EATALYST

for community prosperity



INDIANA FIRST

Regional Development Plan

submitted: September 30, 2021



Indiana Economic Development Corporation (IEDC) Attn: Mark Wasky One North Capitol Ste. 700 Indianapolis, IN 46204

Dear Mr. Wasky;

It is with great enthusiasm that the Southwest Indiana Development Council (SWIDC), the READ! coordinating organization, submit this plan of our Indiana First Region; committed in a shared vision to grow population, attract new talent, and build capacity with quality of place initiatives to advance our 21st Century workforce.

Within the following pages are projects & initiatives that have been in the works and through READ! have accelerated & invigorated regional planning and implementation. You will find the spirit of collaboration and extra-regional discussions that allow even greater capacity building for Southern Indiana as a whole.

We like to capture our history and heritage; however, we also know that we cannot rely on just that fabric to grow as communities. We understand that we have to rebuild our communities through innovation, hard work, and next-generation thinking. We believe the projects, in harmony with other nearby regions, will deliver the foundation for us to become transformational and more desirable for people to move and invest here.

Thank You for your service to Indiana and for your partnership in helping us advance our position for a place all Hoosiers will be proud. Sincerely;

Michael A. Thissen

Chairman of the Board, SWIDC

601 Main Street, Tell City, Indiana 47586 812.547.8377



ACKNOWLEDGMENTS

The Indiana First Regional Development Plan would not have been possible without the many residents, business owners, and other stakeholders who generously devoted their time and ideas in the hopes of building a stronger and more vibrant community. We would also like to thank each Task Force member for their service and commitment to the Indiana First Region.

TASK FORCE

Darrell Voelker

Harrison County Economic Development Corporation

Chris Pfaff

Knox County Development Corporation

Bob Lechner

Knox County Council

Steve Miller

The Pantheon

Nichole Like

The Pantheon

Frin Emerson

Perry County Development Corporation

Alvin Evans

Perry County Development Corporation

Ashley Willis

Pike County Economic Development Corporation

Dylan Fisher

The Wheatley Group (Pike County Econ. Dev. Corp.)

Jon Craiq

Pike County Council

Heather Gries

Spencer County Commissioner

Kathy Reinke

Spencer County Regional Chamber of Commerce

Melissa Arnold

Spencer County Visitors Bureau

Katie King

Ivy Tech Community College

Tara Damin

Indiana 15 Regional Planning Commission Board

Lisa Gehlhausen

Indiana 15 Regional Planning Commission

Nathan Held

Indiana 15 Regional Planning Commission

Luke Thomas

Indiana 15 Regional Planning Commission

Leah Hawkins

Indiana 15 Regional Planning Commission

Michael Thissen

Crawford County Economic Development Corporation

Ed Cole

Dubois Strong

Kristal Painter

Orange County Economic Development Partnership

Bryant Niehoff

Daviess County Economic Development Corporation

CONSULTANT TEAM

Rundell Ernstberger Associates

AECOM

CWC Latitudes



CONTENTS

1.	INTRODUCTION	7
2.	CURRENT STATE OF THE REGION	13
3.	IDENTITY AND VISION	49
4.	HOUSING	55
5.	INNOVATION	83
6.	DOWNTOWN REVITALIZATION	101
7.	QUALITY OF LIFE	113
8.	TALENT ATTRACTION & EDUCATION	143
9.	ECONOMIC DEVELOPMENT	163
10.	TOURISM	191
11.	BUDGET SUMMARY	203
12.	IMPLEMENTATION	211
13.	APPENDIX	221



INTRODUCTION

CONTENTS

Introduction	8
Participating Counties and Communities	9
Regional Plans	10

10

Counties Participating

55

Communities Participating

244,830

Total Regional Population

4,067

Square Miles

INTRODUCTION

The Indiana First Region has been actively working together since 1987 through the leadership of the Southwest Indiana Development Corporation (SWIDC). The counties formed this strategic partnership and Indiana First Region with an understanding that their existing and future socioeconomic conditions are interwoven, and that a regional, proactive approach to strategic planning is necessary to uplift individual communities and the region as a whole. Through this collaborative organization, the Indiana First Region can leverage its shared values and vision to grow the region's communities by attracting new talent while retaining existing residents.

The Regional Economic Acceleration and Development Initiative (READI) was created to continue the efforts of the Regional Cities Initiative and the 21st Century Talent Initiative to retain and develop current residents while attracting new talent to Indiana. Building on these initiatives, READI requires each region applying for the matching fund from the state to create a regional development plan which outlines the strategies for providing new infrastructure, amenities, and programs that are needed to promote growth of the region. READI encourages private and local investment through matching funds to improve their quality of life and create opportunities for their communities.

With great school systems, inviting communities, natural amenities, innovative industries, tourist destinations, and room to grow the Indiana First Region is poised to apply the foundations of READI. The Indiana First Regional Development Plan was guided by weekly meetings of a

cross-sector, multi-county committee. The Indiana First Region Committee included representatives from each member county of the region and is comprised of professionals who have been leading the direction of growth for their communities for many years. The committee provided contact information for focus group participants, insight into regional issues, guidance on the vision and goals, development of region-wide programs and projects, and guidance for the plan's strategic direction. The Indiana First Region Committee confirmed the Plan at its September 29, 2021 meeting. Task Force members can be found on the acknowledgments page.

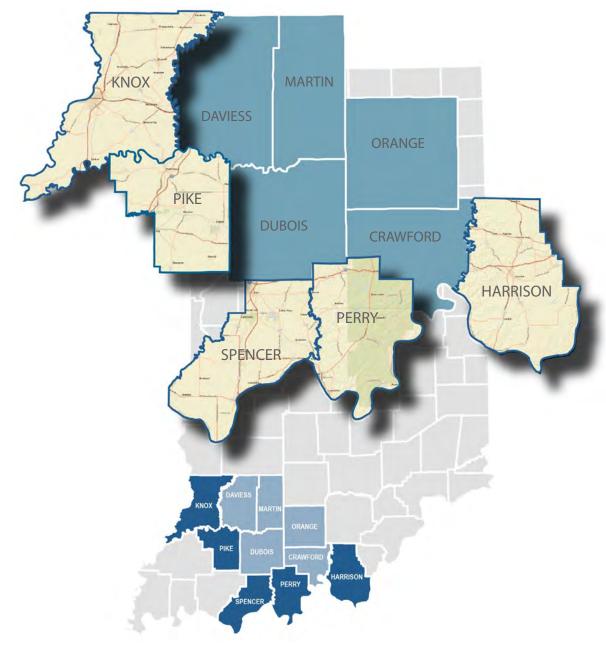


PARTICIPATING COUNTIES AND COMMUNITIES

This plan includes regional planning for the ten SWIDC counties illustrated in the adjacent map. Five of the counties are also a part of the Indiana First Region which includes Harrison, Knox, Perry, Pike, and Spencer Counties. Within the represented counties, all local municipalities are actively participating in the regional development plan. The other SWIDC counties including Daviess, Martin, Dubois, Orange and Crawford Counties will include their proposed projects and programs within the RADIUS Indiana regional development plan. The Indiana First Region counties are closely aligned with the other SWIDC counties and are working with them on overlapping opportunities.

