR  
SIEFKER  
WILLIAMS  
design group



RESOLUTION NO. 2023 -11

## A RESOLUTION CONCERNING THE APPROVAL OF THE 2023 COMPREHENSIVE ECONOMIC DEVELOPMENT STRATEGY REPORT OF THE INDIANA 15 REGIONAL PLANNING COMMISSION

**WHEREAS**, The Indiana 15 Regional Planning Commission has been a designated Economic Development District since December 7, 1975; and

**WHEREAS**, such designation enables all of the counties, cities and towns of the District to benefit from the many programs provided by the Economic Development Administration as an agency of the U.S. Department of Commerce; and

**WHEREAS**, the Commission is required to annually update its Comprehensive Economic Development Strategy (CEDS) in order to maintain its designation;

**NOW, THEREFORE, BE IT RESOLVED BY THE INDIANA 15 REGIONAL PLANNING COMMISSION THAT:**

The Commission, acting through its Board of Directors, has determined that the 2023 CEDS 5-Year Performance Report satisfactorily addresses the economic development needs of the District and all constituent jurisdictions; and

**BE IT FURTHER RESOLVED THAT:**

The Commission does herewith adopt and approves of the 2023 CEDS 5-Year Performance Report.

ADOPTED THIS 25<sup>th</sup> DAY OF April, 2023, by the Board of Directors of Indiana 15 Regional Planning Commission.

INDIANA 15 REGIONAL PLANNING COMMISSION



Paul Lorey, Chair

ATTEST:



Balaji Kashyab, Secretary

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# CHAPTER 1

# INTRODUCTION

## WHAT IS THE INDIANA 15 COMPREHENSIVE ECONOMIC DEVELOPMENT STRATEGY (CEDS)?

Quality of place, recreational assets, strong schools, low crime, and friendly neighbors - these are some of the characteristics that were used by Indiana 15 residents to describe what they love about their region. Indiana 15 Regional Planning Commission (RPC) includes a six-county area encompassing Pike, Dubois, Spencer, Perry, Orange, and Crawford. Our region is home to six cities, 21 towns, 125,260 residents, and countless stories of communities working together to solve small and large challenges.

Over the last decade, the Indiana 15 region has faced challenges related to affordable housing, workforce training and education, substance abuse and mental health, and infrastructure. The region's last major Five-year update to the CEDS was in 2018 when the Indiana 15 RPC identified four overarching goals to combat those challenges including:

- Help businesses succeed,
- Enhance regional connectivity,
- Enhance quality of life, and
- Attract tourists and enhance arts.

Since then, the COVID-19 pandemic has created new economic challenges while also exacerbating existing challenges for the region. Lack of childcare options, limited access to broadband, changes in business operations, and lack of support services for mental health became an enigma for many communities across the world including the Indiana 15 region.

Indiana 15 RPC, along with countless other regional partners, have spent the last two to three years seeking recovery but also planning for economic resilience and prosperity for future generations.

In November 2022, the Indiana 15 RPC contracted Taylor Siefker Williams Design Group to develop a comprehensive economic development strategy (CEDS) under the guidelines of the US Economic Development Administration (EDA). This CEDS represents a five-year plan to continue working together to impact the future of the Indiana 15 region. It outlines projects and programs that will require communication and collaboration from public, private and philanthropic partners across the region. This CEDS will serve as a roadmap for future economic development efforts in the Indiana 15 region. One of the primary intents of the CEDS plan is to build regional capacity which emphasizes the importance of community and collaboration to align efforts and share resources. Key regional stakeholders embrace a spirit of regionalism to support this initiative. Implementing the action items described within this document will strengthen the ability of the Indiana 15 region to secure its economic future and position it as a competitive region.

## HOW ARE WE ALIGNING REGIONAL PLANNING EFFORTS?

In 2021, the Indiana 15 RPC launched a regional resiliency and recovery planning process intended to help the Indiana 15 region recover from the economic effects of the COVID-19 pandemic and become more resilient to future economic disruptions. Through various touchpoints with key stakeholders, task force groups, and the general public, the final plan, *Steadfast: Creating Deeper Roots for a Stronger Future*, was finalized and adopted by the Indiana 15 RPC Board of Directors in October 2022.

This plan is intended to be a guide for the Indiana 15 region to utilize as an economic recovery tool and resource. Communities within the Indiana 15 region can use this plan to update their own policies, develop programs, and leverage projects and additional funding. Although the Steadfast Plan is intended to be a regional guide, communities within the region can use specific programs and projects to continue their own local recovery efforts.

*Steadfast: Creating Deeper Roots for a Stronger Future Plan* is organized around six topic areas, or “pillars” including economy, education, housing, infrastructure, quality of life, and governance. In an effort to continue building on the vision and goals of the Steadfast Plan, these six pillars have been carried forward into the 2023 Indiana 15 CEDS.

## WHAT ARE INDIANA 15 HOOSIERS SAYING?

Following a three-phased planning process, the CEDS process kicked off in November 2022. Phase one, Information Gathering, included a series of public engagement opportunities and an inventory of existing conditions. The second phase, Draft Plan Development, utilized data-driven conclusions and public perceptions to develop a series of goals, objectives, and strategies that aligned with the region’s six pillars. Phase three, Implementation, consisted of working with the Indiana 15 staff to determine the best approach for creating an evaluation framework and building consensus around the regional strategies.

Because the CEDS process started almost immediately after the Steadfast planning process, the CEDS relied heavily on the community engagement efforts completed as part of the Steadfast Plan. Building off of previous engagement efforts, the project team, in partnership with the Indiana 15 RPC, facilitated two online surveys (a short version and a long version) and 25 meetings with municipal leaders to gather additional feedback from regional leaders and residents. These efforts reached over 120 people during the community meetings and nearly 200 survey responses. The following statements are intended to provide a snapshot of what we heard from the Indiana 15 Hoosiers. A more in-depth assessment of the region’s strengths, weaknesses, opportunities, and threats (SWOT) can be found in *Chapter Three: Regional Opportunities and Needs Assessment*.

## **Regional Performance –**

**Overall, the majority of survey respondents ranked six out of nine performance indicators as “average.”**

The CEDS online survey identified nine topic areas that were used to gauge the community's perception of how well the region is performing within that specific topic area. This was used to identify areas of improvement for the Indiana 15 RPC and its partners.

Respondents feel that the Indiana 15 region has a strong reputation for being a great place to live but could use some improvement on a variety of topics related to business and workforce growth.

## **Regional Assets**

**Many of the region’s assets that were identified are amenities or characteristics that enhance quality of life.** The CEDS survey listed a variety of topics and asked respondents to identify the items that were considered regional assets. Regional attractions and destinations, vibrant downtowns, diverse community amenities, and desirable cost of living were held to high regard – all of which contribute to the quality of life offered within the Indiana 15 region. Adequate utility infrastructure and business attraction and retention were also identified as regional assets.

## **Greatest Threats –**

**Population decline, aging population, income inequities, and reliance on a low number of industries were identified as the greatest threats to the region.**

The CEDS survey asked respondents to identify the top 3 threats to the region in a list of 10 items. Reliance on a low number of industries was the highest rank threat followed by population decline, aging population, and income inequities. Respondents were able to identify their own threats in a comment box with common answers such as lack of housing opportunities and lack of funding for rural communities.

## **Top Priorities –**

**It is important for the region to prioritize access to childcare facilities and services, providing affordable housing opportunities, and keeping people in the region.** The CEDS survey asked respondents to help prioritize the 10 regional challenges identified within the Steadfast Plan. An overwhelming majority of respondents prioritized access to childcare, affordable housing, and keeping people in the region. A close contender was addressing the limited workforce challenge. Of particular importance is how this prioritization is directly tied to some of the greatest threats identified above.

## **Regional Performance Indicators**



**ABOVE AVERAGE**

Image of the region as a place to LIVE.



**AVERAGE**

Business Growth

Inclusivity

Image of the region as a place for BUSINESS.

Regional Leadership

Regional Vision

Wages and Salaries



**BELOW AVERAGE**

Job Growth

Career Opportunities

## HOW IS THIS DOCUMENT ORGANIZED?

Building on the requirements set forth by the EDA, the CEDS plan contains six major sections including:



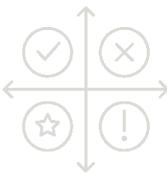
### Chapter 1: Introduction

This chapter outlines the purpose of the CEDS and its relation to the *Steadfast: Creating Deeper Roots for a Stronger Future Plan*, and provides an overview of the planning process, key findings from public engagement, and the organization of the document.



### Chapter 2: Regional Overview

This chapter provides a background summary of the region through collecting and analyzing regional data and inventorying the built environment. Topics range from demographics and housing to employment and economic resilience.



### Chapter 3: Regional Opportunities and Needs Assessment

This chapter utilizes public input and the summary background to identify the region's strengths, weaknesses, opportunities, and threats. This SWOT analysis is organized by the region's six pillars including economy, education, housing, infrastructure, quality of life, and governance. The findings from the assessment were used to inform the action plan found in chapter five.



### Chapter 4: Economic Resiliency

This chapter evaluates the region's resiliency or its ability to avoid, withstand, and recover from economic shifts or anything else that might cause some level of disruption. Because the region has a plan dedicated to addressing this topic, much of this chapter originated from the *Steadfast: Creating Deeper Roots for a Stronger Future Plan*.



### Chapter 5: Our Region's Action Plan

This chapter outlines the roadmap for the future by identifying projects, programs, and policy updates that work to achieve the region's vision and goals. This chapter is organized into three focus areas including Community and Neighborhoods, Industries and Businesses, and Amenities and Programs. Each of the six pillar goals are addressed in one of the focus areas.



### Chapter 6: Implementation

This chapter includes the evaluation framework that will be used to measure the implementation of the plan and its impacts on the regional economy. A range of benchmarks is identified for each of the region's six pillars.

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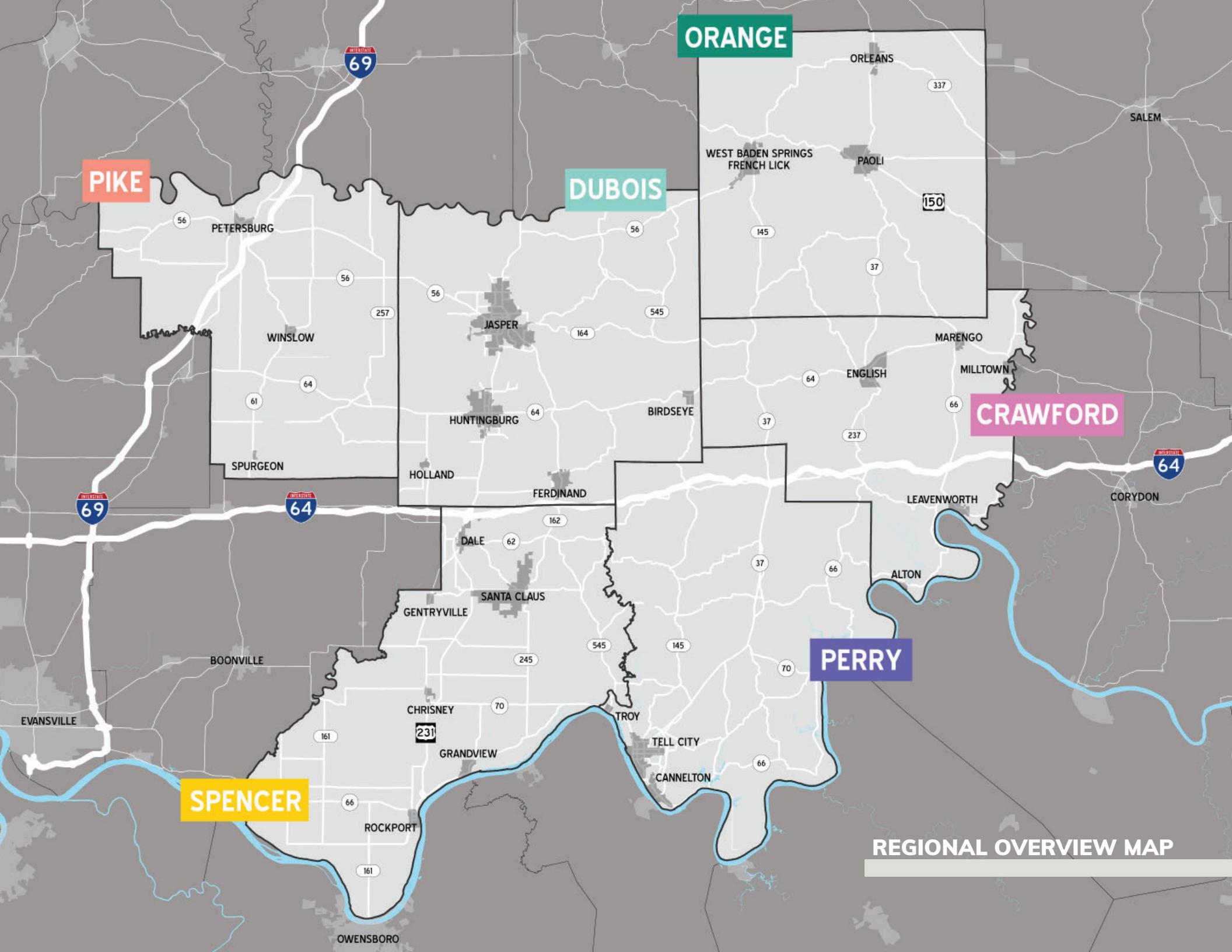
# CHAPTER 2

# REGIONAL OVERVIEW



## INTRODUCTION

This summary provides a snapshot of current conditions within the Indiana 15 region which includes the six-county area of Pike, Dubois, Spencer, Perry, Orange, and Crawford. *Chapter 2: Regional Overview* places a focus on topics relevant to economic development such as demographics, housing, employment, industries, and economic resilience. The purpose of this chapter is to create an up-to-date, baseline assessment that the Indiana 15 Regional Planning Commission (RPC) can utilize to inform its economic development strategies. The information and data in this section was provided by Purdue University Center for Regional Development's IARC Data Dashboard and the region's *Steadfast: Creating Deeper Roots for a Stronger Future plan*. The topics that were pulled from the Data Dashboard used 2020 estimates while the data sourced from the Steadfast Plan were 2019 estimates.



## REGIONAL OVERVIEW

The Indiana 15 region is located in Southern Indiana and is made up of six counties: Crawford, Dubois, Orange, Perry, Pike, and Spencer. Interstate 69 crosses the western side of the region, running north to south, and Interstate 64 bisects it, running east to west. Freight rail lines including Norfolk Southern, HOS and DCRR also serve the area. The region contains six cities and 21 towns, including Tell City, Jasper, Huntingburg, and Paoli, among others. The Ohio River forms the southern border of the region.

### *Recreation Assets*

One of the region's greatest assets is the accessibility to outdoor recreation. The land that is now the Hoosier National Forest was once home to Native American villages, trader settlements, and European American farmsteads. In the 1930s the Indiana Governor petitioned the federal government to help with erosion caused by lumbering the land resulting in the creation of the Hoosier National Forest. Today, the Hoosier National Forest holds this history as well as scenic views, watchable wildlife, and unique geology to enjoy. The region is bordered to the south by the Ohio River, and also contains Patoka Lake, the second largest fresh-water reservoir in the state.

### *Historical Assets*

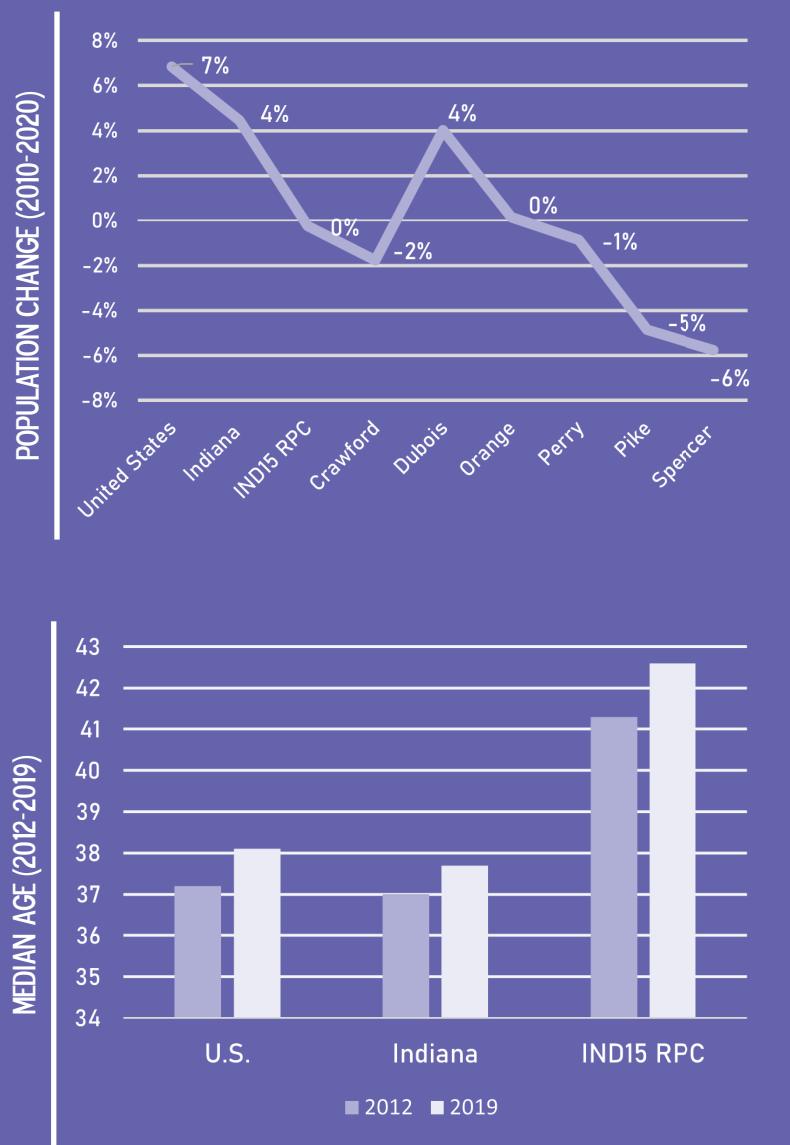
The region is known for celebrating its culture with long-running festivals that draw thousands of visitors. There are 53 regional sites named to the National Register of Historic Places. Sites include, but are not limited to, three courthouses still in use, eight historic districts, six churches, four hotels, one lodge, and two rock shelters, among many others.

### *Transportation Network*

The western part of the region is crossed by Interstate 69 which runs north to south and Interstate 64 which crosses the region from west to east. State Road 37 runs north to south through the region. The region is also served by Class I freight railroad Norfolk Southern and regional railroads Hoosier Southern and Dubois County Railroad. The Perry County Port Authority also operates in the region which can offload Ohio River barges onto rail or trucks for transport. There are also four small airports in the region.

### *Utility Infrastructure*

The region's infrastructure - water, wastewater, and stormwater – is aging, with efforts continuing to maintain and improve when necessary. Although access to electricity, natural gas and water are plentiful and cost effective, there are still areas not served because of topography and feasibility as primary challenges. The expansion of broadband access is an ongoing effort, with significant progress made within the last five years.



## DEMOGRAPHICS

**Populations across the region are declining, in contrast to growth trends in Indiana and the United States.**

This indicates that people and families are moving out of the region and not enough people are moving in to make up for that loss. Overall, the region lost 0.3% of its population between 2010 and 2020 whereas the state grew by 4% and the nation by 7%. Of the individual counties, Dubois County experienced the most growth with a 4% increase, while Spencer County experienced the greatest decline at 6% within the same timeframe.

### Implications

If the region continues along this path, it will become more difficult to attract new development. Less people can lead to a smaller tax base and declining market demand for goods and services.

**The region is aging faster than the United States and Indiana.**

The median age in the United States and Indiana has grown by less than 0.3% each year. In most counties in the region, the median age is growing by more than 0.4 percent. This suggests that people are staying in the region to age, but younger youths are moving away and fewer families (young families specifically) are moving in.

One way to examine the region's age composition is to look at the population pyramid. Population pyramids are a graphical representation of the age and sex distribution of a population and yields insights into changing population conditions. The region's population pyramid shows that a large portion of the population falls within the 50-59 or 60-69 age group. Both of these age groups have gotten larger over the last 20 years, indicating the population is getting older.

### Implications:

An older population impacts workforce participation and the types of development and services that are needed. Aging citizens may be looking to down-size their home, need access to alternative modes of transportation, and need convenient access to healthcare and senior services.

## The region has a lower level of educational attainment when compared to Indiana and the United States.

In 2019, 18% of the region's residents had a bachelor's degree or higher, compared to 24% in Indiana and 30% in the U.S. Roughly half of the region's residents have a high school degree or less as their highest level of education completed. These trends may indicate that high school graduates who go on to pursue higher education do not stay in or return to the region after earning their degree. This could be a result of multiple factors. One possible assumption could be that the region does not have enough professional job opportunities. Another possibility is that the region is lacking the housing and amenities that an individual is looking for.

### Implications:

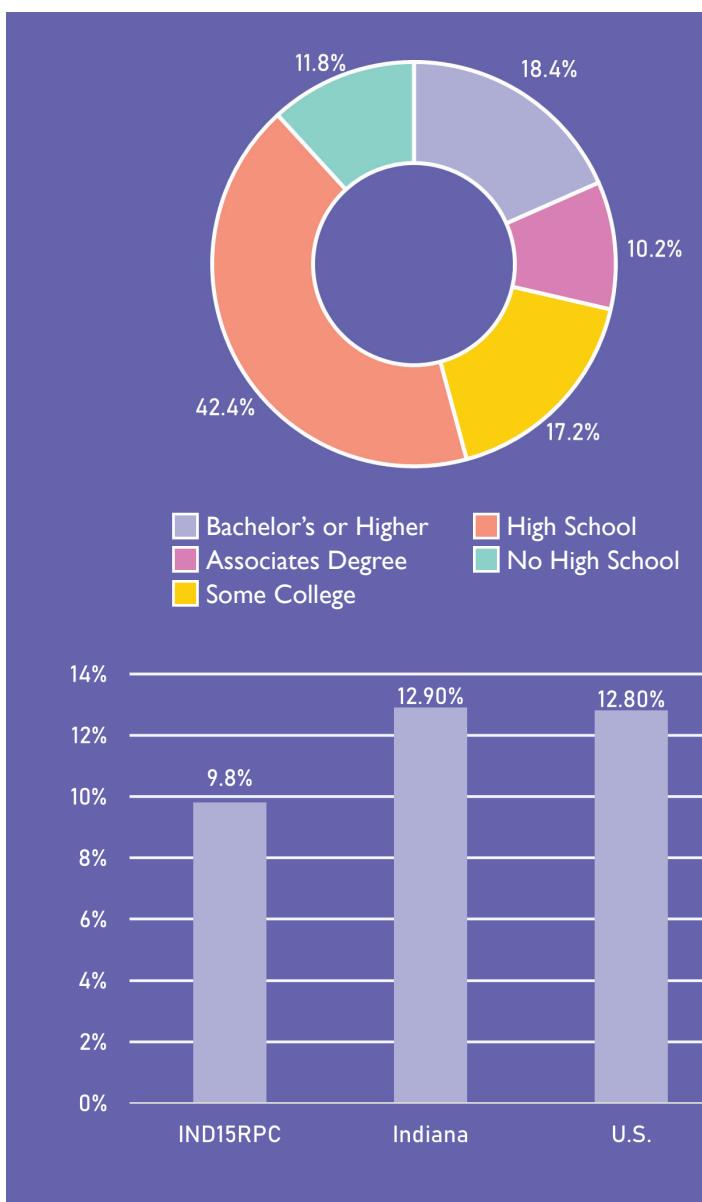
The relatively low educational attainment may prevent certain employers from moving into the region because they may worry that they will lack access to a skilled workforce. Furthermore, individuals with a lower educational attainment will likely earn a lower wage which impacts the types of housing they can afford, along with several other lifestyle preferences.

## The poverty rate in the region has been improving—however, poverty rates in Orange and Pike Counties have increased over the last ten years.

In 2020, the Indiana 15 region had a poverty rate of 9.8%, which is significantly lower than in Indiana (12.9%) and the nation (12.8%) and dropped by nearly two percentage points since 2012. However, some counties have more people living below the poverty line than others. In 2019, the poverty rate was 17.9% in Crawford County and 15.5% in Pike County. One of the main reasons poverty rates could be increasing is a change in the labor market and available opportunities. In both of these counties, the total population did decrease (2010 – 2019) which indicates that people living there may have lost their jobs or taken a significant pay cut at their place of employment.

### Implications:

When people are living in poverty, it can be hard for those families to meet their basic needs. Because of this, they are more likely to be dependent on social services, which can put a strain on taxpayer dollars. At the same time, they will be less likely to have disposable income to spend on goods and services, meaning that they have less to contribute to the local economy.





## HOUSING

**Housing occupancy rates have remained stable regionally, but have declined dramatically in Crawford County.**

In 2019, the Indiana 15 region had a vacancy rate of 14% which is only two percent higher than in 2010. This indicates that the demand for housing has not changed overall, except in Crawford County, where residents are moving out and are not being replaced.

In many instances, population and housing occupancy are directly related. In growing communities, the vacancy rate typically stays fairly low while in communities that are seeing a decline, the vacancy rate will likely increase. Dubois County is the only county in the region that experienced a decrease in its vacancy rate between 2010 and 2019, suggesting that people have been moving into the area and the demand for housing has increased.

### Implications:

Relatively stable housing occupancy indicates that people are content with where they are and likely aren't experiencing any major economic hardships. In order to attract new residents, the region will likely need to accommodate additional residential development.

**The age of the housing stock within the region tracks with nation- and state-wide trends, with some exceptions.**

In general, most of the homes (65%) in the region were built between 1950 and 2000 which is fairly similar to Indiana (61%) and the U.S. (64%). Furthermore, only 16% of the region's homes were built between 2000 and 2020. Since 2010, there have been 1,883 homes (4%) built in the region, with the majority of that growth taking place in Dubois County. The growth in the housing stock along with the decrease in vacancy rate in Dubois County points to economic opportunity in that county.

### Implications:

As homes become older, the cost of maintenance and upgrades continues to increase creating financial challenges for property owners. Furthermore, with less than 2,000 new houses built over the last 10+ years, the region may

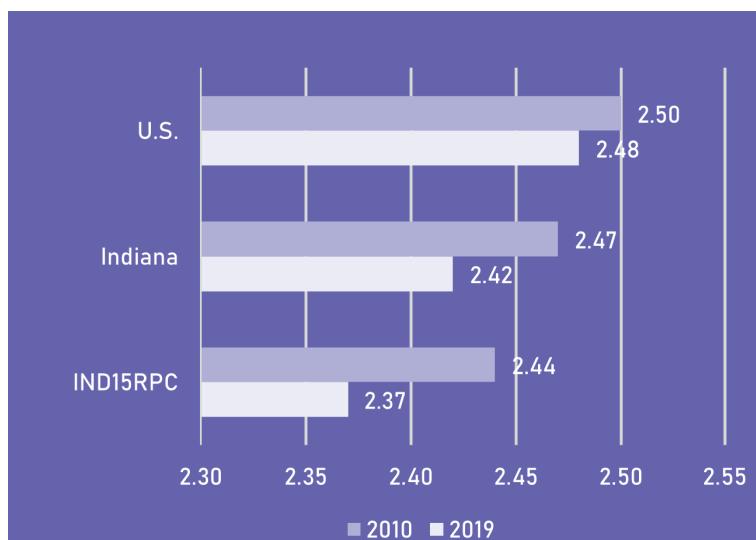
experience challenges related to housing not keeping up with demand. This slow growth in housing could be a result of infrastructure challenges (areas not served), the cost of construction materials, or lack of amenities or incentives to attract residents and/or developers.

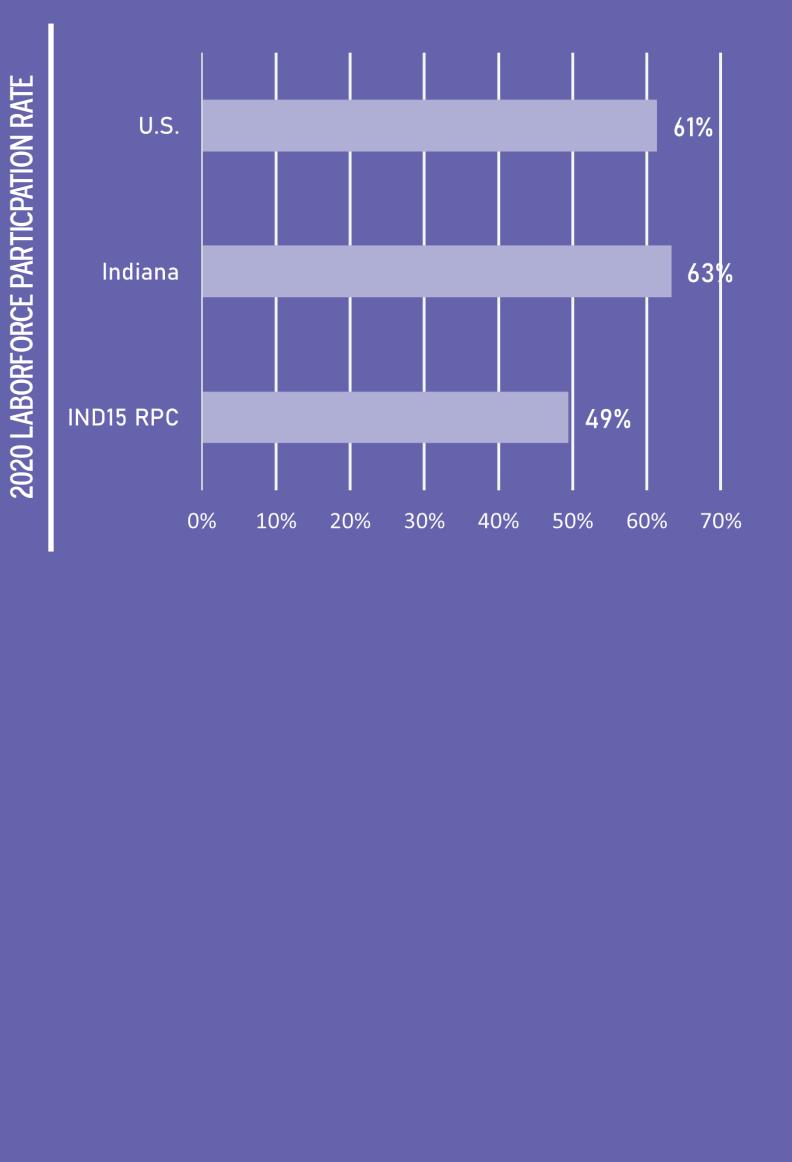
### Like in Indiana and the nation, households in the region are decreasing in size.

This trend correlates with families getting smaller, as people are having fewer children overall. There are economic reasons for this: increased pressure from inflation, student debt, and other factors are leading many people to choose to have less children than members of previous generations did, and to wait until later in life when they are more financially stable to start a family. The decreasing household size could also be directly related to the age of residents. Without the younger generation to start families, the household size will continue to remain small.

#### Implications:

The makeup of a household greatly impacts the financial aspects of that specific household. As the population continues to age, the number of people bringing home a paycheck will likely change which impacts an individual's disposable income and the affordability of their current living situation. The age structure of the region's population also indicates that many households may not have children living within their home which may explain why the regions household size is getting smaller.





## EMPLOYMENT

**The regional labor force participation rate has been holding steady but is fairly low compared to Indiana and the United States.**

The labor force describes the total number of people aged 16 years or older who are employed or unemployed but seeking a job. In 2020, the Indiana 15 region had a total labor force of 59,923 workers which represents 49.4% of the region's total population. This labor force rate is the same as it was in 2010, meaning the region is holding steady but the overall percentage is fairly low compared to the nation (61.4%) and the state (63.3%).

In terms of employed and unemployed workers, only 90% of the region's total labor force was employed in 2009, leaving 10% unemployed. By 2015, the economy had recovered from the 2009 Great Recession and employment rates had increased to 95% of the total labor force. Looking at 2020, 97% of workers were employed, which indicates that employment is on the rise.

### Implications:

This trend is not unique to the Indiana 15 region, it is a challenge the nation has been facing for nearly two decades. The main reason for this decline is linked to the age structure of the population. The region, and nation, will continue to see this decline as more baby boomers enter into retirement. In order to remedy this trend, emphasis should be placed on the region's ability to attract the younger generations in order to replace the workers that are retiring.

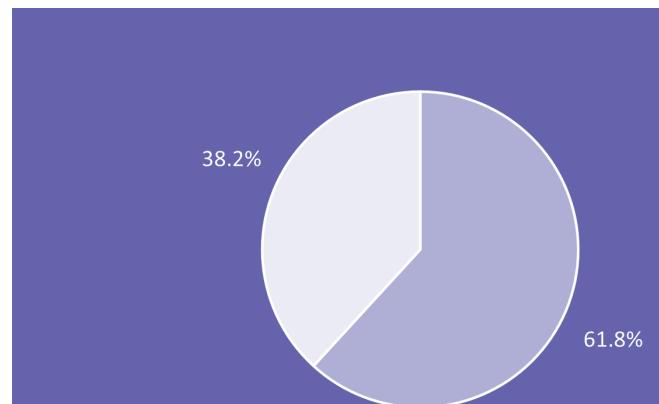
## The region has more people commuting out of the region for work than commuting in for work.

Just over 38% of people living in the Indiana 15 region work outside the region, while around 32% of workers in the region commute to their job from outside. Because more people commute out than in, this indicates that the Indiana 15 region is not considered an employment center. Commuting data can be evaluated two different ways; commuteshed and laborshed trends.

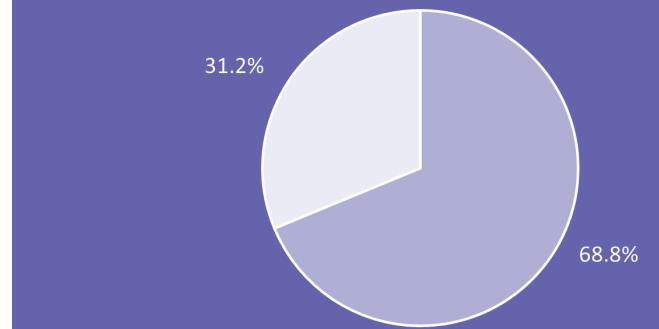
A commuteshed is the geographic area to which a region's labor force travels to work. Using commuteshed data, nearly 62% of the labor force is living AND working within the region and the other 38% of the residential labor force is living in the region but employed outside of the region. A laborshed is the geographic area from which a region draws employees. Using the laborshed data, nearly 69% of workers are employed and living within the region while the remaining 31% of workers are employed in the region but live outside of the region.

### Implications:

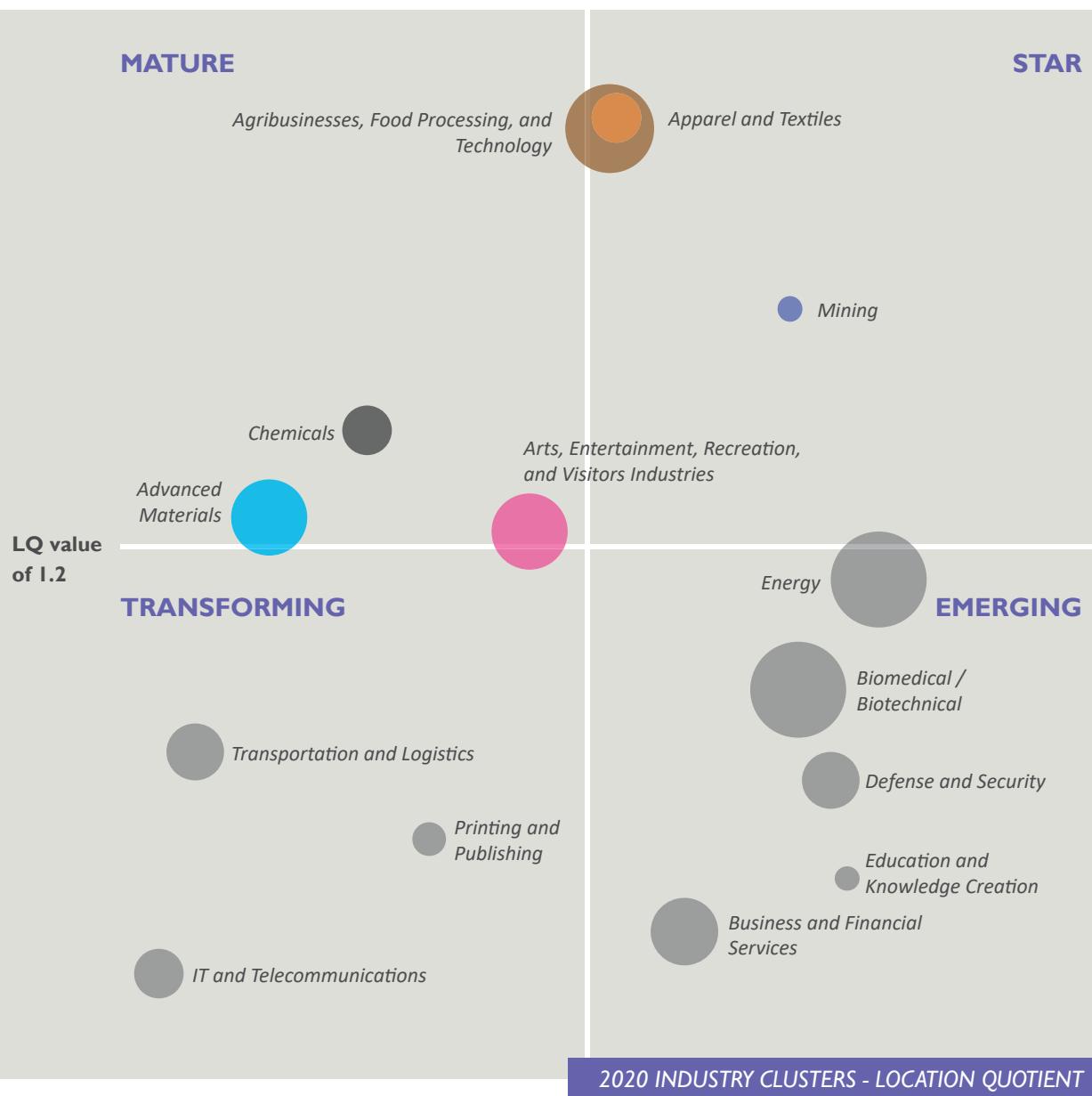
With a larger percentage of people commuting out of the Indiana 15 region for work, it could indicate that there is a mismatch between the local workforce and the job available within the region. Furthermore, there might be a mismatch between workers and desirable housing and/or amenities. There is a good portion of workers commuting into the Indiana 15 region for work instead of being full-time residents. Working to understand why these workers are choosing to live somewhere else could help the region in attracting future residents and workers.



■ Living and employed in the region  
■ Living in the region but employed outside



■ Employed and living in the region  
■ Employed in the region but living outside



## INDUSTRY PROFILE

The region has three primary “star” industries including (1) agribusiness, food processing and technology; (2) apparel and textiles; and (3) mining.