The combined region of the ten SWIDC counties consist of fifty-five incorporated communities and a population of 244,389. There are thirty-two communities in the Indiana First Region and twenty-three in the balance of the SWIDC counties. Jasper, the largest city has a population of 32,918 and New Amsterdam, the smallest community has a population of 12.

While the projects and programs identified in the Indiana First Regional Development Plan are located within the Indiana First Region communities, the other SWIDC counties support the plan with the understanding that project implementation will be a positive impact for all.



Indiana First Counties

REGIONAL PLANS

The Indiana First Regional Plan builds on the work of numerous plans prepared for the region. This includes regional plans, comprehensive plans, downtown revitalization plans, area plans, quality of place, and workforce development plans. Recommendations from each of these plans were considered in the context of the regional plan and analyzed for their regional effects when furthered as a part of this plan.

The Comprehensive Economic Development Strategy (CEDS) plans for Indiana Region-15 Planning Commission, Southern Indiana Development Commission, and River Hills provided general goals and objectives for the region. Common themes throughout all of these plans included:

- Agribusiness, food processing, forest and wood products, and advanced materials industries are prominent in the region
- Emphasis on the importance of regional collaboration for counties within each region and neighboring regions
- Challenges of unfilled jobs in manufacturing and need for training/ recruitment
- Lower wages than the rest of the state along with lower education rate
- Slowed or declining population numbers
- Need for affordable housing and wider variety of housing types
- Strong natural amenities and tourism industry

- Challenges with available childcare
- Vibrant downtowns with small-town character need to continue to receive support to grow and rehabilitate older buildings
- Plenty of room to grow but infrastructure such as utilities and broadband need to be extended throughout the regions
- Connections between communities need to be improved for business, recreation, and tourism industries to grow
- Improved quality-of-life amenities such as trails, parks, and community programming are needed

Other plans that were reviewed and analyzed include:

- 2035 Corydon Comprehensive Plan
- Dale Comprehensive Plan (2019)
- Impact Jasper Comprehensive Plan (2019)
- Your Home, Your Huntingburg 2030
 Huntingburg Comprehensive Plan (2020)
- Comprehensive Plan for the Town of Milltown (2010)
- Town of Orleans Comprehensive Plan (2015)
- Town of Paoli comprehensive Plan (2014)
- Perry County Comprehensive Plan (2015)



- 2040 Plan Petersburg Comprehensive Plan (2019)
- The City of Tell City Comprehensive Plan (2012)
- Santa Claus Comprehensive Plan (2018)
- Harrison County, Indiana Comprehensive Plan (2008)
- City of Washington Comprehensive Plan (2009)
- Pike County Interchange Area Master Plan (2018)
- County INDOT Strategic Transportation Infrastructure Plan (STIP) 2020-2024
- Indiana Uplands Regional Housing Study (2019)
- Residential Market Study Perry County (2019)
- Pike County Housing Study (2017)
- Residential Market Study Spencer County (2019)
- Crawford County Broadband Readiness Plan (2020)
- Quality of Place and Workforce Attraction Plan - Crawford County (2019)
- French Lick Municipal Airport Strategic Plan (2019)
- Rural Economic Development Innovation (REDI) for Spencer County (2021)

- 2020 Multi-Hazard Mitigation Plan Crawford County
- Orange County Multi Hazard Mitigation Plan (2017)
- Multi-Hazard Mitigation Plan Perry County (2015)
- 2019 Multi-Hazard Mitigation Plan Daviess County
- Multi-Hazard Mitigation Plan Harrison County (2015)
- Multi-Hazard Mitigation Plan Knox County (2018)
- 2018 Multi-Hazard Mitigation Plan Spencer County
- TIF Districts Multiple areas
- Indiana Vision 2025 A Plan for Hoosier Prosperity (2021)
- Indiana Vision 2025 21st Century Talent Region (2021)



Welcome sign at Cannelton



The Pantheon Theatre, Vincennes, Indiana





CURRENT STATE OF THE REGION

CONTENTS

Economic Analysis	14
Population	16
Economic Analysis	17
Poverty Levels	18
Poverty Levels	19
Household Types	20
Occupied Housing Units	21
Occupied Housing UnitsResidential Construction Patterns	22
Real Estate Tax Implications	23
Agriculture Production Insights	24
Employment	25
Employment (Cont.) Industry Clusters	26
Industry Clusters	28
2010 Industry Clusters By Sector	30
2021 Industry Clusters By Sector	
Industry Clusters	32
Electronics Manufacturing	34
Recreation	35
Automotive	36
Automotive	37
Restaurants and Hospitality	38
Growth Issues & Opportunities Transportation	40
Transportation	42
Parks and Recreation	43
Hydrology	44
Railways	45
Regional Assets	46

IMPLICATIONS

Expectations for growth in manufacturing bode well for the region, but also require strategies to sustain workforce development and access to housing.

Reduced coal production and loss of base-load electrical generation are concerns. Natural gas wells in the New Albany Shale area continue (Pike / Knox counties). Investments in renewable energy (solar and wind) have potential to begin to offset these losses.

In context with steady growth before 2019, the region's tourism location quotient has fallen from 1.95 in 2019 to 1.75 in 2021. In the last two years, the region lost nearly 1,500 jobs in this industry, with most of these jobs concentrated in Orange County. Holiday World & Splashin' Safari was closed for several months during the pandemic.

ECONOMIC ANALYSIS

This plan used an array of data sources to evaluate economic and demographic trends across the 10-county study area. The analysis has looked at trends related to demographics, housing and real estate, agriculture, and employment, to document baseline conditions and ensure that the region's economic base is best positioned to facilitate targeted economic development strategies that draw on local assets.

Sector Impacts

Our insights and experience point to the following trends as important. While manufacturing had enjoyed recovery and growth in jobs through 2016, emerging protectionist tendencies linked to the US-China trade dispute led to higher costs and slower job growth. The onset of the COVID pandemic shed light on several weaknesses in US manufacturing ecosystems:

- Dependence on global supply chains for personal protective equipment,
- Food supply chain sensitivity,
- Over-reliance on China as a source market for exports.

The impact of the pandemic on manufacturing has unfolded in surprising ways. Reduced demand for gasoline impacted ethanol production, and because carbon dioxide is a by-product of ethanol, the beverage industry experienced increased costs and supply constraints. Sources such as Journal of Commerce suggest that manufacturers will look to diversify source markets for imported components and accelerate manufacturing reshoring back into the US. According to WSJ, by

May of 2020, nearly a quarter of companies told the Institute for Supply Management that they were planning or have begun to re-shore or "near-shore" some or most of their operations. That same month, 93% of executives told McKinsey & Co. they would explore a potential overhaul of their supply chains. Also, sources such as Colliers International have suggested an opportunity for between 750 million and 1 billion future square feet of industrial space, above current trends, linked to re-shoring.