Industry clusters are local and regional concentrations of competitive firms who buy and sell from each other, use similar technologies, share a labor pool and supply chains, and drive the creation of wealth in a region. Location Quotients (LQ) which identify the industry's concentration relative to the United States are used to identify if an industry cluster is considered a growth-oriented “star,” maturing, emerging, or transforming.

For 2015-2020, growth-oriented clusters within the Indiana 15 region included agribusiness, food processing and technology; apparel and textiles; and mining. Each of these clusters have increased its LQ or shown a positive growth during the 5-year timeframe. These growth-oriented industries are likely bringing money into the region rather than just circulating money through the region.

Furthermore, the region has several maturing industry clusters such as advanced materials, chemicals, and arts, entertainment, recreation, and visitors industries. Maturing industries are more concentrated in the region than average but represent industries that are declining. If the region does not bolster these industries or replace them with other exporting industries, it will likely create tension within the workforce and/or local economy.

### Implications:

It is likely that the region will see an increase in demand for workers within the three growth-

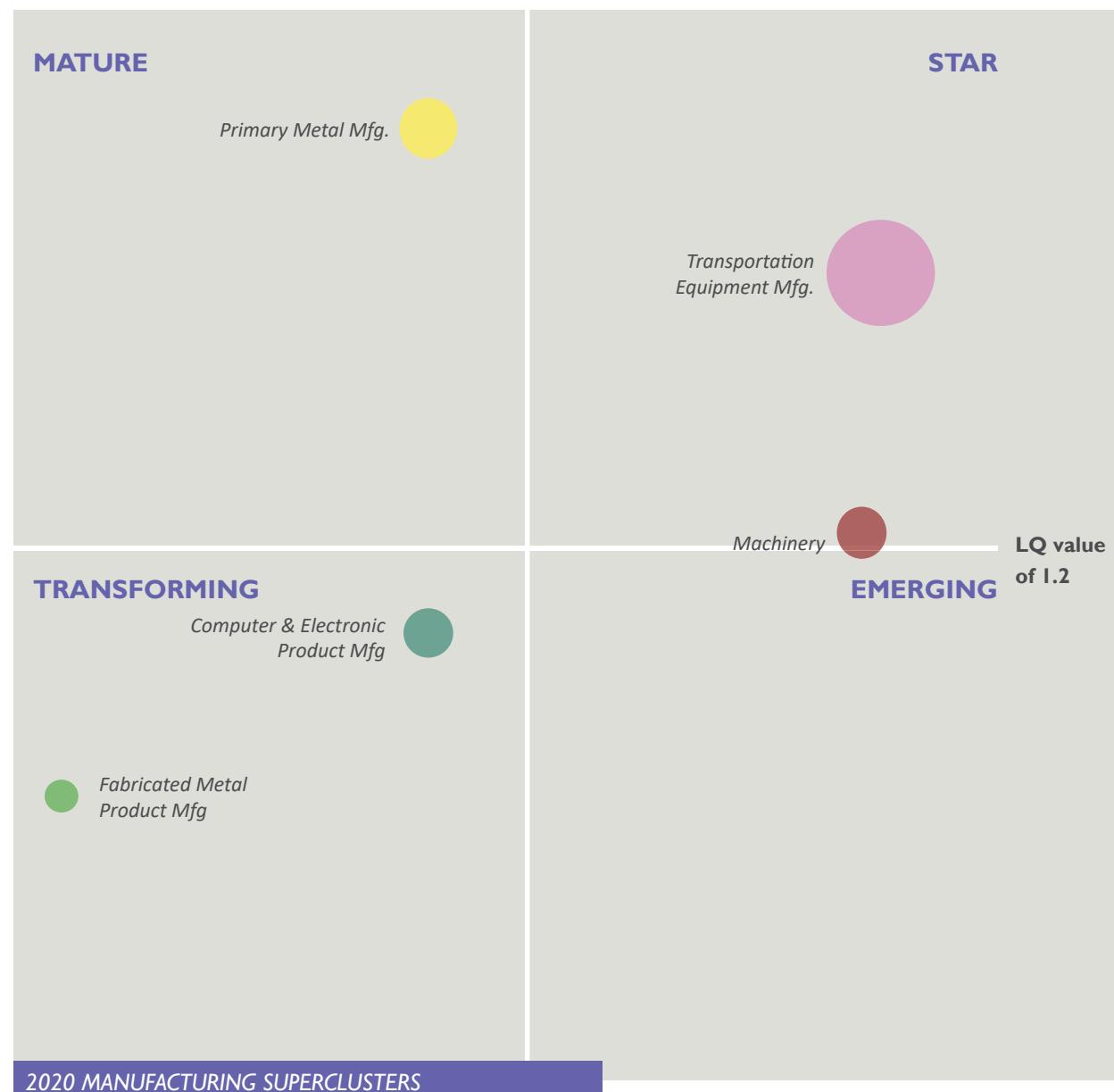
oriented industries. It is important that the Indiana 15 region focuses on attracting workers that meet the skill and educational needs of these industries. In an effort to keep the economy stable, these growth-orientated industries play an important role in replacing the maturing industries.

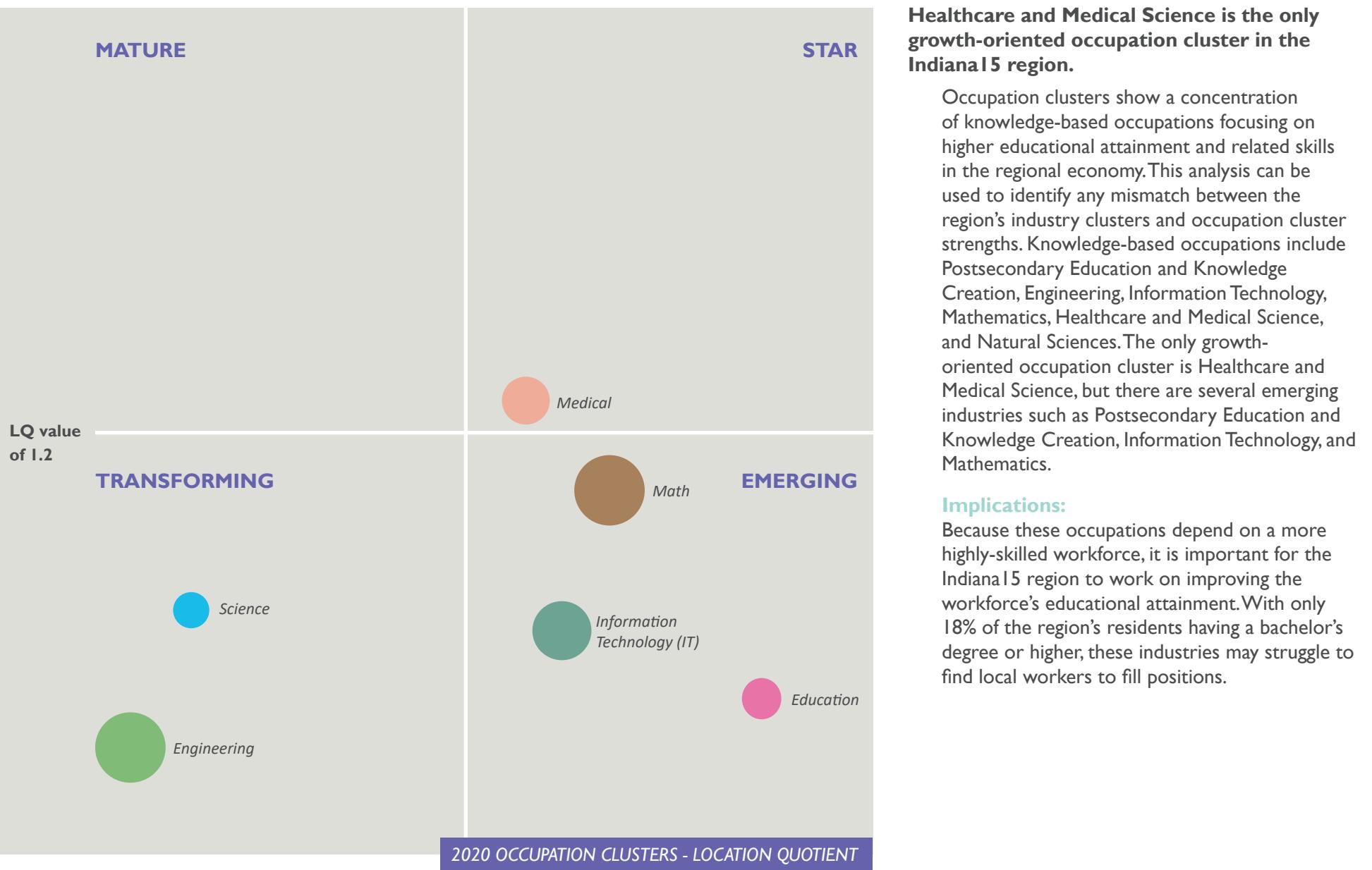
**The region has three growth-oriented manufacturing superclusters including (1) transportation equipment manufacturing, (2) machinery manufacturing, and (3) electrical equipment, appliance, and component manufacturing.**

Manufacturing superclusters take a more detailed look at how manufacturing is performing within the region. By looking at the six clusters of manufacturing, the region can determine how well-positioned the region and its communities are to participate effectively in the cluster-based economic development strategies. Between 2015 and 2020, the Indiana 15 region experienced a 35% increase in the LQ for transportation equipment manufacturing. This is the industry cluster with the largest change and makes up a large percentage of jobs within the region.

#### **Implications:**

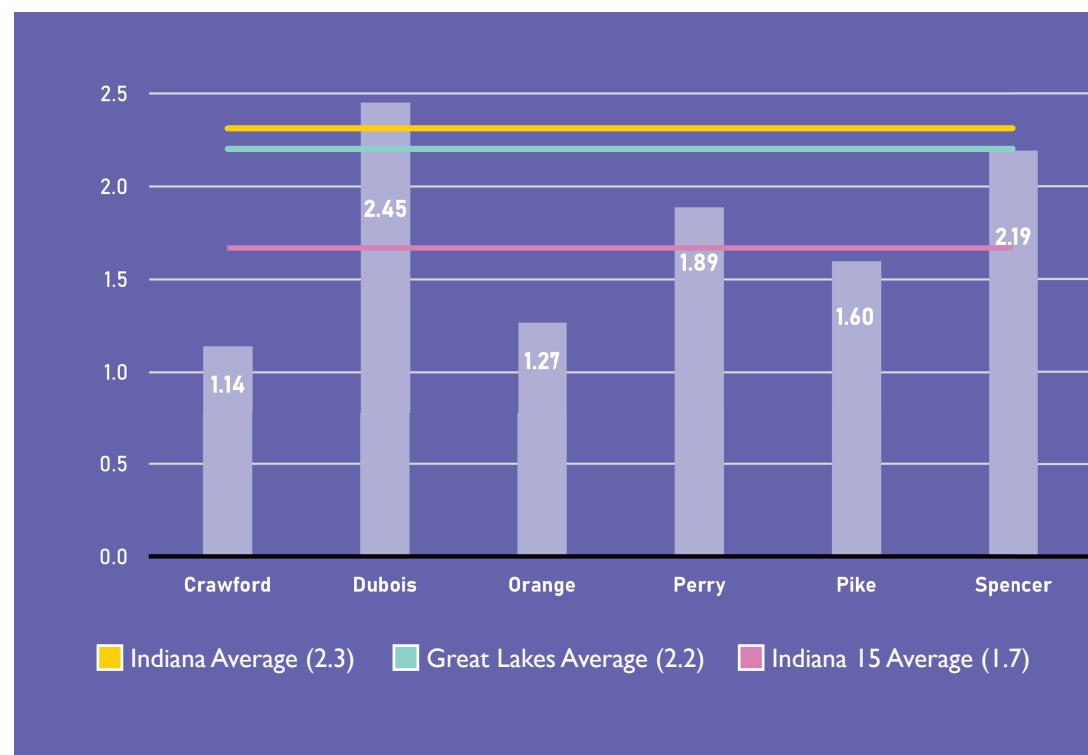
Similar to growing the other growth-oriented industries, the region should focus on attracting workers that meet the skill and educational needs of these industries while balancing the growth of other industries. The diversity of leading industries plays an important role in preventing the region from being reliant on one single industry.

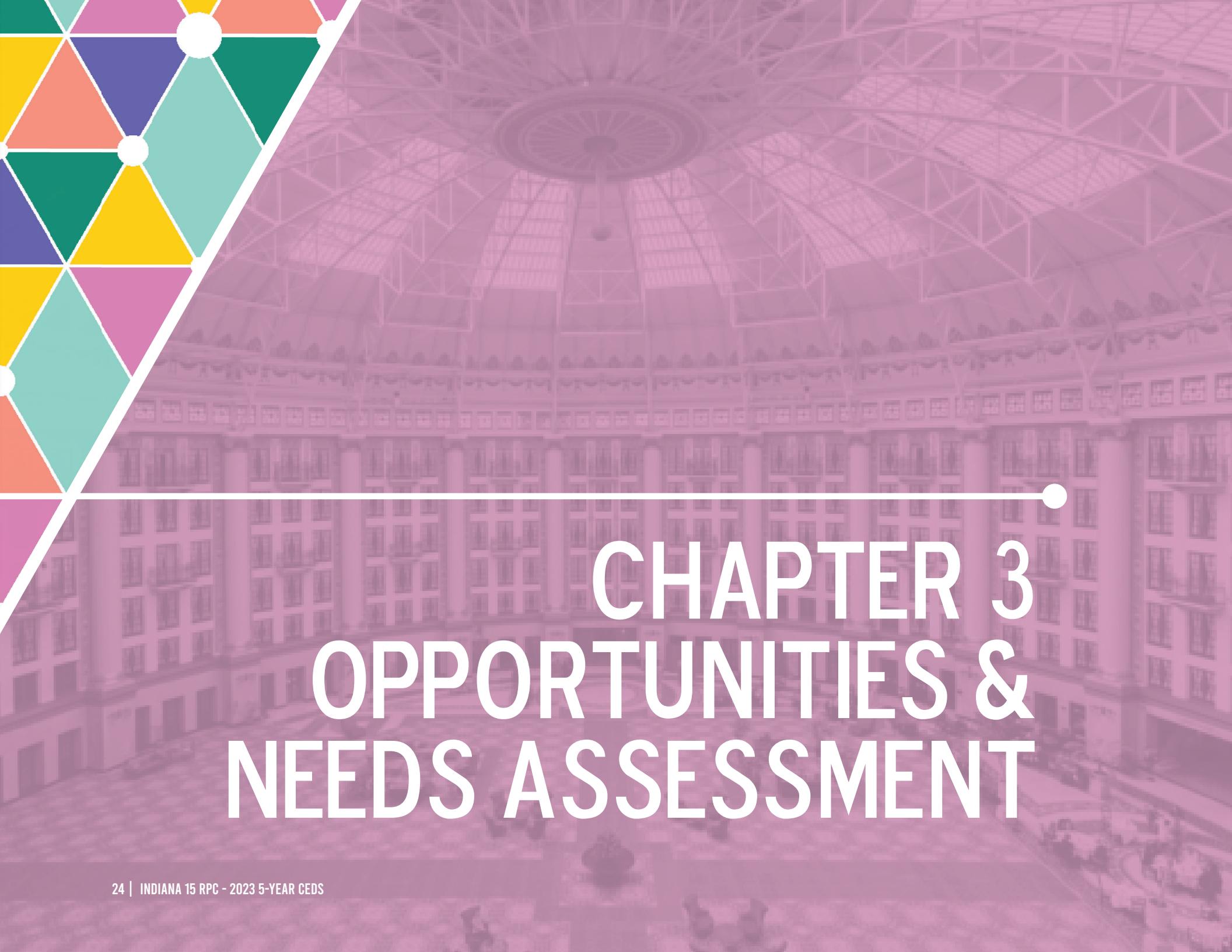




## Economic Resilience

Economic resilience is the capacity of a region to survive and adapt during recessions. Recessions are often accompanied by significant losses of jobs and earnings. The U.S. economy has experienced multiple recessions in the recent past, including the 2001 dot-com recession and the Great Recession in 2008-2009. The economic resilience index is a measure of how well an area recovered from recessions in the past and can help predict its recovery to future economic shocks. The index is based on 20 indicators grouped into five categories: (1) the built environment and infrastructure, (2) human capital, (3) social and political capital, (4) labor characteristics, and (5) financial capital. For the period between 2011 and 2018, the Indiana 15 region's economic resilience averaged a score of 1.756, in comparison to the Great Lakes Average of 2.202 and the Indiana average of 2.313. This means that the region has not recovered as well from recessions as the comparators. Looking at the individual counties, however, Dubois County received a score of 2.453, which surpasses the comparators, showing that it was highly resilient. Spencer County had the next highest score, at 2.193, very close to the Great Lakes Average. The least resilient counties are Crawford (1.140) and Orange (1.266). Future planning would benefit from a look into what factors may have allowed Dubois County to recover so well from the recessions, and what made Crawford and Orange County especially vulnerable.





# CHAPTER 3

# OPPORTUNITIES &

# NEEDS ASSESSMENT



The following strengths, weaknesses, opportunities, and threats (SWOT) analysis responses to the trends outlined in Chapter Two: Regional Overview and the feedback gathered through community input. A SWOT analysis identifies a region's competitive advantages as well as internal or external factors that can keep a region from realizing its potential. SWOT analysis elements are commonly defined as:

- Strengths are a region's relative competitive advantages and are internal factors that the region can build upon;
- Weaknesses are internal factors that create disadvantages and are factors that the region should work to address;
- Opportunities are external factors that can be leveraged for regional improvement or progress; and
- Threats are external factors that create negative impacts on the region, therefore it's important the region works to mitigate these threats.

Building on the region's six pillars, the following assessment considers the region's strengths, weaknesses, opportunities, and threats in terms of economy, education, housing, infrastructure, quality of life, and governance.