Energy Markets are undergoing significant change, linked to expansion of domestic oil and natural gas production, and parallel growth in renewable energy as an offset to growing climate volatility concerns. All of SWIDC is in the Illinois Coal Basin and immediately challenged due to reduction of coal production and electric generation. As lock-downs unfolded in the spring of 2020, dramatic reductions in oil demand forced entities such as the Texas Railroad Commission to consider oil price targets for the first time since the 1980's. Although lower petroleum and natural gas prices tend to be supportive of manufacturing sectors which rely on natural gas as a feedstock (plastics and chemicals), sectors such as commercial aviation have been slow to recover to pre-COVID energy consumption thresholds. According to EIA, while Indiana remains a large producer and consumer of coal, from a renewable energy standpoint, wind power provided 7% of Indiana's utility-scale electricity net generation in 2020, with solar, biomass, and hydropower accounting for about 2% of generation; these sectors supported an estimated 3,500 jobs in 2020 according to seia.org.



Health Care is facing different and unique challenges. Beyond continued federal policy confusion about the direction of health care insurance, the industry is facing several practical challenges:

- Reduced capacity to manage (generally profitable) non-emergency outpatient procedures,
- Labor shortages across the health care system
- Specific (and increasingly structural) challenges with rural health care service provision
- Growth in Telemedicine is expected.

Tourism remains a challenged sector due to the pandemic, causing a sharp downturn in people's willingness to travel for most of 2019. While domestic air travel is recovering, international air travel remains challenged. For September of 2021, TSA screened 38.8 million travelers, compared with 51.1 million in 2019; air travel remains at about 76% of 2019 levels: a large percentage of the remaining gap is international travel. Looking to past recessions, domestic tourism tended to shift toward lower cost regional destinations. However, COVID has encouraged people to extend stays and "work remotely" for extended periods of time, with greater interest in outdoor activities, rather than dining, entertainment, and conventions.

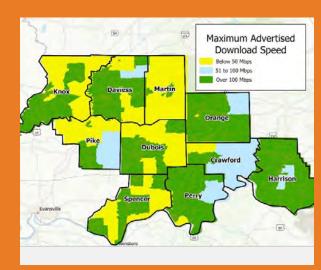
Broadband access has come into sharp focus as the pandemic changed workforce and education dynamics over the last two years. As increasing numbers of people telecommute, and as students move to remote learning platforms, high-speed broadband access has become essential. The Federal Government recommends 100 Mbps as the ideal download speeds, but there are large areas of Southwest Indiana where these speeds are simply not available. The adjacent map shows the maximum advertised download speeds in the Indiana First Region and shows the areas where improved broadband infrastructure is needed.

Childcare became a major challenge as schools closed and students shifted to remote learning, and parents needed to find a balance between childcare and work. While residents in urban areas have begun to access childcare services, provision of childcare services in rural areas remained constrained well before COVID. According to our employment analysis, the SWIDC Region supported a Location Quotient of 0.85 in 2020 for childcare services, pointing to below average SWIDC Regional employment relative to US averages. Access to childcare is not an issue of just income, but also stems from a lack of jobs and providers in the sector.

The economic analysis first focused on regional demographic information, aggregated across the Indiana First Region. Trends for the U.S. and Indiana have been provided for context, and all growth rates are presented as Compound Annual Growth Rates (CAGR) for comparability across counties.



Holiday World & Splashin' Safar



Existing Download Speeds

KEY TAKEAWAYS

- Indiana's population grew half as fast as the nationwide population
- Lack of growth in the region is a concern
- Indiana First median ages remain well above state and national benchmarks

POPULATION

Figure 1 summarizes population growth trends since 2010 for the study area, in context with statewide and national trends. Since 2010, in context with national population growth of roughly 0.6%, and statewide growth by 0.3%, the collective Indiana First counties have seen a slight decrease in population, by about 0.1% annually over the same period.

While the aggregate decrease in population across the Indiana First Region was modest (roughly 500 people), lack of growth is a practical concern. Harrison County grew by 500 and 600, respectively.

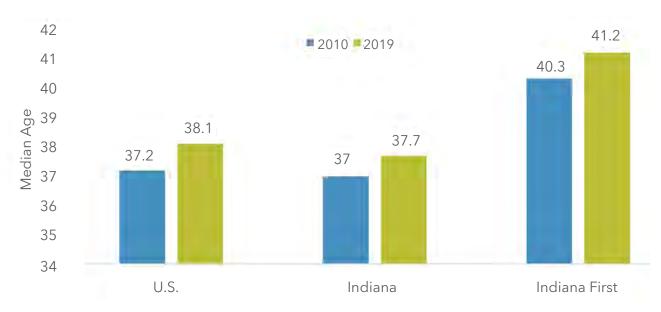
0.6% 0.6% 0.5% CAGR: Population Change 0.4% 0.3% 0.3% 0.2% 0.1% 0.0% -0.1% -0.1% -0.2% U.S. Indiana First Indiana

Figure 1: Annualized Change in Population, 2010-2019

MEDIAN AGE

Figure 2 summarizes trends related to median age change since 2010, when the Indiana First counties sustained a median age of 40.3, higher than U.S. (37.2) and Indiana (37) benchmarks. Through 2019, median age across the Indiana First counties increased, and remains well above state and national benchmarks. Acceleration in median age speaks to reduced inflow of younger families with children and growth in retiree-aged populations. Across the study area.

Figure 2: Median Age, 2010-2019



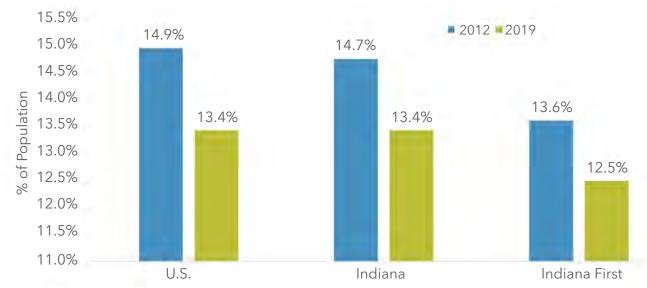
KEY TAKEAWAYS

- Reductions in poverty are happening relatively slower than state and national averages.
- Poverty levels within the region are below nation and statewide levels.

POVERTY LEVELS

Poverty levels (Figure 3) in the U.S. and in Indiana trend similarly, with both falling from around 14.8% in 2010 to 13.4% in 2019. The Indiana First counties faced generally lower poverty levels in 2010 and 2019, falling from 13.6% to 12.5%. The magnitude of the percentage decrease in poverty is similar for all three regions.