# STRENGTHS to build on

EDUCATION	ECONOMICS	HOUSING	GOVERNANCE
<p>Great kindergarten through twelfth grade school systems with dedicated teachers</p> <p>Ability to earn college credits within the high school curriculum</p> <p>Access to community colleges such as Vincennes University, Ivy Tech, and UK Owensboro.</p> <p>Access to 4-year colleges such as University of Evansville, University of Southern Indiana, IUPUI New Albany, University of Louisville, Brescia University, and Kentucky Wesleyan.</p> <p>Access to the Patoka Valley Co-op Program, Commodore Manufacturing, and Regional Opportunity Initiative.</p> <p>Access to career education centers such as Prosser and Work One Career Center</p>	<p>Industrial Parks such as Riverview Industrial Park, Perry County Industrial Park, Santa Claus Industrial Park, Scenic Hills Commercial Park, Buffalo Flat Commercial Park, Kimball Industrial Park, Huntingburg Airport Technology Park, among others.</p> <p>Numerous manufacturing employment opportunities</p> <p>Availability of real estate for support growth</p> <p>Accessibility meaning the location and infrastructure to connect our region to the rest of the US</p> <p>Several large, legacy corporations with roots</p> <p>Strong, intelligent local economic development directors</p> <p>A vibrant and well-funded arts and culture scene</p>	<p>Availability of relatively inexpensive, undeveloped land</p> <p>Numerous developers, contractors, and construction companies</p> <p>Plenty of real estate agents</p> <p>Access to middle-class, clean, safe neighborhoods</p> <p>More custom-built homes than cookie-cutter subdivisions</p>	<p>Open door policy referring to the ability to talk directly to elected officials</p> <p>Our region has a group of very passionate individuals serving as regional leaders</p> <p>Honesty and integrity at the local levels</p> <p>Cooperative relationships between office holders</p>
<p>Rural living, small-town charm, and farming culture</p> <p>Traditional values and sense of belonging</p> <p>Access to good schools and healthcare</p> <p>Access to 60,000 acres of parks and recreational opportunities</p> <p>Access to regional attractions such as Holiday World, French Lick, West Baden Springs, etc.</p>	<p>Enhanced connectivity through interstates, railways, and river access</p> <p>Current funding programs such as READI funds, Community Crossing Grants, etc.</p> <p>Broadband connectivity in the more urban areas (cities and towns)</p>		

# WEAKNESSES to address

## EDUCATION

- Lack of pre-kindergarten and daycare options for working parents
- Limited access to larger post-secondary options
- Limited access to training programs for young adults that don't want to go to college
- Teachers being overworked and underpaid
- Staffing shortages
- Increasing number of students with trauma and limited resources to help
- Lack of diversity in degrees available

## ECONOMICS

- Lack of major employers in specific areas such as Crawford County
- Lack of childcare facilities and services
- Limited access and recruitment of talent
- Availability of affordable housing
- Mismatch in education and jobs
- Lack of water and sewer infrastructure in some areas of the region

## HOUSING

- Aging housing stock
- Limited options for the workforce and senior housing
- Lack of inventory
- Properties falling into disrepair are hurting the property values of nearby residents
- Need for water, sewer, and broadband infrastructure to support residential development in rural areas
- Lack of market rate apartments

## QUALITY OF LIFE

- Limited entertainment options outside of recreation
- Abandoned and poorly maintained structures
- Lack of pedestrian connectivity through sidewalks, trails, and bike lanes
- Lack of mental health options

## INFRASTRUCTURE

- Lack of water, sewer, and broadband infrastructure in rural areas
- Lack of larger airports within the region
- Lack of public transportation

## GOVERNANCE

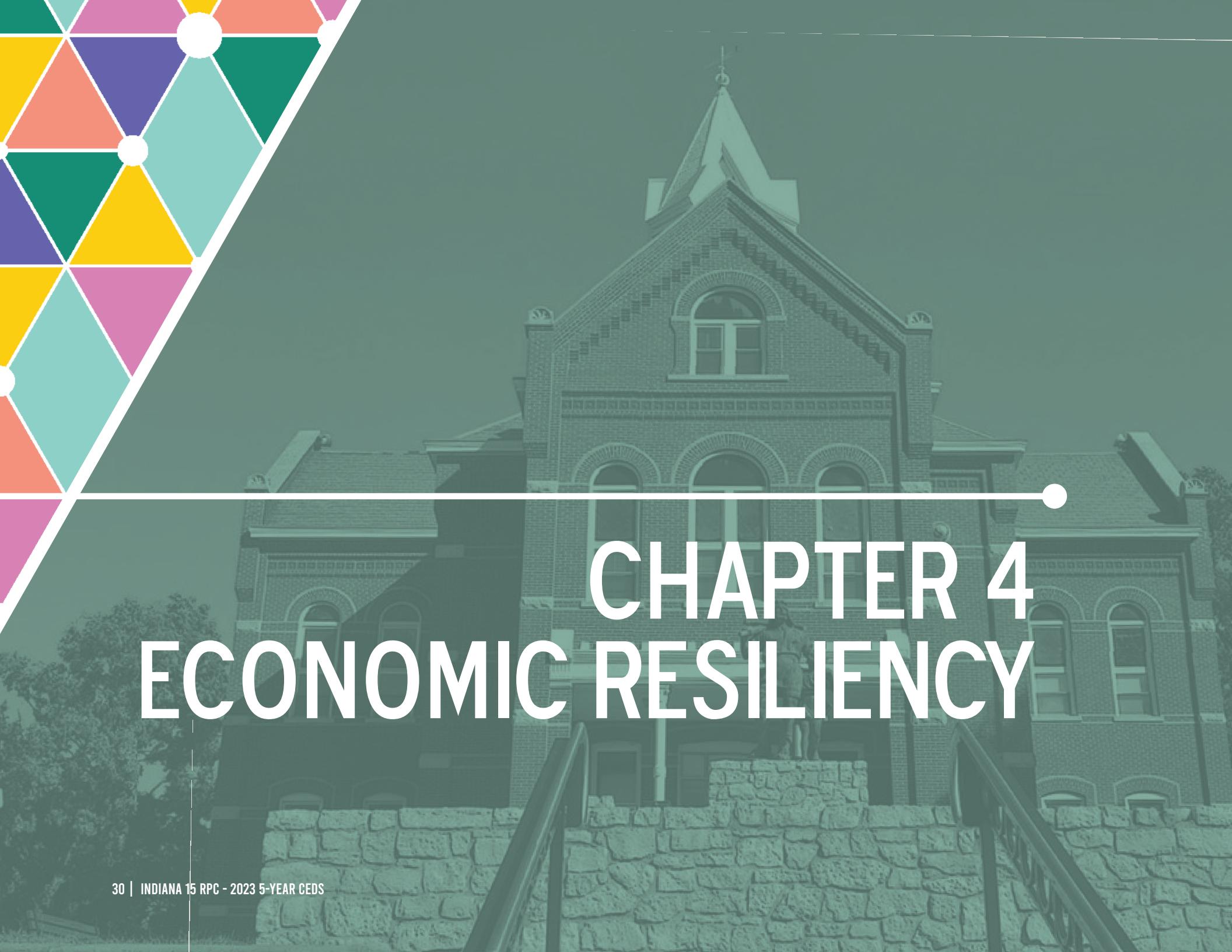
- Lack of support or focus on rural, unincorporated areas
- Lack of willingness to participate in local or regional planning efforts and leadership positions
- Lack of transparency and crossing lines of communication
- Overlap in efforts and services
- Unwillingness to work together
- Lack of zoning in some counties

# OPPORTUNITIES to leverage

EDUCATION	ECONOMICS	HOUSING
Tackling education at a regional level Expanding trade skills programs	Focusing on logistics - Our region has access to river, regional airports, rail, and interstate highways and is centrally located to Louisville, Nashville, Indianapolis, and Cincinnati.  Using economic development tools such as tax increment financing (TIF's), tax abatements, etc.  Building on the tourism industry that is already present in the region  Promoting the low cost of doing business in our region - taxes, insurance, etc.	Providing opportunities to age in place Promoting the low cost of living compared to other urban areas Utilizing our high demand for more housing to attract new businesses Exploring the use of housing incentives and tools such as residential TIFs
QUALITY OF LIFE	INFRASTRUCTURE	GOVERNANCE
Marketing the affordability of our region Promoting the tourism opportunities that are available and creating new ones  Looking for more ways to better serve the younger generations and families	Leveraging our abundant water supply Exploring renewable energy Promoting our willingness to invest in the future  Leveraging the mid-state corridor to attract future development	Getting the business community leaders more involved and engaged in local government Providing more opportunities for public input

# THREATS to mitigate

EDUCATION	ECONOMICS	HOUSING	QUALITY OF LIFE	INFRASTRUCTURE	GOVERNANCE
<ul style="list-style-type: none"><li>Declining funding from the state</li><li>Declining enrollment in rural schools</li><li>Private institutions offering better pay and benefits than public schools</li><li>Unreliable access to broadband for e-learning</li><li>Increasing dropout rates</li><li>Placing too much emphasis on test scores rather than student performance as a whole</li></ul>	<ul style="list-style-type: none"><li>Discrepancies in wages for upper- and lower-class workers</li><li>Changes in business operations during and after the COVID-19 pandemic</li><li>Lack of childcare options</li><li>Neighboring competition - all counties fighting over the same opportunities</li><li>The “not in my backyard” mentality of the general population</li><li>Migration of younger generation</li></ul>	<ul style="list-style-type: none"><li>Absentee landlords</li><li>The “not in my backyard” mentality related to affordable and low-income housing</li></ul>	<ul style="list-style-type: none"><li>Substance abuse</li><li>Fear of change mentality</li><li>Combating the perception that there is nothing to do in the region</li><li>Lack of marketing</li><li>Lack of vision from local leaders</li><li>Not accepting of diversity – close-minded people</li></ul>	<ul style="list-style-type: none"><li>Cost of expanding infrastructure to support new development</li><li>Aging infrastructure</li><li>Large companies coming into the area take up a large percentage of our available capacity</li></ul>	<ul style="list-style-type: none"><li>Some decision makers may have their own agenda instead of making decisions that improve the well-being of the region</li><li>Aging leadership - younger generation isn't involved</li><li>Lack of attention for state agencies and leadership</li></ul>



# CHAPTER 4

# ECONOMIC RESILIENCY



## WHAT IS ECONOMIC RESILIENCY?

Many sources define resiliency as, “an ability to recover from or adjust easily to change” but in the context of economic development, economic resilience becomes inclusive of three primary attributes such as the ability to recover quickly from a shock, withstand a shock, and avoid the shock altogether. This disruption or shock could be anything from a downturn in the local, national, or international economy which impacts demand for locally produced goods and consumer spending, to a downturn in a particular industry that is a critical component of the regional or local economy. Even an external shock such as a natural disaster like a flood or tornado, the closure of a major employer, or even yet another pandemic can create a disruption to the economy.

The U.S. economy has experienced multiple recessions in the recent past, including the 2001 dot-com recession and the Great Recession in 2008-2009. Because of this, the EDA has encouraged communities to examine how prepared they are to absorb and recover from economic shocks. The economic resilience index is a measure of how well an area recovered from recessions in the past and can help predict its recovery from future economic shocks. The index is based on 20 indicators grouped into five categories:

- the built environment and infrastructure,
- human capital,
- social and political capital,
- labor characteristics, and
- financial capital.

For the period between 2011 and 2018, the Indiana 15 region's economic resilience averaged a score of 1.7, in comparison to the Great Lakes Average of 2.2 and the Indiana average of 2.3. This means that the region has not recovered as well from recessions as the comparators. Looking at the individual counties, however, Dubois County received a score of 2.4, which surpasses the comparators, showing that it was highly resilient. Spencer County had the next highest score, at 2.1, very close to the Great Lakes Average. The least resilient counties are Crawford (1.140) and Orange (1.2).

While these averages are for a time period prior to the COVID-19 pandemic, the economic resiliency index can start to predict how each of the six counties were able to adapt and recover based on previous economic shocks. The counties with a lower resiliency index score could require special attention as the region plans for future shocks.

## RESPONSE TO THE COVID-19 PANDEMIC

In addition to significant loss of life around the region, long-term health impacts to some, and considerable pain and suffering for families and friends, the pandemic exacerbated an already tough economic situation. The pandemic furthered job loss and reduced revenue for the local and regional workforce. Businesses struggled to close the supply chain gap, fill vacant positions, and recruit a talented workforce to the region. The pandemic also revealed and drained the limited resources found in rural regions. The initial response to the pandemic focused on limiting financial losses, supporting small businesses and their employees, and accelerating public health support. The long-term response was to embark on a process to create a regional vision and strategy that will allow the Indiana 15 region to quickly recover after a disruption or shock. As described in chapter one, the purpose of the Steadfast: Creating Deeper Roots for a Stronger Future plan is to outline a set of strategies to help the six-county Indiana 15 region recover from the economic effects of the COVID-19 pandemic and become more resilient to future economic disruptions. Of particular importance to recovery and resiliency in the Indiana 15 region are the top 30 objectives identified in the Steadfast Plan. These objectives have been assigned the highest priority for implementation and should have the greatest amount of human and financial resources dedicated to moving the plan forward. A completed list of the top 30 objectives can be found in the appendix.

## RECOVERY AND CONTINUED PREPARATION

Successful resiliency and recovery strategies must be collaborative efforts. These efforts require coordination between multiple levels of government, diverse agencies and organizations, businesses, and residents. Preliminary reports show that groups or regions that were already organized, collaborating, and planning ahead were best prepared to capitalize on various recovery programs.

The Steadfast planning process brought together many of these stakeholders in hopes of identifying ways in which the entire region can mitigate impacts and become more resilient in the future. The Steadfast Plan is intended to be a regional guide and for this reason, many of the top objectives have been carried over into the region's CEDS. While comprehensive in its topics and overarching strategies, the Steadfast Plan also provides flexibility so that each community, agency, and organization can tailor their programs and projects based on its regional role, resources, and implementation capacity.

The final prioritized objectives from the Steadfast Plan have garnered regional support through stakeholder, focus groups, and public engagement. While the ideas are well supported, in some instances, it is not the responsibility of the Indiana 15 RPC (nor do they have the authority) to implement the strategies outlined as priorities for the region. Instead, the RPC's primary role can be a supporting partner and convener of resources for the municipalities within their region.

Going forward, the Indiana 15 region must continue recovery efforts for the pandemic, but also identify those strategies that will increase local and regional resiliency for the next unknown shock. Since the Indiana 15 region is being faced with both mitigation and strategic planning priorities, the goal of the CEDS is to work in conjunction with the Steadfast Plan and provide specific recommendations based on the RPC's roles and responsibilities in an effort to:

- attract new residents, job opportunities, and quality of life amenities while continuing to recover from the COVID-19 pandemic; and
- better prepare organizations and individuals in their ongoing roles for the increased responsibilities they will have during and after a disruption.

As the Indiana 15 region continues to build economic resilience, it is critical that local governments and organizations consider their role in the pre-and post-shock environment. The EDA recommends a two-pronged approach for integrating resiliency into the region's CEDS:

- Planning for and implementing resilience through specific goals or actions to bolster the long-term economic durability of the region (steady-state initiatives), and
- Establishing information networks among the various stakeholders in the region to encourage active and regular communications between the public, private, education, and non-profit sectors to collaborate on existing and potential future challenges (responsive initiatives).

For this reason, Chapter Four: Our Region's Action Plan includes long-term "steady state" initiatives and short-term "responsive" initiatives.



# CHAPTER 5

# OUR ACTION PLAN



## STRATEGIC FRAMEWORK OVERVIEW

A successful strategic framework relies on both steady-state and responsive initiatives. Steady-state initiatives are long-term strategies that aim to enhance a region's ability to withstand or avoid a shock, while responsive initiatives aim to establish capacities for a region to be responsive following a shock. Using these guidelines, this strategic framework was designed to serve as a roadmap for the Indiana 15 region to respond in the short-term following an economic shock and to implement long-term processes that improve the region's capabilities and capacities to better withstand future shocks or stressors.

The Indiana 15 regional framework for long-term economic prosperity aligns three focus areas: communities and neighborhoods, industries and businesses, and amenities and programs. These three focus areas reflect the fundamental components of a thriving community – providing high-quality places to live, work, and play. Through this process, the RPC was able to identify an approach for how the region's leaders, residents, and businesses can come together to increase capacity to:

- Provide strong communities and diverse neighborhoods;
- Sustain a robust economy with competitive and individualized career opportunities; and
- Strengthen the region's commitment to facilities and programs that support residents.

## FRAMEWORK ELEMENTS - HOW DOES IT ALL COME TOGETHER?

While the three focus areas provide an organizational structure to the strategic framework, there are a handful of elements that collectively make up the action plan. Each element serves a unique purpose and should be used in various ways to guide the region over the next five years. The following statements provide a brief description of the framework elements:

### **VISION**

Identified through the 2022 Steadfast Planning Process, the vision statement is designed as a future statement that is realistic and achievable, while also being flexible. The vision isn't about what the region is today but what it wants to do or become in the future. This vision was created to inform subsequent planning efforts (such as this one) so that various documents and efforts are advancing along a similar path.

### **FOCUS AREAS AND GOALS**

Serving as an organization element, the three focus areas build upon the findings of the regional opportunities and needs assessment. The focus areas reflect the fundamental components of a thriving community or region – providing high-quality places to live, work, and play. A goal statement, which outlines a desired outcome, is provided for each focus area.

### **REGIONAL PILLARS**

Identified through the 2022 Steadfast Planning Process, the regional pillars represent six topic-specific plan elements including education, economic development, housing, infrastructure, quality of life, and governance. Each of these pillars is addressed under one of the three focus areas.

### **OBJECTIVES**

Intended to support the overarching vision and goals, each of the six pillars has an objective statement that provides more specificity in what the region is intending to accomplish and how they will move forward.

### **STEADY-STATE LONG-TERM INITIATIVES**

These long-term initiatives are specific to the pillar and represent the primary strategy for tackling one of the region's top challenges that weakens the region's ability to withstand a shock or improve overall economic stability. These initiatives require a heavier lift in terms of regional transformation. This heavier lift could be collaboration and/or cooperation from various municipalities or organizations, an extensive financial commitment, and/or a multi-phased approach that takes time to execute. These initiatives build upon the objectives as items the region is working on collectively.

### **RESPONSIVE**

#### **SHORT-TERM ACTIONS**

These short-term actions are specific to the pillar and provide guidance on how the region can increase its capacity for responding to a shock and/or driving economic development. In most instances, short-term actions and long-term initiatives are interrelated. By working to implement these short-term actions, the region will also be taking steps forward to achieve long-term initiatives. Of particular importance is the RPC role in implementation. While the RPC's primary role is likely acting as a supporting partner and convener of resources for the municipalities within the region, this framework does strive to identify specific actions for the Indiana 15 RPC.

# REGIONAL VISION

The Indiana 15 region vision statement is an aspirational statement for driving economic growth. This vision informed the creation of the CEDS by identifying what the region would like to see in the future – a resilient economy, booming tourism, a strong commitment to quality of life, and diverse opportunities for all residents. It also provides an outlet for how the region can assess whether or not they have achieved their vision by identifying specific areas where they would like to see improvement - increased population, housing, entrepreneurship, businesses, industries, innovative education, household incomes, and community revenues. Over the next ten years, the region should use this vision statement, and the rest of the framework, as a lens for evaluating future regionally significant projects or programs.

***The Indiana 15 RPC is a collaborative and engaging regional leader committed to driving economic growth with diverse employment and increasing educational attainment. By leveraging our abundant natural resources and agricultural assets, our residents and employees are thriving. Our regional collaboration has led to a resilient economy, booming tourism, a strong commitment to quality of life, and diverse opportunity for all residents.***

***Collectively these achievements have increased population, housing, entrepreneurship, businesses, industries, innovative education, household incomes, and community revenues to continuously support investment in the region and our residents.***

FOCUS AREA #1

## COMMUNITIES AND HOUSING

GOAL

Our region will provide strong communities and diverse neighborhoods.



# HOUSING

Neighborhoods are a fundamental building block of desirable communities, and quality housing is critical to neighborhood and community success. Neighborhood and housing conditions vary across the Indiana 15 region. While many cities and towns have well-preserved homes and have been able to realize new housing construction, other communities are experiencing increased vacancies and a lack of much needed investment in the existing housing stock.

Lack of housing supply and diverse housing types may also be hindering economic development efforts. The region may struggle to attract new industries or businesses because interested companies may not feel confident in the region's ability to provide necessary housing to support their workforce. It can also hinder population growth as new residents and families may struggle to find a desirable place to live within their price range.

### HOUSING OBJECTIVE

**Strengthen and maintain existing neighborhoods while supporting the construction of new housing types at various price points.**

# HOUSING

## STEADY-STATE LONG TERM INITIATIVES

**Increase housing choices and values by attracting land developers and home builders to the region.**

**Increase the region's total population to support the demand for housing growth.**

## RESPONSIVE SHORT TERM ACTIONS

Establish a regional land bank to acquire blighted properties and structures for future redevelopment and infill projects.\*

Support the creation of localized revolving loan funds to help fill financing gaps associated with infrastructure development for new residential construction.\*

Encourage municipalities to establish a residential rehabilitation grant program for improvements to owner-occupied dwellings.\*

Support the use of residential tax increment financing (TIF) districts in area municipalities.\*

Work with area municipalities to institute a rental registration program to hold negligent landlords accountable for their properties.\*

Promote adaptive reuse of commercial and industrial properties for residential use and conversion or construction of upper floor residences in downtowns.\*

Promote incentives, such as reduced tap/connection fees, reduced or waived permit fees, and tax abatement, to realize housing development and redevelopment.\*

Promote land use planning as a tool for ensuring an adequate amount of land is reserved for residential development and communicating the overall vision to interested parties.

Align zoning and subdivision regulations with the market demand and work to streamline the development process.

Encourage the use of zoning and subdivision regulations in all areas of the region.

Partner to complete a regional housing study to better understand supply and demand of various housing types.

\* Refer to the 2022 Steadfast Plan for more detail.

FOCUS AREA #1

## COMMUNITIES AND HOUSING

GOAL

Our region will provide strong communities and diverse neighborhoods.



# INFRASTRUCTURE

A community's utility systems, in conjunction with the transportation network, play a central role in supporting and maintaining economic success and quality of life. As the Indiana 15 region seeks to attract employment and housing growth, development cannot out-pace the expansion of utility systems. These systems require continual investment to replace aging infrastructure and maintain systems in a state of good function.

By strategically locating infrastructure investments and service extensions, municipalities can direct development to desired locations. Similar to housing, lack of infrastructure, or an inadequate level of service, can hinder the attraction of new commercial, industrial, and/or residential development. It is critical that each community invest in infrastructure maintenance and expansion projects to accommodate and encourage future growth.

### INFRASTRUCTURE OBJECTIVE

**Continue to maintain and expand necessary utility services to aid in the attraction of new business and housing development opportunities.**

# INFRASTRUCTURE

## STEADY-STATE LONG TERM INITIATIVES

**Increase sewer and water capacity to support desired development and job attraction efforts.\***

**Implement energy alternatives that reduce the cost of energy and increase energy efficiency.\***

**Increase regional connectivity and accessibility by advancing local, regional, and state transportation projects.**

**Provide accessible public transportation options with a focus on workers who commute to and from jobs.\***

**Promote the effective flow of people and materials within the Indiana 15 region.**

## RESPONSIVE SHORT TERM ACTIONS

Develop a regional infrastructure revolving loan fund to help developers or communities in the region with the cost of infrastructure expansion and/or capacity issues to support new residential or job growth.\*

Increase the capacity and resources available to support grant writing and project applications for infrastructure grants.

Provide the technical assistance to create and then update Transportation Asset Management Plans required by the Indiana Department of Transportation (INDOT) to leverage state funding opportunities, such as the Community Crossings Matching Grant Program.

Support upgrades and/or extensions of municipal utility services to priority growth areas in alignment with the municipality's future land use plan.\*

Support renewable or green energy projects across the region.\*

Continue to support the expansion of broadband infrastructure across the region through efforts such as Broadband Ready Community Certification and Next Level Connections Broadband Program funding.\*

Communicate desired qualifying improvements with INDOT and ensure the region's projects are accounted for in the Long-range Transportation Plan.

Encourage opportunities for collaboration to confront challenges related to the lack of public transportation across the region.

\* Refer to the 2022 Steadfast Plan for more detail.

FOCUS AREA #2

## INDUSTRIES AND BUSINESSES

GOAL

Our region will sustain a robust economy with competitive and individualized career opportunities.



# EDUCATION

Education is the critical foundation on which an individual is able to support themselves within their lifetime; education starts from the time the person is born until they die. Schools often serve as an indicator of a region's success, overall social health, and appeal as a place to live, work, and raise a family.

While education has always been an important topic in economic development, the COVID-19 pandemic revealed just how critical this pillar is in establishing economic resiliency. By focusing on skill development and educational pathways for children and the workforce, the region will be able to attract more talent and higher-paying jobs. By addressing infrastructure challenges, such as broadband access, the region will be more prepared to support e-learning, remote work, and working from home in the future.

### EDUCATION OBJECTIVE

**Foster an environment that promotes education for the jobs of tomorrow and elevates the local standards of excellence across the region.**

# EDUCATION

## STEADY-STATE LONG TERM INITIATIVES

**Increase awareness of local and regional employment pathways and training opportunities.**

**Foster deeper relationships with local technical colleges and universities to expand non-degree programs (e.g. certifications and credentials) that meet the needs of current and future regional employers.\***

**Advocate for and support a dynamic, lifelong learning system with ongoing training for advancing skills and knowledge, keeping pace with industry adjustments and expectations.**

**Expand the high school curriculum to include more opportunities for advanced placements (AP), international baccalaureate (IB), and dual enrollment classes that allow students to earn college credits.**

## RESPONSIVE SHORT TERM ACTIONS

Partner with local leaders and organizations to develop a regional plan for expanding the availability of childcare by promoting training and business opportunities in the sector.

Create a workforce development director position to coordinate with and align the various organizations that are focused on workforce training and development and talent attraction and retention.\*

Support investments in workforce development and infrastructure that strengthen the childcare industry.

Support efforts to provide high-quality Pre-K through 12th grade education across the region.

Increase student exposure to career pathways and programs through internships, apprenticeships, and career exploration events.

Increase student and parent awareness of the benefits of earning college credits in high school.

Engage representatives from major employers in high school curriculum development to ensure work-ready skills and programs are deployed.

Partner with vocational schools and community colleges to strengthen programs that build a skilled and resilient workforce like cross-training and upskilling employees, especially for workers in rural and underserved communities.

\* Refer to the 2022 Steadfast Plan for more detail.

FOCUS AREA #2

## INDUSTRIES AND BUSINESSES

GOAL

Our region will sustain a robust economy with competitive and individualized career opportunities.



# ECONOMIC DEVELOPMENT

The condition of the local economy is a critical component in determining how a community should identify priorities and invest money into future projects. Typically, when a community is developing, expanding, and growing, the local economy is also growing. In terms of resiliency, economic development focuses on programs, policies, or activities that seek to improve the economic well-being and quality of life of a community. This could mean different things for different communities. In the Indiana 15 region, this means population growth and talent attraction and retention, while also keeping the younger generation within the region after graduation. While the region can capitalize on the affordability of living, quality of life, and small-town character of the area, growing a robust economy is fundamental to creating a resilient region.

### ECONOMIC DEVELOPMENT OBJECTIVE

**Drive population growth by creating a more resilient economy, fostering an entrepreneurial spirit, growing existing businesses, and inspiring local innovation.**

# ECONOMIC DEVELOPMENT

## STEADY-STATE LONG TERM INITIATIVES

**Create talent pipelines to meet the growing needs of regional businesses, especially in key targeted industries and growing startups.\***

**Diversify the region's economic base by supporting the attraction of high-skilled jobs.\***

**Promote investment in new and existing tourism opportunities that improve the region's ability to draw visitors into the Indiana 15 region.**

**Reduce the number of unfilled positions in existing businesses within the Indiana 15 region.**

**Creating a regional strategy of attracting businesses.**

**Increase regional marketing efforts with a unified approach.**

## RESPONSIVE SHORT TERM ACTIONS

Develop a more robust directory of resources & opportunities for businesses and the community.\*

Develop a regional revolving loan fund to be used to support operational, equipment, or construction improvements associated with starting a new business or expanding existing businesses.\*

Convene local partners to craft a marketing strategy for promoting the region's industry clusters and innovative culture to support business recruitment efforts.

Develop a targeted industry study for the region.\*

Support the development of E-Commerce training and assistance programs for small businesses to diversify and expand their customer base.\*

Continue to enhance and support existing tourism destinations to provide year-round programs including additional lodging options to attract visitors during all seasons.\*

Encourage the exploration of a tourism trail to promote extended visits to the region by connecting the existing tourism destinations.\*

Partner to develop a regional tourism marketing plan to elevate the awareness of tourism opportunities within the region.\*

\* Refer to the 2022 Steadfast Plan for more detail.

## FOCUS AREA #3

### AMENITIES AND PROGRAMS

#### GOAL

Our region will maintain our commitment to facilities and programs that support our residents.



# QUALITY OF LIFE

Improving quality of life stems from developing the social, cultural, economic, and physical attributes of a place. As a result, by implementing the initiatives found in the other pillars, quality of life will be improved. While enhancing quality of life is often associated with the beautification of a place or the development of parks and trails, it can also be about increasing options and access to healthcare, social services, and childcare.

Quality of life development should not be limited to more dense and higher populated areas but treated as a necessity for livability and comfort of residents and visitors throughout the region. The amenities and resources for the rural areas may look different than those for the areas of higher density but are equally as important.

#### QUALITY OF LIFE OBJECTIVE

**Enhance and expand the quality-of-life amenities across the region that proactively supports community health and well-being, creates a sense of place, and fosters attractive and diverse recreational opportunities.**

# QUALITY OF LIFE

## STEADY-STATE LONG TERM INITIATIVES

**Invest in quality-of-life amenities (parks, trails, childcare, etc.) that draw and retain young professionals and families to the region.\***

**Promote downtown revitalization to enhance a sense of community and attract new residents and businesses to the area.\***

**Expand counseling, addiction recovery, and mental health services throughout the region.\***

**Diversify the types of arts, culture, and recreational programs offered to people of all ages.**

## RESPONSIVE SHORT TERM ACTIONS

Work with the State of Indiana's Family and Social Services Administration to determine a better way to assess data for childcare funding needs in rural communities.

Encourage municipalities to complete an IDNR 5-year Parks and Recreation Master Plan to enhance local facilities and improve the level of service.

Support the creation of a regional trails plan to improve pedestrian connectivity.

Work with local Main Street programs to identify and secure funding for downtown revitalization projects.

Encourage municipalities to complete a downtown strategic plan to drive redevelopment and revitalization.

Convene regional healthcare providers and public health officials to understand the needs and lend support in increasing access in rural areas.

Conduct a regional survey to determine the types of youth, adult, and senior programs needed across the region.

Promote arts and culture through specialized programs, placemaking efforts, and community events.

\* Refer to the 2022 Steadfast Plan for more detail.

FOCUS AREA #3

## AMENITIES AND PROGRAMS

GOAL

Our region will maintain our commitment to facilities and programs that support our residents.



# GOVERNANCE

While local governments have always been the source of information for most residents and businesses, this becomes even more prominent during economic shocks. The pandemic highlighted the need for governments to increase their capacity to be able to shift with a constantly changing disaster while continuing to provide the day-to-day essential services. Each community faces its own challenges because the capacity for local planning is different across the region. Part of this is due to the capacity for planning and zoning in the community, staffing, and budgets. In order to build capacity, it is important for the region to focus on establishing partnerships, streamlining information, and pooling resources.

### GOVERNANCE OBJECTIVE

**Strengthen the local government's fiscal and organizational capacity to improve regional communication, collaboration, and resiliency.**

# GOVERNANCE

## STEADY-STATE LONG TERM INITIATIVES

**Increase capacity in regional organizations and local governments to implement the Steadfast Resiliency and Recovery Plan.\***

**Expand methods to distribute consistent information, services, and data to the public, businesses, organizations, and governments.\***

**Foster the sharing of data, information, knowledge, and best practices in an effort to increase capacity, ease the strain on services, and promote resilience in the region.\***

**Increase participation from the younger generation in local government administration and leadership positions.**

## RESPONSIVE SHORT TERM ACTIONS

Regularly convene representatives from the region's economic development corporations to align business attraction and retention efforts.\*

Develop an implementation committee that will oversee the implementation of the Recovery & Resiliency Plan which will report to the RPC and the communities regarding the implementation of the strategies.\*

Work with local governments and organizations to develop a "one-stop-shop" approach to promote intergovernmental coordination, provide resources for recovery, ensure timely communication, and serve as an overarching umbrella for the public and business community.\*

Partner to facilitate grant writing workshops to demonstrate how to find, write, and submit grants on behalf of communities and non-profits in the region.\*

Encourage communities to create or update existing plans and ordinances to close gaps and fulfill visions and goals.\*

Develop a communication plan for information during a pandemic/disaster.\*

Establish a resource coordinator to help coordinate data, and other information sharing as they are often working toward similar goals or regional initiatives or programs.\*

Encourage interaction between local leaders and students to develop leadership skills and generate interest in local government.

\* Refer to the 2022 Steadfast Plan for more detail.



# CHAPTER 6 IMPLEMENTATION



The following chapter outlines the implementation structure for the 2023 CEDS. It focuses on creating accountability among partners for activating regional projects and maintaining the CEDS as a relevant guidance document. There are three key considerations to be mindful of during the implementation process including public engagement, plan maintenance, and indicators of success. Each of these considerations should be revisited during the annual update of the CEDS to ensure that the RPC and its regional partners are working together to tackle regional challenges and move projects forward.

## ON-GOING PUBLIC ENGAGEMENT EFFORTS

Building on the public engagement opportunities offered throughout this planning process, there was a 30-day public review and comment period of the draft CEDS from March 20, 2023 – April 20, 2023. This review process did not result in any significant changes.

As the region moves into the implementation process, it is important that public engagement remains at the forefront of each regional initiative. Providing the community an opportunity to raise questions or concerns during the onset of the project streamlines the process in the long term. Furthermore, the public should be invited to submit project ideas to their local unit of government and review the future updates to the CEDS that occur on an annual basis.

Continuous public engagement allows for transparent communication on progress toward plan implementation and provides a mechanism for determining if the strategies are meeting the defined objectives of the CEDS. The Indiana 15 RPC should maintain an online resource page on its website (<https://www.ind15rpc.org>) with access to the CEDS plan and updates on implementation, including dates for upcoming meetings.

## PLAN MAINTENANCE

Plan maintenance is a critical component of the CEDS. This section presents a generalized work plan for maintaining the CEDS over the course of its five-year lifespan. The Indiana 15 RPC is committed to:

- Updating and adopting an updated CEDS on an annual basis,
- Discussing the plan implementation during the Indiana 15 RPC's Board of Directors quarterly meetings, and municipalities council meetings, and
- Producing an end-of-year report of the CEDS implementation activities, including gathering data on the performance indicators, and submitting the progress report to the EDA.

## BENCHMARKS

The following benchmarks are outlined to help keep all involved focused on the strategies and objectives ahead and stay invested in the region. These benchmarks are standard across many different levels of government so that local, county, regional, and state entities can track how well the region is doing and submit the metrics to various entities for funding, awards, or other similar needs.

FOCUS AREA #1 – COMMUNITIES AND HOUSING	
<b>We can evaluate our progress in working to provide strong communities and diverse neighborhoods by tracking:</b>	
HOUSING	<i>Total number of housing units</i> <i>Types of new housing available</i> <i>Median home values</i> <i>Change in total population</i>
INFRASTRUCTURE	<i>Miles of new broadband infrastructure</i> <i>Dollars spent on improving broadband access</i> <i>Miles of new water/sewer infrastructure</i> <i>Dollars spent on improving existing water/sewer infrastructure</i> <i>Miles of new streets</i> <i>Dollars spent on improving streets</i>
FOCUS AREA #2 – INDUSTRIES AND BUSINESSES	
<b>We can evaluate our progress in working to sustain a robust economy with competitive and individualized career opportunities by tracking:</b>	
EDUCATION	<i>Total number of Certificates &amp; Credentials</i> <i>Number of Apprenticeships and/or Internship Opportunities</i> <i>Post-secondary Educational Attainment (Associate, Bachelor's, and Graduate &amp; Professional Degrees)</i> <i>High School Graduation Rate</i> <i>K-12 School Enrollment</i> <i>Number of Pre-K Education Centers</i> <i>Number of New Pathways</i>
ECONOMIC DEVELOPMENT	<i>Total Number of Jobs</i> <i>Per Capita Income</i> <i>Average Wages</i> <i>Median Household Income</i> <i>Number of New Businesses and/or Industries</i> <i>Regional Investment</i> <i>Number of innovation centers created</i>

### FOCUS AREA #3 – AMENITIES AND PROGRAMS

We can evaluate our progress in maintaining facilities and programs that support our residents by tracking:

QUALITY OF LIFE	<i>Number of Community Health and Mental Health Facilities Number of Childcare Facilities Total Miles of Trails Number / Access to Community spaces/places/parks accomplishments Total Population Net Migration Population by Age Diversity Poverty Rates Free/reduced lunch rates Number of people visiting specific tourism attractions</i>
GOVERNANCE	<i>Number of projects implemented from the Steadfast Plan New plans created for county, city, or towns Number of grants awarded per year Dollar amount of grants awarded per year</i>

### PROJECT LISTS

Each of the counties and municipalities within the Indiana 15 region submitted a list of projects that were reviewed and ranked using the project prioritization scale adopted by the Indiana 15 RPC. A series of project lists are provided in the appendix starting on page 55. Each of the lists will be updated on an annual basis.



# APPENDIX: PROJECT LISTS

## PROJECT PRIORITIZATION

This project prioritization scale was developed by utilizing response data to a survey of economic development needs and goals specific to our district. This system of assigning values to all projects was adopted by the Board of the Indiana 15 Regional Planning Commission in April 2023. It is intended to maximize objectivity and minimize subjectivity when considering the priority of future projects. The projects have been ranked according to the following criteria.

**I. Investment Priorities** – Projects are evaluated as to how they meet the Economic Development Administration investment priorities (maximum of fourteen points possible). Projects given points in this category align with currently available EDA funding programs.

<b>Economic Development Goal</b>	<b>Points</b>
Well-paying, Quality Job Creation	2
Workforce Development	2
Recovery and Resilience	2
Equity to underserved communities	2
New Technologies	2
Environmentally-Sustainable Development	2
Growth in US exports or increased foreign direct investment	2
Project is not an eligible activity for EDA funding currently	0

**2. Project Category** – Certain project categories are more significant to the economic development of the district than others. Select a category from this list.

<b>Project Type</b>	<b>Points</b>
Economic development	5
Housing	5
Talent attraction and retention	5
Infrastructure	5
Childcare	4
Workforce growth and training	4
Brownfield Assessment & Redevelopment	4
Healthcare/mental health	3
Broadband/high-speed internet	3
Transportation enhancements	2
Downtown Revitalization	2
Tourism	1
Historic Preservation	1
Recreation and parks	1
Schools	1
Safety	1
Other	1

**3. Matching Funds** – Projects were assigned points based on the local government availability of matching funds. Matching funds are crucial to the success of any project and is essential to move a project forward.

<b>Availability of Funds</b>	<b>Points</b>
Secured	4
Partially Secured	3
Initiated	2
Not Initiated	1

**4. Preliminary Engineering** – The readiness to proceed with projects is directly linked to the local needs and successful completion of projects. Projects were assigned points for the amount of engineering completed.

<b>Degree of Completion</b>	<b>Points</b>
Completed or Not Applicable	4
Firm Selected	3
In Process of Firm Selection	2
Process Initiated	1

**5. Environmental** – The Environmental Review Process is also very important to move a project forward. Projects can be altered or slowed down if this process is not complete. Projects were assigned points for the degree of completion of an Environmental Review.