Figure 3: Percent of Population below Poverty Level, 2010-2019

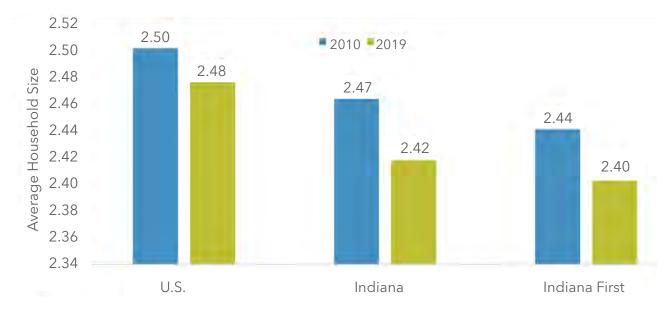




HOUSEHOLD SIZE

Figure 4 speaks to trends regarding average household size since 2010, which need to be viewed in context with data on population. In general, while average household size has tended to decrease across all three regions, the Indiana First area household size tends to be smaller. Decreases in average household size point to increases in the number of people choosing to live alone and decreases in the number of married couples with children, or out-migration linked to a job change or lack of housing / local amenities. Trends which speak to decreasing population and household size have implications for housing demand.

Figure 4: Average Household Sizes



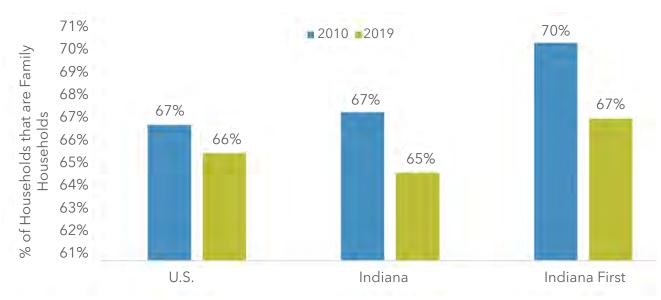
KEY TAKEAWAYS

- Access to affordable and quality housing impacts population trends
- The region has seen a decrease in the share of family households mirroring a national trend for people choosing to live alone and the decrease in married couples with children

HOUSEHOLD TYPES

Figure 5 reinforces trends across the three regions related to the share of family households. While the percentage of family households has decreased since 2010 across all three geographies, the Indiana First counties have seen a more consequential decrease in the share of family households (from 70% to 67%) as a share of total households.

Figure 5: Family Household Percentages, 2010-2019

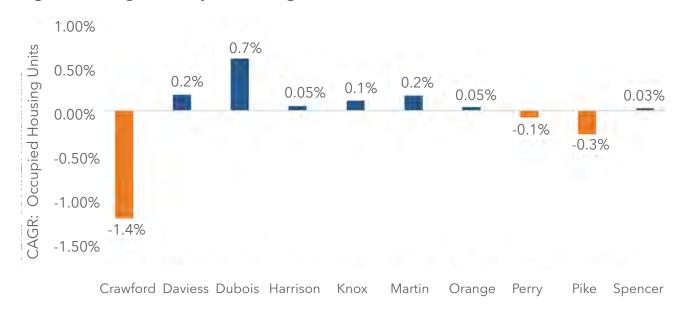




OCCUPIED HOUSING UNITS

While trends related to population loss and changes in household structure are clear, our experience also reinforces the impact of housing (access, affordability, quality) on population trends. In general, several counties are experiencing both decreases in population as well as in the number of occupied housing units (counties of Crawford, Perry, and Pike). Figure 6 illustrates the magnitudes of changes across occupied inventories.

Figure 6: Change in Occupied Housing Units, CAGR, 2010-2019



KEY TAKEAWAYS

- The Indiana First Region had a larger percentage of housing units built before 1950 when compared with the national average.
- Over the time periods analyzed, the Indiana First Region has built fewer structures as a portion of their total than the U.S. average.
- The slowdown in residential construction is occurring across the nation, state, and Indiana First Region.

RESIDENTIAL CONSTRUCTION PATTERNS

Nationwide, statewide, and in the Indiana First counties, residential construction is following a similar pattern where it is slowing down in the post-2010 period. Noticeable, however, is that the State of Indiana and the Indiana First counties have a larger percentage of units built before 1950. For the 1950-2000 period, Indiana and the Indiana First Region built fewer units than the U.S. average. In the 2000-09 period, too, Indiana and the Indiana First counties built fewer structures as a proportion of their total than the U.S. average.

70% 64% 62% 61% Before 1950 60% **1950-2000** of Total Construction 50% **2000-2009** After 2010 40% 30% 21% 21% 17% 20% 17% 13% 12% % 10% 5% 0% U.S. Indiana First Indiana

Figure 7: Residential Construction Patterns

REAL ESTATE TAX IMPLICATIONS

This section summarizes trends related to adjusted net assessed value (NAV) and property tax rates since 2017. Given that property taxes are a major source of public sector revenue, understanding changes in underlying real estate values as well as corresponding tax rates can provide insight as to public sector fiscal resiliency.

Table 1 presents compound annual growth rates for adjusted NAV and for property tax rates for each county from 2017 to 2021. The table shows that effective annualized revenue growth (accounting for changes in real estate value and tax rates) increased by between 2.6% and 5.5% across the noted counties; for context, the Midwest Consumer Price Index grew at a 1.45% annual rate over the same period

Table 1: Net Assessed Values and Property Tax Rates

County	Adjusted NAV (CAGR)	Property Tax Rate (CAGR)	Public Sector Revenue Growth
Crawford	1.4%	0.8%	3.2%
Daviess	1.4%	3.8%	3.8%
Dubois	2.4%	1.2%	3.6%
Harrison	3.0%	1.1%	4.2%
Knox	1.2%	2.7%	3.9%
Martin	2.4%	3.1%	5.5%
Orange	0.02%	4.1%	4.1%
Perry	2.0%	1.6%	3.6%
Pike	-4.3%	6.9%	2.6%
Spencer	-1.9%	5.3%	3.4%

KEY TAKEAWAYS

- Average acreage of agriculture production has reduced.
- Average tonnes harvested has increased.
- Implication of increased land productivity for the region.

AGRICULTURE PRODUCTION INSIGHTS

Given the concentration of agricultural activities across the region, our analysis shifted to consider changes in production of prominent field crops (corn, wheat, soybean). The data covers the Indiana First Region and includes the number of acres used for agricultural purposes as well as the number of tons harvested each year, which can combine to give an important measure of land productivity, Tons per Acre.

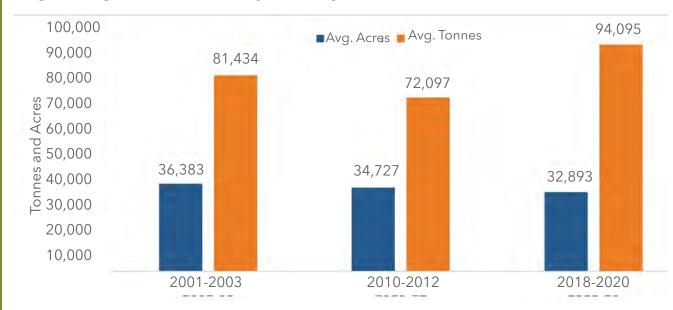
While the average number of acres planted has generally decreased from about 36,400 acres in 2001-2003 to about 32,900 in 2018-2020, agricultural production (tons harvested) has increased. In 2018-2020, the Indiana First

counties harvested about 13,000 tons more than what they harvested in 2001-2003. The fact that average acreage is going down and that average tonnage is going up means land productivity is increasing. Table 2 shows the calculated 'Tons per Acre' for each of the time periods visualized in Figure 8.

Table 2: Tons per Acre, Indiana First Region

Time Period	Tons Per Acre
2001-2003	2.23
2010-2012	2.07
2018-2020	2.86

Figure 8: Agricultural Productivity, Corn, Soybeans, Wheat



Source: State of Indiana

EMPLOYMENT

To better understand how the Indiana First Region has adapted economically to challenges, levels of employment concentration (location quotients) and commuting patterns were studied to place current trends in context. The data consists of where people are commuting, how unemployment is changing, which industries are flourishing and which are still suffering from the pandemic, as well as historical data for all these metrics.

Map 1 shows where jobs are concentrated within the Indiana First Region, in 2018. Within the Indiana First Region, there were just over 100,000 jobs, with the highest concentration of employment in Dubois, Knox, Daviess, and Harrison Counties. On the other extreme, the counties of Crawford, Martin, and Pike have the lowest concentration of employment. Table 3 identifies the largest employers in the four counties with the highest employment concentration.

Map 1: Employment Concentration, 2018

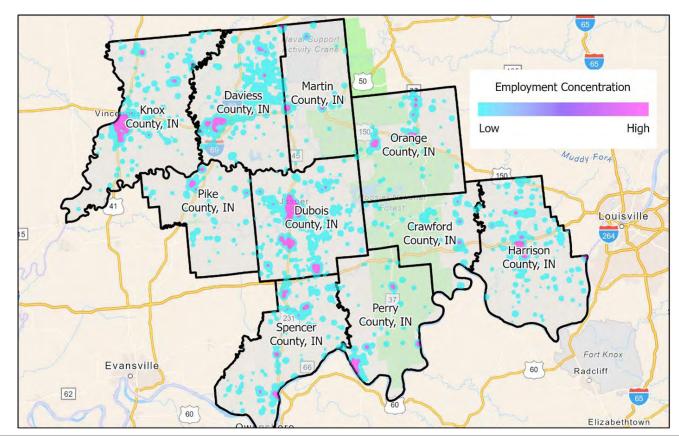


Table 3: Largest Employers in Indiana First Counties with High Employment Concentrations

County	Biggest Employers	
Dubois	OFS, Masterbrands Cabinets	
Knox	Good Samaritan Hospital, Vincennes University, Futaba	
Daviess	Daviess Community Hospital, Boyd & Sons	
Harrison	Caesers Southern Indian Casino, Tyson Foods	

EMPLOYMENT (CONT.)

An overview of the commuting patterns in the Indiana First Region is shown in Table 4. The column 'Inbound Commuters' enumerates those people who commute to the Indiana First Region from where they live outside the region. The column 'Outbound Commuters' does the same for the number of people who live in the Indiana First Region but commute to somewhere outside. Finally, the last column, 'Remain within the Region' represents those people who live and work within the Indiana First Region.

Since 2010, the number of inbound commuters grew at a greater rate than the number of outbound commuters. This is a step in the right direction and indicates that more people are being attracted to the region for employment than are being attracted elsewhere. The main concern remains in the failure to attract people to not just work, but also live in the region.

Where are people who live in the Indiana First Region commuting to? U.S. Census data helps to answer this, and Tables 5 and 6 show how many people commuted to different counties for their primary job in 2010 and 2018.

Commute destinations remain similar over 2010 and 2018, with Dubois, Knox, Daviess, and Harrison Counties, and Jefferson County, KY holding onto the top five spots. The only change is that Perry moved up from tenth place to above Spencer and Marion counties in 2018. Perry also experienced the largest growth in jobs – 2.6% annual growth. Cause for concern is the loss of jobs in a few counties – Knox, Harrison, Vanderburgh, Orange, and Marion.

Within the Indiana First Region, employment is highly concentrated in Dubois County, home to

Jasper, and Knox County, home to Vincennes. Daviess and Harrison Counties see a moderate level of employment concentration, with between 5,001-10,000 people working in these counties who live in the Indiana First Region. There are also between 3,500 and 5,000 people commuting from the Indiana First Region to Vanderburgh County, home to Evansville, and Marion county, home to Indianapolis. Both Vanderburgh County and Marion County are not included in the Indiana First Region. While a city as big as Indianapolis would be expected to attract employees from nearby, it is surprising that a significant number of people are commuting there from the region, which is at least a two-hour drive. It is likely that some of these 'commuters' are telecommuters working from home while their base of employment is in Marion county. There are also a significant number of Indiana First residents who commute to Jefferson county, Kentucky, across the state border. This is not a surprise, since Jefferson county is home to Louisville, Kentucky's largest city, which is where most of these commuters are headed.

UNEMPLOYMENT

Although the Indiana First counties had a much higher unemployment rate than the U.S. and Indiana in 2010 (due to impacts from the Great Recession), these trends were largely reversed by 2019. In 2020, unemployment rates across the nation took a hit due to the pandemic, but the Indiana First counties recovered, with unemployment below national and state averages. Unemployment rates in 2021 recovered to pre-pandemic levels.

Table 4: Commuting Patterns, 2010 and 2018

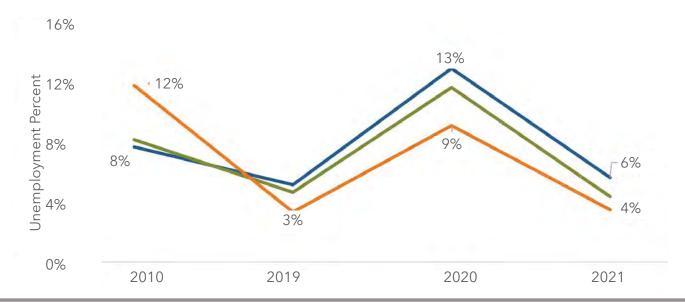
Year	Inbound Commuters	Outbound Commuters	Remain within the Region
2010	23,450	40,644	61,487
2018	26,507	42,397	63,407
CAGR	1.5%	0.5%	0.3%

Source: U.S. Census on the Map

Table 5: Detailed Commuting Patterns, 2010 and 2018

Commute Patterns: 2010			Commute Patterns: 2018			
Destination	Jobs	Share of Total	Destination	Jobs	Share of Total	CAGR: 2010-2018
Dubois Co., IN	20,269	19.8%	Dubois Co., IN	21,724	20.5%	0.9%
Knox Co., IN	10,569	10.3%	Knox Co., IN	10,355	9.8%	-0.3%
Daviess Co., IN	7,652	7.5%	Daviess Co., IN	8,655	8.2%	1.6%
Harrison Co., IN	5,440	5.3%	Harrison Co., IN	5,362	5.1%	-0.2%
Jefferson Co., KY	4,956	4.9%	Jefferson Co., KY	5,038	4.8%	0.2%
Vanderburgh Co., IN	5,055	4.9%	Vanderburgh Co., IN	4,575	4.3%	-1.2%
Orange Co., IN	4,762	4.7%	Orange Co., IN	4,466	4.2%	-0.8%
Spencer Co., IN	4,025	3.9%	Perry Co., IN	4,191	4%	2.6%
Marion Co., IN	3,485	3.4%	Spencer Co., IN	3,881	3.7%	-0.5%
Perry Co., IN	3,404	3.3%	Marion Co., IN	3,762	3.6%	1.0%

Figure 9: Unemployment Rates Over Time



Source: U.S. Census on the Map

Source: U.S. Census on the Map

IMPLICATIONS

- EMSI, a proprietary source of economic and labor market information, prepares job projections based on national trends. By 2030, jobs are predicted to grow in all sectors except in the super sector.
- The projections show a net positive in number of jobs, implying that nearly 5,500 more jobs will be available in 2030 than there are in 2021.
- The distribution of jobs across sectors is not projected to change significantly.