<b>Degree of Completion</b>	<b>Points</b>
Completed or Not Applicable	4
In Process	3
Site Selected	2
Not Initiated	1

## PROJECT PRIORITIZATION FOR 2023

### REGION

#### Project

- ADA transition planning
- Airport improvements
- Assessment and clean-up of brownfields
- Attract tourists & enhance arts
- CEDS strategic planning
- Codification of Ordinances
- Economic Disaster Resiliency Planning
- Energy efficiency of municipal owned buildings
- Enhance regional connectivity
- Enhance regional quality of life
- Expand childcare and early learning capabilities
- Expansion of telecommunication and broadband infrastructure
- Hazard mitigation
- Help businesses succeed
- Infrastructure improvements
- Manufacturing analysis and advancement
- Patoka Lake Regional Water and Sewer District expansions
- Promote regional tourism
- Promotion of Business Revolving Loan Funds
- Rail improvements
- Regional Economic Acceleration and Development Initiative (READI)
- Retention and creation of jobs
- Storm shelters and sirens
- Trail connectivity
- Transportation connectivity
- Transportation infrastructure improvements
- Transportation planning and asset management
- Transportation safety improvements

## PROJECT LIST - CRAWFORD COUNTY

PROJECT PRIORITIZATION FOR 2023 CRAWFORD COUNTY, INDIANA		EDA Investment Priorities	Project Category	Matching Funds	Preliminary Engineering Report	Environ- mental Review	TOTAL
<b>Economic Development</b>							
Economic strategy countywide	6	5	1	4	4	1	20
CC promote revolving loan fund to businesses	2	5	4	4	4	1	19
Business Innovation Technology Entrepreneurship Center - BITEC	4	5	2	4	3	1	18
Digital inclusion/broadband expansion	4	3	1	4	4	1	16
CC opportunity zone planning implementation	2	5	1	1	1	1	10
Shell building	2	5	1	1	1	1	10
<b>Infrastructure</b>							
Crawford County Water utility improvements	2	5	1	1	1	1	10
Blue River Water improvements	2	5	1	1	1	1	10
<b>Transportation</b>							
Trail connectivity	0	1	1	1	1	1	4
<b>Planning</b>							
I-64/Exit 92 overlay plan	0	5	1	1	4	1	11
Storage of historic county records (digitizing)	0	1	1	4	4	1	10
<b>Community Facilities</b>							
Carefree housing development	0	5	3	4	4	1	16
Medical health care facility	0	3	1	4	1	1	9
Housing rehabilitation plan implementation	0	5	1	1	1	1	8
Old courthouse clearance	0	1	1	1	1	1	4
<b>Public Safety and Services</b>							
EMS facility, ambulance and equipment	0	1	4	4	4	1	13
Safe room at CC Jr/Sr High School	0	1	2	3	2	1	8
EMS facility with showers	0	1	1	1	1	1	4
Emergency sirens	0	1	1	1	1	1	4
Generators at each school	0	1	1	1	1	1	4
Reverse 911	0	1	1	1	1	1	4
Critical facility improvements (hardened)	0	1	1	1	1	1	4
Debris removal in streams-Little Blue River	0	1	1	1	1	1	4
Harden existing fire stations and EMS building	0	1	1	1	1	1	4
Voluntary acquisition of buildings in hazard areas	0	1	1	1	1	1	4
Adequate tie-down requirements for mobile homes	0	1	1	1	1	1	4
Fire Department radios	0	1	1	1	1	1	4

## PROJECT LIST - ALTON AND ENGLISH

PROJECT PRIORITIZATION FOR 2023 ALTON, INDIANA		EDA Investment Priorities	Project Category	Matching Funds	Preliminary Engineering Report	Environ- mental Review	TOTAL
<b>Economic Development</b>							
Increase broadband availability and/or quality within county	4	3	1	4	4	4	16
<b>Transportation</b>							
Road improvements	2	2	1	1	1	1	7

PROJECT PRIORITIZATION FOR 2023 ENGLISH, INDIANA		EDA Investment Priorities	Project Category	Matching Funds	Preliminary Engineering Report	Environ- mental Review	TOTAL
<b>Economic Development</b>							
Promote English revolving loan fund to businesses	2	5	4	4	4	4	19
Increase broadband availability and/or quality within town	4	3	1	4	4	4	16
Creation of an English Economic Development Corporation	2	1	1	1	1	1	6
<b>Brownfields</b>							
Brownfield project development	0	1	1	1	4	4	7
<b>Infrastructure</b>							
Sewer improvements project	2	5	1	1	1	1	10
Stormwater improvements	2	5	1	1	1	1	10
<b>Planning</b>							
Old English school redevelopment	0	1	1	1	1	1	4
<b>Community Facilities</b>							
English Food Pantry	0	1	4	4	4	4	13
English Park improvements	0	1	1	1	1	1	4

## PROJECT LIST - LEAVENWORTH AND MARENGO

PROJECT PRIORITIZATION FOR 2023 LEAVENWORTH, INDIANA		EDA Investment Priorities	Project Category	Matching Funds	Preliminary Engineering Report	Environ- mental Review	TOTAL
<b>Economic Development</b>							
Increase broadband availability and/or quality within town	4	3	1	4	4	4	16
<b>Infrastructure</b>							
Stormwater improvements	2	5	1	1	1	1	10
Wastewater improvements	2	5	1	1	1	1	10
<b>Transportation</b>							
Leavenworth to O'Bannon Woods trails	0	1	1	1	1	1	4
<b>Planning</b>							
Stormwater improvement plan	2	5	1	1	1	1	10
Wastewater improvement plan	2	5	1	1	1	1	10
Annexation study	0	1	1	1	1	1	4
Stabilization of Ohio River banks	0	1	1	1	1	1	4
<b>Community Facilities</b>							
Mixed use housing facility	0	5	1	1	1	1	8
Fire station	0	1	3	1	1	1	6

PROJECT PRIORITIZATION FOR 2023 MARENGO, INDIANA		EDA Investment Priorities	Project Category	Matching Funds	Preliminary Engineering Report	Environ- mental Review	TOTAL
<b>Economic Development</b>							
Increase broadband availability and/or quality within county	4	3	1	4	4	4	16
<b>Infrastructure</b>							
Industrial Park cleanup	2	1	1	1	1	4	9
<b>Transportation</b>							
Wastewater improvements	2	5	2	4	4	4	17
Stormwater improvements	2	5	1	4	1	1	13
<b>Planning</b>							
Downtown revitalization project	0	2	1	1	1	1	5
<b>Community Facilities</b>							
Big Springs Old Town Church historic preservation	0	1	1	1	1	1	4
Skate park development	0	1	1	1	1	1	4
Marengo Cave Interpretive Center, cabins	0	1	1	1	1	1	4
Historic Marengo Church renovation	0	1	1	1	1	1	4

## PROJECT LIST - MILLTOWN

PROJECT PRIORITIZATION FOR 2023 MILLTOWN, INDIANA	EDA Investment Priorities	Project Category	Matching Funds	Preliminary Engineering Report	Environ- mental Review	TOTAL
<b>Economic Development</b>						
Increase broadband availability and/or quality within town	4	3	1	4	4	16
Support tourism and job creation	2	5	1	1	1	10
<b>Brownfields</b>						
Residential blight elimination	0	1	1	1	1	4
<b>Infrastructure</b>						
Wastewater lift station improvements	2	5	4	4	4	19
Stormwater improvements	2	5	1	4	1	13
<b>Planning</b>						
Downtown revitalization project	0	2	1	1	1	5
Comprehensive plan	0	1	1	1	1	4
Codebook update	0	1	1	1	1	4
<b>Community Facilities</b>						
Community center	0	1	1	1	1	4
Mini park on east Main Street	0	1	1	1	1	4
Community arts project	0	1	1	1	1	4

## PROJECT LIST - DUBOIS COUNTY

PROJECT PRIORITIZATION FOR 2023 DUBOIS COUNTY, INDIANA	EDA Investment Priorities	Project Category	Matching Funds	Preliminary Engineering Report	Environ- mental Review	TOTAL
<b>Economic Development</b>						
Business loan program and promotion	2	5	4	4	4	19
Increase broadband availability and/or quality within county	4	3	1	4	4	16
Dubois County Opportunity Zone	2	5	1	1	1	10
Entrepreneurship facilitation	2	5	1	1	1	10
Purchase/develop property for an Industrial Park	2	5	1	1	1	10
Promote value added agri-business opportunities	2	0	1	1	1	5
<b>Brownfields</b>						
Brownfield development	0	1	1	1	1	4
<b>Infrastructure</b>						
Regional Sewer system	2	5	2	4	3	16
Haysville sanitary sewer project	2	5	2	4	3	16
Ireland stormwater improvements	2	5	1	1	1	10
Ireland water storage tank	2	5	1	1	1	10
<b>Transportation</b>						
Airport hangar, technology park	2	2	4	4	4	16
Mid-States Corridor - Environmental Impact Study	0	2	2	4	4	12
Additional bike and pedestrian trails	0	2	1	1	1	5
Intersection improvements on primary county roads	0	2	1	1	1	5
Public transportation	0	2	1	1	1	5
<b>Planning</b>						
Digitize historic records	0	1	1	4	4	10
<b>Community Facilities</b>						
Owner-occupied residential rehabilitation	0	5	4	4	4	17
Dubois County shelter improvements and accessibility improvements	0	1	4	4	4	13
Dubois County Museum accessibility improvements	0	1	2	3	3	9
Maple Grove campground	0	1	1	4	1	7
Rehabilitation/addiction/substance abuse facility	0	3	1	1	1	6
Judicial Center expansion (correctional facility)	0	1	2	1	1	5
Dubois Fire Department construction	0	1	1	1	1	4
Dubois ambulance facility construction	0	1	1	1	1	4
Haysville Park improvements (including drainage)	0	1	1	1	1	4
<b>Public Safety</b>						
Haysville fire truck	0	1	1	4	4	10
Storm shelter near camping and mobile home areas	0	1	1	1	1	4
Fire Department SCBAs	0	1	1	1	1	4

## PROJECT LIST - BIRDSEYE

PROJECT PRIORITIZATION FOR 2023 BIRDSEYE, INDIANA	EDA Investment Priorities	Project Category	Matching Funds	Preliminary Engineering Report	Environ- mental Review	TOTAL
<b>Infrastructure</b>						
Wastewater improvements	2	5	2	4	1	14
Water utility equipment	2	0	3	4	4	13
Town utility backhoe	2	0	2	4	4	12
Culvert replacement by Birdseye Cemetery	2	2	2	1	1	8
<b>Transportation</b>						
Update Community Crossings road inventory	0	2	4	4	4	14
Sidewalk improvements	0	2	4	4	4	14
<b>Planning</b>						
Annexation	0	1	1	1	1	4
<b>Community Facilities</b>						
Renovate old fire station	0	1	1	4	4	10
Renovate Town Hall	0	1	1	4	4	10
Repair lighting issues at Town Hall	0	1	1	4	4	10
Replace Christmas lights	0	1	1	4	4	10
Library expansion	0	1	2	4	1	8
Birdseye Park improvements	0	1	3	2	2	8
<b>Public Safety</b>						
Police radar gun	0	1	2	4	4	11
Fire department equipment upgrade	0	1	2	4	4	11

## PROJECT LIST - FERDINAND

PROJECT PRIORITIZATION FOR 2023 FERDINAND, INDIANA	EDA Investment Priorities	Project Category	Matching Funds	Preliminary Engineering Report	Environ- mental Review	TOTAL
<b>Infrastructure</b>						
Water standpipe (location-Monastery)	2	5	3	4	2	16
Water storage tank (NW side of town)	2	5	3	4	2	16
St. Henry water connection to airport	2	5	1	4	1	13
E 5th Street storm water and street improvements	2	5	1	1	1	10
W 5th Street, Missouri, W 3rd-sanitary sewer	2	5	1	1	1	10
Water main from 5th Street to Monte Casino Road (285 E)	2	5	1	1	1	10
E 3rd Street water line - Main to Michigan	2	5	1	1	1	10
<b>Transportation</b>						
Old Town Lake trail paving & connectivity	0	1	4	4	4	13
Sidewalks/trail along SR162	0	2	1	1	1	5
Walking trail from 18th Street Park to Old Town Lake trail	0	1	1	1	1	4
<b>Public Safety</b>						
Fire aerial/ladder truck	0	1	1	4	4	10
Police car replacement	0	1	1	4	4	10
Ambulance garage	0	1	1	1	1	4

## PROJECT LIST - HOLLAND

PROJECT PRIORITIZATION FOR 2023 HOLLAND, INDIANA	EDA Investment Priorities	Project Category	Matching Funds	Preliminary Engineering Report	Environ- mental Review	TOTAL
<b>Economic Development</b>						
Add cell tower booster station	0	1	1	1	1	4
<b>Infrastructure</b>						
Wastewater improvements	2	5	2	4	1	14
Fire hydrant replacements	2	5	2	4	2	15
Complete riprap and repair of lagoon dams	2	5	1	1	1	10
Replacement of all meters and meter pits	2	5	1	1	1	10
Total replacement of rails and pumps at Farks lift station	2	5	1	1	1	10
Total water line replacement in town	2	5	1	1	1	10
<b>Transportation</b>						
Street improvements	0	2	1	1	1	5
Pave main streets with curb and guttering added	0	2	1	1	1	5
Business access to Highway 161	0	2	1	1	1	5
Repave Holland Park road	0	2	1	1	1	5
Add several street lights	0	1	1	1	1	4
Pathway connectivity throughout town	0	1	1	1	1	4
Trail development	0	1	1	1	1	4
Repair and add more sidewalks	0	1	1	1	1	4
<b>Planning</b>						
Comprehensive plan / zoning ordinances	0	1	1	1	1	4
<b>Community Facilities</b>						
Housing rehabilitation	0	5	1	1	1	8
Purchase of blighted building for fire department and town hall expansion	0	1	3	1	1	6
Downtown revitalization	0	2	1	1	1	5
Build maintenance shop at park	0	1	1	1	1	4
Holland park improvements	0	1	1	1	1	4
Rehabilitate Irene Bartelt little league field	0	1	1	1	1	4
<b>Public Safety</b>						
Fire station and fire equipment	0	1	1	1	1	4
Renovate the lake dam	0	1	1	1	1	4
Codification update	0	1	1	1	1	4
Fire Department SCBAs	0	1	1	1	1	4

## PROJECT LIST - HUNTINGBURG

PROJECT PRIORITIZATION FOR 2023 HUNTINGBURG, INDIANA	EDA Investment Priorities	Project Category	Matching Funds	Preliminary Engineering Report	Environ- mental Review	TOTAL
<b>Economic Development</b>						
Huntingburg Opportunity Zone promotion	2	5	1	1	1	10
<b>Infrastructure</b>						
Water project-PLRWSD trunk line	2	5	3	4	4	18
Wastewater treatment plant improvements	2	5	3	4	4	18
Stormwater utility	2	5	2	3	1	13
Huntingburg Lake dredging	0	5	1	1	1	8
<b>Transportation</b>						
Heritage Trail	0	1	4	4	3	12
Underpass trail connection	0	1	4	3	3	11
<b>Community Facilities</b>						
Northside Park	0	1	4	4	4	13
Senior center	0	1	4	3	3	11
Huntingburg gateway	0	1	3	4	1	9
Blight elimination	0	1	3	2	1	7
League stadium improvements	0	1	1	1	1	4
<b>Public Safety</b>						
Brownfield cleanup (former gas station)	0	1	4	1	4	10

## PROJECT LIST - JASPER

PROJECT PRIORITIZATION FOR 2023 JASPER, INDIANA		EDA Investment Priorities	Project Category	Matching Funds	Preliminary Engineering Report	Environ- mental Review	TOTAL
<b>Economic Development</b>							
Downtown revitalization project phase 1 (Square waterline, sewer, electric)	0	2	4	4	4		14
Downtown façade enhancement program promotion	0	2	4	4	4		14
Downtown revitalization project phase 2 (Main St from 3rd-5th, 7th-9th)	0	2	4	4	4		14
Marketing / branding the City of Jasper	0	1	4	4	4		13
Relocation bonus incentives for new residents	2	1	1	4	4		12
Technology / innovation center	4	5	1	1	1		12
Business attraction with a spec building	2	5	1	1	1		10
Wayfinding signage for downtown and in cooperation with Dubois County Tourism	0	1	1	4	4		10
Create a cultural district in the downtown	0	1	1	4	4		10
Community gateways	0	1	1	1	1		4
Alley activations	0	1	1	1	1		4
Crosswalk murals-public art	0	1	1	1	1		4
<b>Infrastructure</b>							
Backup water supply	4	5	4	4	4		21
Water line elimination of lead	2	5	4	4	4		19
Water service connection analysis	2	5	2	4	4		17
Utility asset management plan	0	5	4	4	4		17
Wastewater plant carriage assembly	0	4	4	4	4		16
Water meter upgrades to Advanced Metering Infrastructure	0	4	4	4	4		16
Stormwater drainage improvements	2	5	3	2	1		13
Replace deteriorated sidewalks in city inventory	0	1	4	4	4		13
Sidewalk replacement/extension along SR231 N	0	1	3	4	2		10
Mid-state corridor connections-streets and utilities	2	5	1	1	1		10
Sewage treatment on north side (include Haysville service)	2	5	1	1	1		10
Natural gas back-up supply	2	5	1	1	1		10
Solar energy park on the old Jasper landfill site	0	5	1	1	1		8
Third Ave-Meridian Road water improvements	2	2	1	1	1		7
Fiber buildout to residential developments (within 2 mile jurisdiction)	0	3	1	1	1		6
<b>Transportation</b>							
Multi-use trail extension with local communities and within the City	0	1	4	4	4		13
Rail improvements - French Lick to Huntingburg	0	2	1	2	4		9
Implement transportation plan (pedestrian, public transportation, etc)	0	2	1	1	1		5
15th Street expansion to Highway 56	0	2	1	1	1		5

## PROJECT LIST - JASPER CONT.

PROJECT PRIORITIZATION FOR 2023 JASPER, INDIANA	EDA Investment Priorities	Project Category	Matching Funds	Preliminary Engineering Report	Environ- mental Review	TOTAL
36th Street expansion	0	2	1	1	1	5
47th Street expansion - auto, bicycle and pedestrian	0	2	1	1	1	5
Public transportation - regularly scheduled bus route	0	2	1	1	1	5
Ebike trails	0	1	2	1	1	5
350 West as main north/south corridor extending from SR56 to 47th St	0	2	1	1	1	5
Port authority consideration	0	1	1	1	1	4
Dubois County trail connections	0	1	1	1	1	4
Dubois/Orange County trails and rails from French Lick to Huntingburg	0	1	1	1	1	4
Mill Street expansion	0	1	1	1	1	4
<b>Community Facilities</b>						
Art Center interior Phase 1	0	1	4	4	4	13
Redevelopment of the old power plant property into mixed use/residential housing	0	1	4	4	4	13
Downtown lighting & decorations	0	1	4	4	4	13
Amphitheater	0	1	3	3	4	11
Downtown residential conversions (2nd floor of historic buildings)	0	5	1	1	1	8
Owner-occupied rehabilitation	0	5	1	1	1	8
Infill housing program development (South Bend model)	0	5	1	1	1	8
Outdoor market	2	1	1	1	1	6
Aquatic center	0	1	2	1	2	6
Child advocacy center	0	1	2	1	2	6
Student residential housing	0	1	1	1	1	4
Buffalo Trace Golf Course expansion (clubhouse/practice facility)	0	1	1	1	1	4
Indoor sports recreation/aquatics center	0	1	1	1	1	4
Repurpose of the land and facility previously home to Ruxer Golf Course	0	1	1	1	1	4
Art Center / Auditorium Phase 2 expansion	0	1	1	1	1	4
Outdoor pool replacement	0	1	1	1	1	4
<b>Public Safety</b>						
Fire ladder truck	0	1	1	4	4	10
Establishment of building/code enforcement	0	1	1	4	4	10
Establishment of animal control enforcement	0	1	1	4	4	10
Establish an abandoned house/blight registry	0	1	1	4	4	10
Police Department / Fire Department radios	0	1	1	4	4	10
Fire Department Lucas devices	0	1	1	4	4	10
West side fire station	0	1	1	1	1	4

## PROJECT LIST - ORANGE COUNTY

PROJECT PRIORITIZATION FOR 2023 ORANGE COUNTY, INDIANA	EDA Investment Priorities	Project Category	Matching Funds	Preliminary Engineering Report	Environ- mental Review	TOTAL
<b>Economic Development</b>						
Increase broadband availability and/or quality within county	4	3	1	4	4	16
OCEDP Revolving Loan Fund promotion	2	5	1	4	4	16
Orange County Indiana Rural Economic Development Model Program	2	5	1	4	4	16
Orange County workforce housing development	2	5	1	4	4	16
Opportunity zone promotion	2	5	1	4	4	16
Population growth initiative (Radius)	4	1	1	4	4	14
Business attraction sites/buildings	2	5	1	1	1	10
<b>Infrastructure</b>						
Patoka Lake regional water improvements	2	5	4	1	4	16
Prospect sanitary sewer expansion	2	5	1	1	1	10
Stormwater improvements (south of French Lick)	2	5	1	1	1	10
<b>Transportation</b>						
CSX rail improvements	2	2	1	1	1	7
IRM rail improvements	2	2	1	1	1	7
<b>Planning</b>						
4-H site drainage analysis	0	1	1	1	1	4
<b>Community Facilities</b>						
Housing study implementation (ROI)	2	5	1	1	1	10
Mental Health assistance	0	3	1	1	1	6
<b>Public Safety</b>						
Additional sheriff vehicle	0	1	1	4	4	10
New jail	0	1	1	1	1	4
Lost River log jam removal	0	1	1	1	1	4

## PROJECT LIST - FRENCH LICK

PROJECT PRIORITIZATION FOR 2023 FRENCH LICK, INDIANA	EDA Investment Priorities	Project Category	Matching Funds	Preliminary Engineering Report	Environ- mental Review	TOTAL
<b>Economic Development</b>						
RLF promotion to businesses	2	5	4	4	4	19
French Lick/West Baden Springs Opportunity Zone promotion	2	5	4	4	4	19
French Lick redevelopment housing project	0	5	4	4	4	17
Develop town website	2	1	1	4	4	12
<b>Infrastructure</b>						
Generator at WWTP and all municipal buildings	2	5	1	4	4	16
Airport sewer improvements	2	5	2	4	2	15
Stormwater improvements	2	5	1	1	1	10
<b>Transportation</b>						
Airport private development	0	2	2	4	2	10
Street/sidewalk improvements	0	2	1	1	1	5
<b>Planning</b>						
Comprehensive plan	0	5	1	4	4	14
<b>Public Safety</b>						
Springs Valley School safe room	0	1	4	4	2	11
Establish a fire territory	0	1	1	4	4	10

## PROJECT LIST - ORLEANS

PROJECT PRIORITIZATION FOR 2023 ORLEANS, INDIANA	EDA Investment Priorities	Project Category	Matching Funds	Preliminary Engineering Report	Environ- mental Review	TOTAL
<b>Economic Development</b>						
Encourage entrepreneurial investment in the historic downtown area	2	2	1	4	4	13
Downtown revitalization	2	2	1	1	1	7
<b>Infrastructure</b>						
Water improvements	2	5	4	4	4	19
Wastewater improvements	2	5	1	1	1	10
<b>Transportation</b>						
Road improvements	0	2	4	4	4	14
Enhance streetscapes and towns streets	0	2	1	1	1	5
Southern Indiana Rails to Trails project	0	1	1	1	1	4
<b>Planning</b>						
Bicycle and Pedestrian Master Plan	0	1	1	1	4	7
Lead and copper study	0	1	1	1	4	7
<b>Public Safety</b>						
Fire station construction	0	1	2	4	4	11
Ladder truck	0	1	1	4	4	10
Pumper truck	0	1	1	4	4	10
Foam truck for the airport	0	1	1	4	4	10
Flood acquisition project	0	1	1	1	1	4
Orleans Lake and drainage improvements	0	1	1	1	1	4

## PROJECT LIST - PAOLI

PROJECT PRIORITIZATION FOR 2023 PAOLI, INDIANA		EDA Investment Priorities	Project Category	Matching Funds	Preliminary Engineering Report	Environ- mental Review	TOTAL
<b>Brownfields</b>							
Brownfield redevelopment (gas stations, etc)		0	4	2	1	1	8
<b>Infrastructure</b>							
Sanitary sewer CSO elimination		2	5	4	4	4	19
Water improvements		2	5	4	4	4	19
Stormwater improvements		2	5	1	1	1	10
<b>Transportation</b>							
Walking bridge and paths		0	1	1	1	1	4
<b>Planning</b>							
Housing development		0	5	1	4	4	14
Paoli Park Plan		0	1	1	4	4	10
<b>Community Facilities</b>							
Main Street coordination		0	2	1	4	4	11
Playground improvements at Marea Radcliff Park		0	1	2	1	4	8
Community center construction		0	1	1	1	1	4
Historic Preservation (Mineral Springs and 205 W. Main Street)		0	1	1	1	1	4
<b>Public Safety</b>							
Clearance of old water plant		0	1	4	4	4	13

## PROJECT LIST - WEST BADEN SPRINGS

PROJECT PRIORITIZATION FOR 2023 WEST BADEN SPRINGS, INDIANA		EDA Investment Priorities	Project Category	Matching Funds	Preliminary Engineering Report	Environ- mental Review	TOTAL
<b>Economic Development</b>							
French Lick/West Baden Springs Opportunity Zone	2	5	4	4	4	19	
Orange County workforce housing development	0	5	4	4	4	17	
Annexation	0	1	1	1	1	4	
<b>Infrastructure</b>							
Wastewater infrastructure for new housing development	2	5	1	1	1	10	
Springs Valley Water improvements	2	5	1	1	1	10	
<b>Community Facilities</b>							
West Baden Springs park improvements	0	1	1	1	1	4	
<b>Transportation</b>							
Road improvements	0	2	1	1	1	5	

## PROJECT LIST - PERRY COUNTY

PROJECT PRIORITIZATION FOR 2023 PERRY COUNTY, INDIANA	EDA Investment Priorities	Project Category	Matching Funds	Preliminary Engineering Report	Environ- mental Review	TOTAL
<b>Economic Development</b>						
Promote Cannelton Opportunity Zone to attract long-term investment	2	5	4	4	4	19
Business assistance	2	5	4	4	4	19
Develop sites for business expansion & attraction at Riverview Industrial Park, Industrial Park South and other strategic locations throughout the county	4	5	4	3	3	19
Increase broadband availability and/or quality within city	4	3	3	4	4	18
Programming, equipment and facility upgrades at Tell City Ivy Tech Career & Technology	2	4	4	4	4	18
Develop a strategic talent retention & attraction program	2	5	1	4	4	16
Foster entrepreneurship/small business development to fill existing gaps	2	5	1	4	4	16
Innovation & Training Center	2	4	2	4	1	13
Brownfield assessments and redevelopment	0	1	3	4	4	12
Industrial development at I64 and SR145	2	5	1	1	1	10
Industrial Park North development at I64 and SR37	2	5	1	1	1	10
Repurposing and reuse of former Swiss Plywood Manufacturing building	2	5	1	1	1	10
Update zoning/permitting process to remove barriers to development	0	5	1	1	1	8
<b>Infrastructure</b>						
Leopold sanitary sewer collection	2	5	2	3	1	13
North wastewater addition	2	5	1	1	1	10
Upgrades necessary to support housing development	2	5	1	1	1	10
Expand water infrastructure to unserved parts of the county	2	5	1	1	1	10
<b>Transportation</b>						
Anderson River rail bridge replace/rehabilitation - MP 8.1	4	2	4	4	4	18
Steel Road extension	4	2	2	4	3	15
Sign inventory and replacement project	0	1	3	1	4	9
Develop a county-wide public transportation network to align with local workforce needs	0	2	1	1	4	8
Airport runway extension	0	2	1	1	1	5
Access road to 4-H facility	0	2	1	1	1	5
Improve drainage & re-pave entrance road to Meggitt	0	2	1	1	1	5
Branchville Cemetery retaining wall	0	1	1	1	1	4
<b>Planning</b>						
Leopold and North Wastewater Plan	2	5	2	2	1	12
Solid waste recycling program	0	1	3	4	4	12
Strategic land use study/plan for I64/SR37 & I64/SR145	2	5	2	1	1	11
Update code book	0	1	1	4	4	10
Potable water to unserved areas of Perry County, Tobin Township & others	2	5	1	1	1	10

## PROJECT LIST - PERRY COUNTY CONT.

PROJECT PRIORITIZATION FOR 2023 PERRY COUNTY, INDIANA	EDA Investment Priorities	Project Category	Matching Funds	Preliminary Engineering Report	Environ- mental Review	TOTAL
Funding opportunity researcher	0	1	1	1	4	7
Strategic plan to address lack of access to childcare	0	1	1	1	4	7
Greenway trail connecting Cannelton, Tell City, Troy to Lincoln Ferry Park	0	1	1	1	1	4
<b>Community Facilities</b>						
Forest Canton housing development	0	5	4	4	4	17
Hoosier Heights housing development	0	5	4	4	4	17
Perry County Museum historic preservation	0	1	2	4	1	8
Increase housing inventory (single & multi-family homes & apartments)	0	5	1	1	1	8
Rome Courthouse/community building historic preservation	0	1	1	4	1	7
Construct a 100+ seat state licensed childcare center	0	1	1	1	1	4
Community center - Perry Central and Tell City locations	0	1	1	1	1	4
Youth/Community & Convention Center	0	1	1	1	1	4
4H Fairgrounds upgrades & improvements (including entrance road)	0	1	1	1	1	4
Animal shelter/operation	0	1	1	1	1	4
Derby Riverfront Park paving, maintenance and beautification	0	1	1	1	1	4
Derby Community Center parking improvements	0	1	1	1	1	4
<b>Public Safety</b>						
Central Perry Fire Department pumper truck	0	1	4	4	4	13
Increase access to mental health services and addiction & recovery services	0	3	1	1	1	6
300-foot communications tower at ATTC	0	1	1	1	1	4
Lighting/stoplight/sidewalk/walking trail between Tell City-Waupaca Foundry	0	1	1	1	1	4
Perry County remote first aid stations	0	1	1	1	1	4
First responders and EMT training grants	0	1	1	1	1	4
Ambulance GPS tracking devices	0	1	1	1	1	4
Deer Creek dam renovation	0	1	1	1	1	4
Thumper mechanical CPR	0	1	1	1	1	4
Perry County courthouse security enhancements	0	1	1	1	1	4

## PROJECT LIST - CANNELTON

PROJECT PRIORITIZATION FOR 2023 CANNELTON, INDIANA		EDA Investment Priorities	Project Category	Matching Funds	Preliminary Engineering Report	Environ- mental Review	TOTAL
<b>Economic Development</b>							
Promote Cannelton Opportunity Zone	2	5	4	4	4	19	
Promote Cannelton RLF to businesses	2	5	4	4	4	19	
Increase broadband availability and/or quality within county	4	3	1	4	4	16	
Housing development - single and multi-family	0	5	1	1	1	8	
Shelter house, farmers market	0	1	2	1	1	5	
Street improvements	0	2	1	1	1	5	
Sidewalk improvements around Can-Clay	0	2	1	1	1	5	
<b>Infrastructure</b>							
CSO improvements and new treatment plant	2	5	4	4	4	19	
Stormwater improvements - Phase II	2	5	1	4	1	13	
Wastewater improvements	2	5	1	2	2	12	
Stormwater emergency fix (Dodge Street)	2	5	1	1	1	10	
Water improvements	2	5	1	1	1	10	
<b>Transportation</b>							
N. Washington Street (Cannelton Heights) improvements	0	2	1	1	1	5	
<b>Planning</b>							
Can-Clay visioning	0	1	4	3	3	11	
Codebook update	0	1	1	4	4	10	
<b>Community Facilities</b>							
6th Street gym restoration/reuse	0	1	2	3	2	8	
Downtown revitalization and historic preservation	0	1	1	4	1	7	
Trail connectivity	0	1	1	1	1	4	
Myers Elementary School preservation	0	1	1	1	1	4	
Farmers market	0	1	1	1	1	4	
Community garden	0	1	1	1	1	4	
<b>Public Safety and Services</b>							
Clearance - city property (Can-Clay)	0	1	2	1	1	5	

## PROJECT LIST - TELL CITY

PROJECT PRIORITIZATION FOR 2023 TELL CITY, INDIANA		EDA Investment Priorities	Project Category	Matching Funds	Preliminary Engineering Report	Environ- mental Review	TOTAL
<b>Economic Development</b>							
Promote Tell City RLF to businesses	2	5	4	4	4	19	
Foster entrepreneurship/small business development to fill existing gaps	2	5	4	4	4	19	
<b>Infrastructure</b>							
Electric upgrades-new substation planned	2	5	4	4	4	19	
Refurbish water tower	2	5	4	4	4	19	
Electric upgrades for Waupaca (Perry County Industrial Park Riverview)	2	5	4	4	4	19	
Pumps & generators near the floodwall	2	5	3	4	3	17	
Stormwater rate and improvement study	2	5	2	4	4	17	
Water and fire flow improvements, pump station, 12" Main	2	5	3	4	1	15	
Water lead service line replacement	2	5	1	1	4	13	
Waterline replacement SR66	2	5	1	1	1	10	
<b>Brownfields</b>							
Former Perry County Hospital clearance & redevelopment	0	4	4	4	4	16	
<b>Transportation</b>							
Riverport access & capacity improvements (pier)	0	5	4	4	4	17	
7th Street corridor development	0	2	4	4	4	14	
Washington Street & Main Street streetscapes	0	2	4	4	4	14	
River Port improvements for access to SR66 (River Road)	0	2	1	4	3	10	
Bike rentals at Depot	0	1	1	4	4	10	
Connector road to Spring Road	0	2	2	3	2	9	
Sidewalk repair and replace	0	1	2	1	2	6	
SR66 sidewalk project (Washington Street to William Tell Blvd.)	0	1	2	1	2	6	
Tell Stret streetscape project (12th Street to Main Street)	0	1	2	1	2	6	
Rail replacement for Hoosier Southern Railroad	0	1	2	1	2	6	
Walking/biking trails	0	1	1	1	1	4	
Street signage	0	1	1	1	1	4	
<b>Planning</b>							
South Main and 9th Streets neighborhood development plan	0	5	4	1	4	14	
Establish/Brand-Swiss District & Woodworkers District	0	2	1	4	4	11	
Add a planning director	0	1	1	4	4	10	
Former GE Plant neighborhood development plan	0	5	1	1	1	8	
<b>Community Facilities</b>							
Sports complex - Hagedorn Park renovations	0	1	4	4	4	13	
Floodwall murals	0	1	1	4	4	10	
Downtown revitalization extension/gateways	0	2	1	4	1	8	

## PROJECT LIST - TELL CITY CONT.

PROJECT PRIORITIZATION FOR 2023 TELL CITY, INDIANA	EDA Investment Priorities	Project Category	Matching Funds	Preliminary Engineering Report	Environ- mental Review	TOTAL
Façade program	0	2	1	1	1	5
Former William Tell Senior Center renovation/repurpose	0	1	2	1	1	5
Boat ramp improvements/marina	0	1	1	1	1	4
City Hall restoration	0	1	1	1	1	4
Riverfront entertainment area	0	1	1	1	1	4
Outdoor events/farmers market shelter	0	1	1	1	1	4
Former little league renovations	0	1	1	1	1	4
Homeowner rehab program	0	1	1	1	1	4
Swiss Plywood building re-development	0	1	1	1	1	4
Ice rink	0	1	1	1	1	4
Digital signage at depot	0	1	1	1	1	4
Zoercher-Bettinger Park renovations	0	1	1	1	1	4
Joe Schaeffer Park improvements	0	1	1	1	1	4
Roy Fenn Park improvements	0	1	1	1	1	4
Tell City Historical Society improvements	0	1	1	1	1	4
<b>Public Safety</b>						
Windy Creek drainage repair and maintenance	0	1	1	1	1	4
Tell City/Troy Township fire station	0	1	1	1	1	4

## PROJECT LIST - TROY

PROJECT PRIORITIZATION FOR 2023 TROY, INDIANA		EDA Investment Priorities	Project Category	Matching Funds	Preliminary Engineering Report	Environ- mental Review	TOTAL
<b>Infrastructure</b>							
Sewer improvements (lift station complete)	2	5	1	4	4	16	
Water improvements (SR545)	2	5	1	1	1	10	
Troy Rail Yard-construct a new mainline track west of main line & 2 additional run-around spurs	0	5	1	1	1	8	
Troy Rail Yard-construct extension of north run-around track south the length of new yard	0	5	1	1	1	8	
<b>Planning</b>							
Zoning ordinance update to include newly annexed area	0	5	1	4	4	14	
Codification update	0	1	1	4	4	10	
<b>Community Facilities</b>							
Troy master park plan update	0	1	1	1	1	4	
Burke Park multi-purpose courts (basketball, pickleball), shelter house	0	1	1	1	1	4	
Trail connector from park to riverfront with pedestrian crossing of SR66	0	1	1	1	1	4	
Riverfront improvements (sidewalks, railing, parking)	0	1	1	1	1	4	
Riverfront entertainment area near dock parking area	0	1	1	1	1	4	
Christ of the Ohio parking improvements	0	1	1	1	1	4	
Veterans Memorial at Christ of the Ohio	0	1	1	1	1	4	
<b>Public Safety</b>							
Tell City/Troy Township fire department SCBAs	0	1	4	4	4	13	
Generator	0	1	1	1	4	7	
Tell City/Troy Township fire station	0	1	1	1	1	4	
Storm shelter for residents	0	1	1	1	1	4	

## PROJECT LIST - PIKE COUNTY

PROJECT PRIORITIZATION FOR 2023 PIKE COUNTY, INDIANA		EDA Investment Priorities	Project Category	Matching Funds	Preliminary Engineering Report	Environ- mental Review	TOTAL
<b>Economic Development</b>							
Pike County Opportunity Zone	2	5	4	4	4	4	19
Buchta Entrepreneurship & Tech. Center educational opportunities and equipment	2	4	4	4	4	4	18
Workforce response to closing of coal fired power plant/reemployment of trained workforce	2	4	4	4	4	4	18
Develop shell building at industrial park	4	5	4	1	4	4	18
Southwest Indiana megasite development	2	5	2	4	4	4	17
Develop talent attraction plan	2	5	1	4	4	4	16
Business attraction for workforce transition	2	4	1	4	4	4	15
Business assistance	2	1	4	4	4	4	15
Renewable energy technical workforce training program	2	4	1	4	4	4	15
Increase broadband availability and/or quality within county	4	5	1	1	1	1	12
Southwest Indiana megasite RLF	2	1	1	4	4	4	12
Pursue "shovel ready" site certification per the PCIAMP	2	5	1	1	1	1	10
Site control/county-owned industrial development property to respond to power plant shutdown	2	5	1	1	1	1	10
Research and due diligence for previously mined properties-corridor & SWIM	2	1	1	1	1	1	6
<b>Infrastructure</b>							
Construct elevated water storage tank along SR 61 Corridor (Petersburg)	4	5	4	4	4	4	21
Stendal water improvements (Holland water)	2	5	4	4	4	4	19
Construct new wastewater treatment plant south of Generation Springs	2	5	1	1	1	1	10
Water & wastewater to Southwest Indiana megasite	2	5	1	1	1	1	10
Coordinate utility extension with road projects	2	5	1	1	1	1	10
Expansion of water to rural areas	2	5	1	1	1	1	10
Extend wastewater to Indiana Southern sites	2	5	1	1	1	1	10
Extend water & wastewater to Generation Springs & Pike Crossing	2	5	1	1	1	1	10
Extend water & wastewater to north planning area	2	5	1	1	1	1	10
<b>Transportation</b>							
Complete the phase 1 reconstruction of E CR 350N and new connection to SR 61	0	2	1	1	1	1	5
Construct a new road through Generation Springs site from CR 300N to haul road	0	2	1	1	1	1	5
Construct a new road, extending CR 175E to SR 356 (parallelling I69)	0	2	1	1	1	1	5
Construct a new road, extending E CR 350N to SR 356	0	2	1	1	1	1	5
Construct new roads between E CR 350N and E CR 300N to serve Pike Crossing	0	2	1	1	1	1	5
Improve the Generation Springs haul road from N CR 75E toward interstate	0	2	1	1	1	1	5
Reconstruct CR 300N from SR56/61 to SR 57	0	2	1	1	1	1	5
Add rail spur to the Southwest Indiana megasite	0	2	1	1	1	1	5
Generation Springs safety/road improvements	0	2	1	1	1	1	5