INDUSTRY CLUSTERS

The following economic analysis includes a look at historical economic trends, an analysis of industries where the region is overperforming and underperforming, as well benchmark comparisons to the State of Indiana and the United States. Finally, the analysis focuses on key trends that can help shape the future of the Indiana First Region, as well as an evaluation of the specific industry sectors and clusters that can be positioned to drive job growth in the future

METHODOLOGY

AECOM's industry analysis uses data to conduct an empirical assessment of the current industry and business climate across the study area. Employment data from EMSI, a proprietary source of industry employment and output data, were analyzed from 2010-2019, 2020, and 2021. Complete six-digit NAICS code industry data were aggregated and/or proportionally allocated into 49 overarching clusters that guide the analysis, described in the Industry Clusters Table found in the Appendix. Location quotients (LQs) were used to assess the concentration of industries relative to the U.S. average. The calculation is useful to assess the relative strength or weakness of a given industry locally in relation to the larger region, (in this case the country). In general:

- LQ > 1.0 means that an industry is more concentrated within the study area/ county than the U.S. average.
- LQ < 1.0 means an industry is less concentrated within the study area/ county than the U.S. average.

• LQ = 1.0 means that an industry is equally concentrated within the study area/county as the U.S. average.

Location quotients, compared against industry employment growth rates, were used to assess the relative competitive advantage and economic development potential of industries within the study area via six AECOM-defined industry growth segments:

- Undeveloped
- Long-Term Growth
- Medium-Term Growth
- Short-Term Growth
- Mature/Developed
- Supersector

To help simplify this analysis these segments aggregated into four sectors: Undeveloped (Undeveloped and Long-Term), Core (Medium-Term and Short-Term), Mature, and Supersectors. Undeveloped Sectors require targeted financial or policy intervention to create job growth. Core Sectors include the strongest and most sustainable industries for job creation. This is where we expect to see the highest percentage of jobs. Mature Sectors include well-established industries with regular fluctuation in the in employment. Supersectors have an impact on the global market. Each of the industries included in the job sectors are identified in Tables 6 and 7 on the following pages.



JOBS BY SECTOR 2010

	Undeveloped	Core	Mature	Super
2010 Total Jobs	30,552	42,866	23,768	10,517
Percent of Jobs	28%	40%	22%	10%

JOBS BY SECTOR 2021

	Undeveloped	Core	Mature	Super
2021 Total Jobs	28,950	46,458	23,788	10,141
Percent of Jobs	26%	42%	22%	9%

2010 INDUSTRY CLUSTERS BY SECTOR

Undeveloped	Core	Mature	Super
30,552	42,866	23,768	10,517
28%	40%	22%	10%
Administrative Services	Automotive	Agriculture & Related	Coal Mining and Support
Alternative Energy	Beverage	Electronics Mfg	Miscellaneous Mfg
Animal Health	Civic	Federal Civilian	Wood Product Mfg
Chemical Mfg	Construction Contractors	Food	
Education	Heavy Construction	Mineral Product Mfg	
Entertainment	Human Health	Mining	
Federal Military	Machinery Mfg	Plastic / Rubber Mfg	
Finance / Insurance	Metal Mfg	Tourism	
Food Services	Oil & Gas Downstream	Transportation Mfg	
IT / Software, Media	Rental / Leasing	Utilities	
Medical MFG	Residential Construction		
Oil & Gas Midstream	Retail		
Oil & Gas Upstream	State & Local Govt		
Other	Textile Mfg		
Professional Services	Transportation Services		
Regional HQ			
Research			
Retail Services			
Sensors & Instruments			
Support Services			
Tobacco			
Wholesale & Distribution			

Table 6: 2010 Industry Clusters by Sector

2021 INDUSTRY CLUSTERS BY SECTOR

Undeveloped	Core	Mature	Super
28,950	46,458	23,788	10,141
26%	42%	22%	9%
Administrative Services	Automotive	Agriculture & Related	Coal Mining and Support
Alternative Energy	Construction Contractors	Federal Civilian	Miscellaneous Mfg
Animal Health	Electronics Mfg	Food	Wood Product Mfg
Beverage	Food Services	Mineral Product Mfg	
Chemical Mfg	Heavy Construction	Mining	
Civic	Human Health	Plastic / Rubber Mfg	
Education	Machinery Mfg	Textile Mfg	
Entertainment	Metal Mfg	Tourism	
Federal Military	Oil & Gas Upstream	Transportation Mfg	
Finance / Insurance	Residential Construction	Utilities	
IT / Software, Media	Retail		
Media	State & Local Govt		
Medical MFG	Transportation Services		
Oil & Gas Downstream			
Oil & Gas Midstream			
Other			
Professional Services			
Regional HQ			
Rental/Leasing			
Research			
Retail Services			
Sensors & Instruments			
Support Services			
Tobacco			
Wholesale & Distribution			

Table 7: 2021 Industry Clusters by Sector

INDUSTRY CLUSTERS

REGIONAL CHANGE

Splitting employment into the four groups provides insight as to drivers of growth between 2010-2019. As shown in Figure 11 the Indiana First Region has seen declines in employment. The Undeveloped Sector was the only sector to lose jobs between 2010 and 2019. Core, Mature and Supersectors grew in number of jobs. The net change in jobs was +4,406.

During the last few years, manufacturing industries have continued to grow as the world has seen an increase in demand for machinery and electronics. The IT/Software industry prospered during the pandemic. On the next few pages, we've included an analysis of a few individual clusters:

- Electronic Manufacturing, which saw the largest growth in employment.
- Recreation, which saw the largest decline in employment.
- Automotive
- Agriculture and Food Wholesale
- Restaurants and Hotels.

In these industry-specific analyses, the key metrics analyzed are:

- Growth in Total Employment (2019-2021) the compounded annual percent change in the total number of jobs.
- Growth in Wages (2019-2021) the change in the average wages paid to employees.

- Growth in GRP per Business Location (2019-2021) GRP refers to Gross Regional Product, which is calculated as the final value of goods and services produced by an industry in a particular region in a particular year, and dividing it by the number of open business locations in the region gives a measure of the average monetary value of goods and services produced by each open business location in each year.
- Comparing growth in total employment with county and industry specific location quotients.

Figure 10: Job Changes by Sector 2019 to 2021

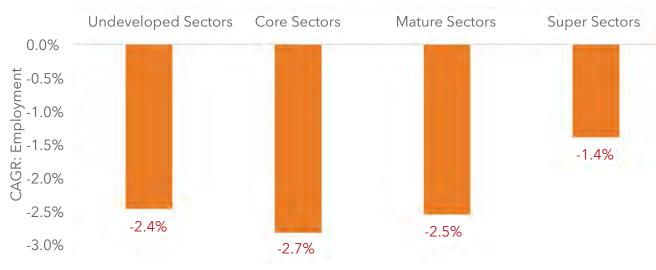
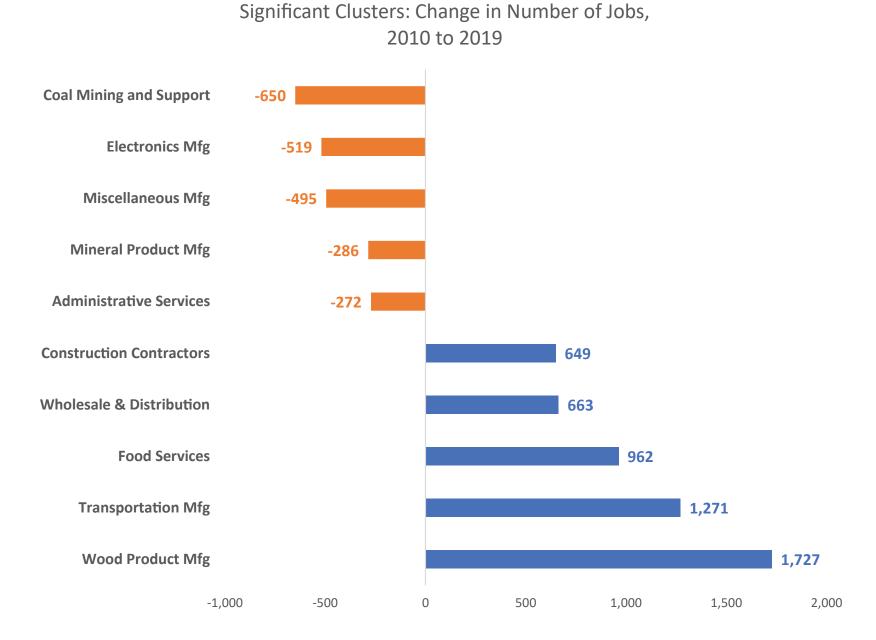


Figure 11: Change in Significant Cluster Job Numbers



ELECTRONICS MANUFACTURING

Across the U.S., the number of jobs in electronics manufacturing fell, while wages rose slightly, and the productivity of each business location fell slightly. The state of Indiana follows the trend of the U.S., with number of jobs and GRP per location falling. The only difference is that wages in Indiana fell while those across the U.S. grew. Figure 13 shows the relationship between growth in employment and location quotients for study area counties. Electronics manufacturing in the Indiana First Region is concentrated in Dubois and Knox. While Knox county saw a decrease, the increase in employment in Dubois was due to Toyota Motor Manufacturing Indiana hiring more workers.

Across the U.S., the number of jobs in electronics Figure 12: CAGRs for Number of Jobs, Wages, GRP/Location - Electronics Mfg.



Figure 13: CAGR: Employment vs. Location Quotients for Ind. Counties - Electronics Mfg.



RECREATION

Within the recreation cluster, jobs, wages, and business productivity point to a trend of fewer employees generally earning higher wages, largely due to COVID impacts. The reduction in jobs is notable in that was faster than U.S. or state averages. At the same time, the Indiana First Region saw a greater increase in the wages of remaining employees in the recreation industry than the U.S. or Indiana. These trends align with expectations of the effects of the pandemicspectator sports, casinos, and performing arts all suffered. The increase in wages in this industry occurred primarily in casinos, where average earnings rose from below \$50,000/ year to nearly \$60,000/year, and Amusement and Theme Parks, where earnings grew from \$19,000/year to nearly \$24,000/year.

Despite declines in employment in this industry, Harrison and Spencer county continue to have a high concentration of recreation-related businesses in 2021. Knox county saw the largest decrease in employment in this industry, and Orange county was the only county to see an increase in employment during the pandemic. In Orange county, golf courses, skiing facilities, bowling centers, and a few other recreation services saw small increases in employment.

Figure 14: CAGRs for Number of Jobs, Wages, GRP/Location - Recreation

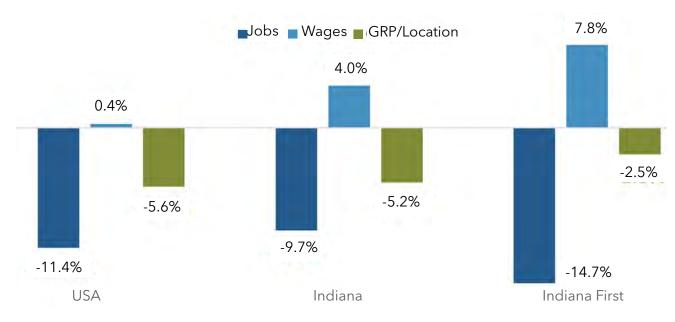
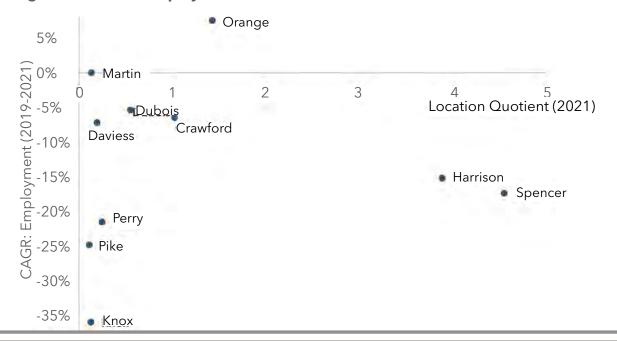


Figure 15: CAGR: Employment vs. Location Quotients for Ind. Counties - Recreation



AUTOMOTIVE

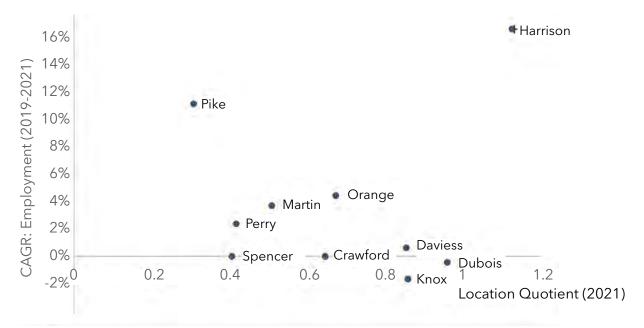
Trends across the U.S. and Indiana are similar for the automotive industry - the number of jobs fell, existing wages increased, and perlocation productivity increased slightly. The only difference is that the U.S. is losing automotive industry jobs at twice the rate of Indiana. In the Indiana First Region, employment in the automotive industry has increased at an annual rate of 3.6%, while wages have increased at a much slower rate of 0.6%. At the same time, per-location productivity has followed total employment, increasing at an annual rate of 3.4%.