## PROJECT LIST - PIKE COUNTY CONT.

PROJECT PRIORITIZATION FOR 2023 PIKE COUNTY, INDIANA	EDA Investment Priorities	Project Category	Matching Funds	Preliminary Engineering Report	Environ- mental Review	TOTAL
Improve the N CR 75E and SR 61 intersection (safety, gateway elements, etc)	0	2	1	1	1	5
Reconstruct CR 175E from E CR 300N to the interstate	0	2	1	1	1	5
Reconstruct CR 300N from SR 61 to CR 175E	0	2	1	1	1	5
Reconstruct Meridian Road from CR 300N to the southern terminus	0	2	1	1	1	5
I69 Gateway project	0	2	1	1	1	5
Bicycle and pedestrian facilities	0	1	1	1	1	4
Identify trail projects throughout the county	0	1	1	1	1	4
<b>Planning</b>						
Zoning ordinance/Update comprehensive plan	0	5	1	4	4	14
Previously mined study	0	1	4	4	4	13
Join RDA	0	1	1	4	4	10
Prepare for regional projects	0	1	2	4	1	8
Fiscal impact study of growth areas	0	5	1	1	1	8
<b>Community Facilities</b>						
Development of single & multi-family housing	0	5	1	1	1	8
Senior Center	0	1	1	1	1	4
Prides Creek Park pedestrian connectivity to Petersburg	0	1	1	1	1	4
Prides Creek Park boat ramp re-build	0	1	1	1	1	4
Park playground equipment upgrade - all parks	0	1	1	1	1	4
Prides Creek Park new fishing pier	0	1	1	1	1	4
Library amphitheater	0	1	1	1	1	4
Courthouse improvements	0	1	1	1	1	4
Preserve Brenton Family Cemetery	0	1	1	1	1	4
<b>Public Safety</b>						
Additional sheriff deputy	0	1	1	4	4	10
Ambulance	0	1	1	4	4	10
Lockhart fire truck	0	1	1	4	4	10
Patoka Township North fire truck	0	1	1	4	4	10
Petersburg ladder truck	0	1	1	4	1	7
Patoka Township North fire station	0	1	1	1	1	4
Western Pike County fire response improvements (station, apparatus, funding)	0	1	1	1	1	4

## PROJECT LIST - PETERSBURG

PROJECT PRIORITIZATION FOR 2023 PETERSBURG, INDIANA		EDA Investment Priorities	Project Category	Matching Funds	Preliminary Engineering Report	Environ- mental Review	TOTAL
<b>Economic Development</b>							
Water project to support the Southwest Indiana Megasite	2	5	2	3	1	13	
Reinvestment through TIF, RLF, opportunity areas, etc.	2	5	1	1	1	10	
Increase broadband availability and/or quality within county	4	3	1	1	1	10	
Workforce housing	0	5	1	1	1	8	
Illinois Street business district expansion	0	2	1	1	1	5	
<b>Infrastructure</b>							
Wastewater improvements and treatment plant	2	5	4	4	4	19	
Water supply and water treatment plant construction	2	5	4	4	4	19	
Wastewater project to support Southwest Indiana Megasite	2	5	1	1	1	10	
Coordinate transportation & utility improvements	2	5	1	1	1	10	
<b>Transportation</b>							
Extend Illinois Street to SR 356	0	2	1	1	1	5	
Identify capital transportation improvements annually	0	2	1	1	1	5	
Bicycle/pedestrian facilities in development of public works projects	0	1	1	1	1	4	
<b>Planning</b>							
Zoning ordinance	0	1	4	1	4	10	
Stormwater plan	2	5	1	1	1	10	
Enhance and maintain Petersburg website and establish public wi-fi zones	0	1	1	4	4	10	
Petersburg Five Year Park & Recreation Master Plan	0	1	1	4	4	10	
New housing & mixed-use developments	0	5	1	1	1	8	
Downtown revitalization plan	0	2	1	1	1	5	
Preservation of natural areas	0	1	1	1	1	4	
<b>Community Facilities</b>							
The Meadows playground equipment	0	2	4	4	4	14	
Main Street coordination	0	2	1	4	4	11	
Hornady park improvements	0	1	1	4	4	10	
Develop housing incentive program	0	5	1	1	1	8	
Housing improvements (senior, single family, workforce)	0	5	1	1	1	8	
Single and multi-family housing	0	5	1	1	1	8	
Market rate housing	0	5	1	1	1	8	
Façade/revitalization program	0	2	1	1	1	5	
Multi-use paths near Hornady Park	0	1	1	1	1	4	
Arts, culture, wayfinding, gateway enhancement & tourism planning	0	1	1	1	1	4	
Senior / community center	0	1	1	1	1	4	
Add pocket parks in Petersburg	0	1	1	1	1	4	
Residential clearance	0	1	1	1	1	4	
Collaborate with school on improvement of facilities and playground	0	1	1	1	1	4	
<b>Public Safety</b>							
Ladder truck	0	1	1	1	4	7	

## PROJECT LIST - SPURGEON

PROJECT PRIORITIZATION FOR 2023 SPURGEON, INDIANA	EDA Investment Priorities	Project Category	Matching Funds	Preliminary Engineering Report	Environ- mental Review	TOTAL
<b>Economic Development</b>						
Increase broadband availability and/or quality within county	4	3	1	1	1	10
<b>Infrastructure</b>						
Sanitary sewer project	2	5	4	4	4	19
<b>Community Facilities</b>						
Workforce housing	0	5	1	1	1	8
Market rate housing	0	5	1	1	1	8
Residential clearance	0	1	1	1	1	4
Sidewalk project	0	1	1	1	1	4
Spurgeon park and recreation improvements	0	1	1	1	1	4
<b>Public Safety</b>						
Fire station construction	0	1	1	1	1	4

## PROJECT LIST - WINSLOW

PROJECT PRIORITIZATION FOR 2023 WINSLOW, INDIANA	EDA Investment Priorities	Project Category	Matching Funds	Preliminary Engineering Report	Environ- mental Review	TOTAL
<b>Economic Development</b>						
Increase broadband availability and/or quality within county	4	3	1	1	1	10
Downtown revitalization-street lights	0	2	1	1	1	5
<b>Infrastructure</b>						
Water meter replacement	2	5	2	4	1	14
Waterline improvements	2	5	2	4	1	14
Wastewater improvements	2	5	2	4	1	14
Stormwater improvements	2	5	2	4	1	14
<b>Transportation</b>						
Road improvements	0	2	1	1	1	5
Sidewalk improvements	0	1	1	1	1	4
<b>Planning</b>						
Comprehensive financial plan	0	5	4	4	4	17
Workforce housing	0	5	1	1	1	8
Market rate housing	0	5	1	1	1	8
Downtown revitalization plan	0	2	1	1	4	8
Annexation plan	0	1	1	1	4	7
Update 5-year park master plan	0	1	1	1	4	7
Community center plan	0	1	1	1	1	4
<b>Community Facilities</b>						
Community Center computer lab	0	4	2	1	2	9
Senior housing	0	5	1	1	1	8
Community Center improvements	0	1	2	1	1	5
Youth room in Community Center	0	1	2	1	1	5
Park playground equipment, lighting, bathrooms, ballfield upgrades	0	1	1	1	1	4
Walking and biking trails	0	1	1	1	1	4
<b>Public Safety</b>						
Police car replacement	0	1	3	4	4	12
Storm siren	0	1	1	1	1	4

## PROJECT LIST - SPENCER COUNTY

PROJECT PRIORITIZATION FOR 2023 SPENCER COUNTY, INDIANA	EDA Investment Priorities	Project Category	Matching Funds	Preliminary Engineering Report	Environ- mental Review	TOTAL
<b>Economic Development</b>						
Promote and grow the Spencer County Economic Development Revolving Loan Fund	2	5	4	4	4	19
Increase broadband availability and/or quality within county	4	3	1	4	4	16
Increase availability of post-secondary, CTE & Technical training opportunities in county	2	5	1	4	4	16
Create an entrepreneurship fund	2	5	1	4	4	16
Develop a resident/employee attraction program for people relocating to county	0	5	1	4	4	14
River Port development	2	5	1	1	1	10
Pursue shovel ready sites throughout county	2	5	1	1	1	10
Develop a shell/spec building	0	5	1	1	1	8
Increase access to childcare within the county	0	4	1	1	1	7
<b>Infrastructure</b>						
New water line servicing Mariah Hill	2	5	4	1	1	13
Reo water Improvements	2	5	1	1	1	10
Wastewater to SR62/SR162 & SR62/I64 for potential development	2	5	1	1	1	10
Fulda sewer improvements	2	5	1	1	1	10
Luce Township sewer improvements	2	5	1	1	1	10
<b>Transportation</b>						
Interstate 64 Corridor Plan	2	5	1	1	4	13
Hoosier Southern Railroad 15 miles of rail replacement (#75 to #115 rail)	0	2	4	3	1	10
Hoosier Southern Railroad spur near Santa Claus Industrial Park	0	2	4	3	1	10
Fulda Shortcut - widen road	0	2	1	1	1	5
<b>Planning</b>						
Strategic plan to address the lack of childcare in county	0	4	1	4	4	13
Comprehensive drainage plan implementation	2	5	1	1	1	10
<b>Community Facilities</b>						
Lincoln Amphitheater entryway	0	5	4	4	4	17
4-H youth & community center improvements	0	1	4	4	4	13
Increase housing inventory (single, multi-family homes and apartments)	0	5	1	1	4	11
Develop a Convention & Visitors Bureau building	0	1	1	4	4	10
Childcare expansion	0	4	1	1	1	7
Health clinic	0	3	1	1	1	6
St. Meinrad Park improvements	0	1	2	1	1	5
Residential blight clearance	0	1	1	1	1	4
Sports complex	0	1	1	1	1	4
Lincoln Amphitheater ADA, restrooms	0	1	1	1	1	4

## PROJECT LIST - SPENCER COUNTY CONT.

PROJECT PRIORITIZATION FOR 2023 SPENCER COUNTY, INDIANA	EDA Investment Priorities	Project Category	Matching Funds	Preliminary Engineering Report	Environ- mental Review	TOTAL
<b>Public Safety</b>						
Increase access to substance abuse services	0	3	1	4	4	12

## PROJECT LIST - CHRISNEY AND DALE

PROJECT PRIORITIZATION FOR 2023 CHRISNEY, INDIANA		EDA Investment Priorities	Project Category	Matching Funds	Preliminary Engineering Report	Environ- mental Review	TOTAL
<b>Economic Development</b>							
Downtown redevelopment	0	2	1	4	1	1	8
<b>Infrastructure</b>							
Wastewater improvements	2	5	1	3	1	1	12
Water improvements	2	5	1	3	1	1	12
<b>Community Facilities</b>							
Affordable housing/apartments	0	5	1	1	1	1	8
Street and sidewalk improvements	0	1	1	1	1	1	4
Youth center	0	1	1	1	1	1	4
Chrisney Lake fishing enhancements	0	1	1	1	1	1	4
Chrisney park improvements	0	1	1	1	1	1	4

PROJECT PRIORITIZATION FOR 2023 DALE, INDIANA		EDA Investment Priorities	Project Category	Matching Funds	Preliminary Engineering Report	Environ- mental Review	TOTAL
<b>Economic Development</b>							
Increase broadband availability and/or quality within county	4	3	1	4	4	4	16
<b>Infrastructure</b>							
Wastewater improvements	2	5	4	4	4	4	19
Stormwater improvements	2	5	1	1	1	1	10
Water improvements	2	5	1	1	1	1	10
Dale Industrial Park infrastructure improvements	0	5	1	1	1	1	8
<b>Transportation</b>							
ADA sidewalk upgrades	0	1	1	1	1	1	4
<b>Planning</b>							
Annexation	0	1	1	1	1	1	4
<b>Community Facilities</b>							
Orchard Estates housing development	0	5	4	4	4	4	17
Dale Lake dredging, boat ramp, fishing pier and access	0	1	1	4	4	4	10
Dale Community center improvements	0	1	2	3	3	3	9
New housing	0	5	1	1	1	1	8
Park upgrades-including restrooms by the splash pad, pickle ball court, soccer field, parking	0	1	2	1	1	1	5
Dollar General/Grocery store on south side of town	0	1	1	1	1	1	4

## PROJECT LIST - GENTRYVILLE

PROJECT PRIORITIZATION FOR 2023 GENTRYVILLE, INDIANA	EDA Investment Priorities	Project Category	Matching Funds	Preliminary Engineering Report	Environ- mental Review	TOTAL
<b>Infrastructure</b>						
Sewer infrastructure upgrades	2	5	1	1	1	10
Storm water	2	5	1	1	1	10
Water infrastructure upgrades	2	5	1	1	1	10
<b>Transportation</b>						
Sidewalk upgrades	0	1	1	1	1	4
<b>Community Facilities</b>						
New tennis/multi use court improvements	0	1	1	1	1	4
ADA pathways in town park	0	1	1	1	1	4
<b>Public Safety</b>						
Police car	0	1	1	1	1	4
Dump truck and salt spreader	0	1	1	1	1	4
Gentryville/Jackson Township fire station	0	1	1	1	1	4

## PROJECT LIST - GRANDVIEW

PROJECT PRIORITIZATION FOR 2023 GRANDVIEW, INDIANA		EDA Investment Priorities	Project Category	Matching Funds	Preliminary Engineering Report	Environ- mental Review	TOTAL
<b>Infrastructure</b>							
New water tower	2	5	2	4	1	14	
Stormwater improvements	2	5	1	3	1	12	
Wastewater-slip more lines	2	5	1	3	1	12	
Water improvements (line replacement-asbestos)	2	5	1	3	1	12	
Utility mapping	0	5	1	1	4	11	
New electric service at the ball field and field lights	0	2	1	1	1	5	
Sidewalks	0	1	1	1	1	4	
<b>Planning</b>							
Master utility study	0	5	4	4	4	17	
<b>Community Facilities</b>							
Update town maps	0	1	1	4	4	10	
Upgrade street lights to LED	0	1	1	4	4	10	
Add doggy waste stations at parks and boat ramp	0	1	1	4	4	10	
Install camera system at parks and boat dock	0	1	1	4	4	10	
Portable concession stand	0	1	1	1	4	7	
Walking trail	0	1	1	1	1	4	
Ohio River boat dock upgrades	0	1	1	1	1	4	
Town Hall/office renovations	0	1	1	1	1	4	
Basketball court restoration	0	1	1	1	1	4	
Permanent restrooms at Zipline Park	0	1	1	1	1	4	
Upgrade/rebuild handicap ramp at the boat dock	0	1	1	1	1	4	
Add more little kid/toddler friendly playground equipment/toys	0	1	1	1	1	4	
Baseball field renovations including new fencing	0	1	1	1	1	4	
Fencing around Old Mill Park	0	1	1	1	1	4	

## PROJECT LIST - RICHLAND

PROJECT PRIORITIZATION FOR 2023 RICHLAND, INDIANA		EDA Investment Priorities	Project Category	Matching Funds	Preliminary Engineering Report	Environ- mental Review	TOTAL
<b>Brownfields</b>							
Downtown environmental site assessments		0	4	1	1	1	7
<b>Planning</b>							
Downtown area for redevelopment		0	2	1	1	1	5
<b>Community Facilities</b>							
Housing development		0	5	1	1	1	8
Park improvements		0	1	1	3	1	6
New medical building		0	3	1	1	1	6
Historic preservation		0	1	1	1	1	4
Trail connectivity		0	1	1	1	1	4

## PROJECT LIST - ROCKPORT

PROJECT PRIORITIZATION FOR 2023 ROCKPORT, INDIANA		EDA Investment Priorities	Project Category	Matching Funds	Preliminary Engineering Report	Environ- mental Review	TOTAL
<b>Economic Development</b>							
Increase broadband availability and/or quality within county	4	3	1	4	4	4	16
Downtown revitalization	0	2	2	4	1	1	9
Barmet site remediation	0	4	1	1	1	1	7
Peerless Pottery site redevelopment	0	4	1	1	1	1	7
<b>Infrastructure</b>							
Water improvements	2	5	4	4	4	4	19
Sewer improvements	2	5	1	4	4	4	16
Stormwater improvements	2	5	1	1	1	1	10
<b>Transportation</b>							
Lincoln Avenue sidewalk/street improvements	0	2	4	4	4	4	14
Main Street sidewalk/street improvements	0	2	1	1	1	1	5
Washington Street sidewalk/street improvements	0	2	1	1	1	1	5
Bridge improvements (north)	0	2	1	1	1	1	5
<b>Planning</b>							
Rockport Park 5 year master plan	0	1	4	4	4	4	13
Comprehensive plan	0	5	1	1	4	4	11
Blight elimination plan	0	4	1	1	4	4	10
<b>Community Facilities</b>							
Rockport housing development	0	5	4	4	4	4	17
Housing additions	0	5	1	1	1	1	8
Blight elimination	0	4	1	1	1	1	7
Lincoln Pioneer Village Museum enhancements	0	1	2	2	1	1	6
Downtown façade grant	0	2	1	1	1	1	5
Drainage improvements at City Park	0	1	1	1	1	1	4
Rockport Park walking paths/splash park/shelterhouse improvements	0	1	1	1	1	1	4

## PROJECT LIST - SANTA CLAUS

PROJECT PRIORITIZATION FOR 2023 SANTA CLAUS, INDIANA		Goals	Project Category	Matching Funds	PER	ER	TOTAL
<b>Economic Development</b>							
Increase broadband availability and/or quality within county	4	3	1	1	1	1	10
Industrial park development	2	5	1	1	1	1	10
Pat Koch Blvd. development	0	2	2	4	1	1	9
<b>Infrastructure</b>							
Double capacity of water plant, new water tower and new well	2	5	4	4	4	4	19
Water supply improvements	2	5	4	4	4	4	19
Upgrade sewer lift stations and line rehabilitation	2	5	1	1	1	1	10
<b>Planning</b>							
Theming & tourism promotion	0	1	1	4	4	4	10
Eastside trail development	0	1	3	3	2	2	9
GIS	0	1	1	1	4	4	7
Santa Claus trail/street light program	0	1	1	1	4	4	7
Santa Claus/Ferdinand trail connection	0	1	1	1	1	1	4
<b>Community Facilities</b>							
Back 9 housing development	0	5	4	4	4	4	17
Santa Claus/Lincoln City railroad depot	0	1	2	1	1	1	5
Community center upgrades	0	1	2	1	1	1	5
Museum/church historic preservation	0	1	1	1	1	1	4
Yellig Park ball field renovation	0	1	1	1	1	1	4
Yellig Park drainage improvements	0	1	1	1	1	1	4
Yellig Park parking and lighting improvements	0	1	1	1	1	1	4
Yellig Park playground improvements	0	1	1	1	1	1	4
Make all facilities ADA compliant	0	1	1	1	1	1	4
<b>Public Safety</b>							
Fire ladder truck	0	1	4	4	4	4	13
Siren project	0	1	1	1	1	1	4

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**INDIANA I5 RPC | 2023 5-YEAR CEDS**

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