Almost every county in the Indiana First Region saw an increase in automotive industry employment. Dubois and Knox are the only counties to see declines in employment, and those declines are modest. Harrison county has the highest concentration of employees in the automotive industry and saw the greatest increase in employment. Harrison County saw increases in employment in general repairs and automotive body, paint, and interior maintenance.

Trends across the U.S. and Indiana are similar Figure 16: CAGRs for Number of Jobs, Wages, GRP/Location - Automotive



Figure 17: CAGR: Employment vs. Location Quotients for Ind. Counties - Automotive



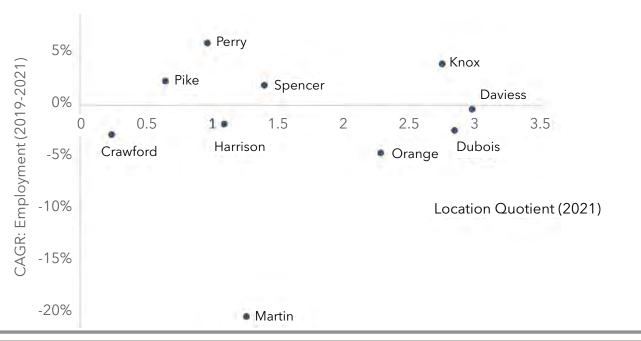
AGRICULTURE AND FOOD WHOLESALE

This analysis combined statistics for the agriculture industry with statistics from the food wholesale industry, due to their symbiotic relationship. While employment in these industries nationally has fallen, wages have risen along with productivity. In Indiana, total employment and wages have risen, while perlocation productivity has declined. In the Indiana First Region, total employment has fallen, similar to the U.S., and wages have increased, although at a slower rate than in Indiana or the U.S. Perlocation productivity, however, has seen the largest decline in the Indiana First Region out of the three geographies.

This analysis combined statistics for the Figure 18: CAGRs for Number of Jobs, Wages, GRP/Location - Agro & Food Wholesale



Figure 19: CAGR: Employment vs. Location Quotients for Ind. Counties - Agro & Food Wholesale



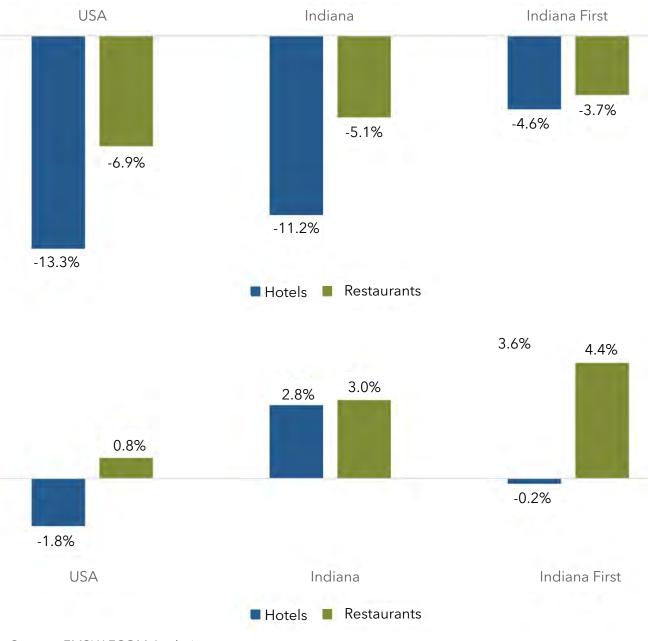
Source: EMSI/AECOM Analysis

RESTAURANTS AND HOSPITALITY

were perceived to be amongst the hardest hit by the pandemic. In 2020, many workers in these industries lost their jobs, and businesses, both big and small, suffered not just in the U.S. but across the globe. This analysis puts these two industries side-by-side because of their similarities. Both, hotels, and restaurants rely almost completely on on-site customers - you cannot have a hotel without guests, and it's hard for a restaurant to stay afloat without diners. Electronics manufacturing, automotive industries, and the agriculture and food wholesale industries were affected by the pandemic, but don't rely on on-site customers for their business. The only industry that is similar to restaurants and hospitality is the recreation industry, and we see that employment, wages, and pre-location productivity during the pandemic trend similarly across all three of these industries.

The U.S., Indiana, and the Indiana First counties have seen fewer total workers in the restaurant industry, while existing wages in the industry have been growing. It is notable that the Indiana First Region saw not only the smallest loss in jobs, but also the largest increase in wages. This implies that while labor supply fell, the demand for restaurant workers did not decline as much. The hotel industry, however, is experiencing dissimilarities across the three regions. In the U.S. and in Indiana First, the labor supply and wages for hotel staff have both fallen, implying that the demand for labor in this industry fell more than the supply did. In the State of Indiana, however, we can only be sure of a decrease in the supply of labor in this industry - the symptoms of which

Globally, the restaurant and hotel industries Figures 20 and 21: Growth Rates, Total Jobs, Wages - Restaurants and Hospitality



Source: EMSI/AECOM Analysis

wages.

Despite increases in wages of restaurant workers, the restaurant and hospitality industries are still suffering from the adverse impacts of the pandemic. It's important to note, however, that the restaurant and hospitality industries in the Indiana First counties were significantly less impacted by the pandemic than the nationwide and statewide industries.

For the restaurant industry, only Orange County is experiencing growth in employment, at 0.1% each year, which is comparable to stagnation. Every other county is experiencing declines in employment levels in the restaurant industry, regardless of their location quotients. It does seem, however, that counties with higher location quotients are experiencing smaller declines in employment.

For the hotel industry, there is no discernible correlation between a county's location quotient and its growth or decline in employment over the last two years. Knox and Perry counties saw an increase in employment over the last two years, which is unusual, as all other Indiana First counties experienced a decline, and so did the State of Indiana and the nation. It should be noted that the counties of Crawford, Martin, and Pike were excluded from the scatterplot due to them having negligible amounts of employment in the hotel industry.



are a decline in total jobs and an increase in Figure 22: CAGR: Employment vs. Location Quotient for Individual Counties - Restaurants

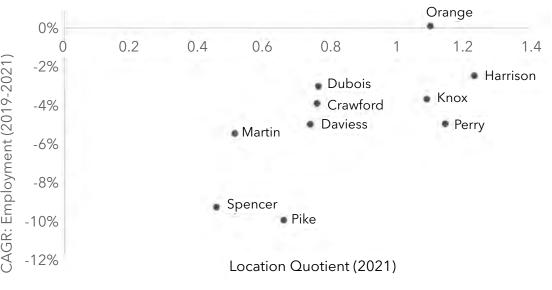
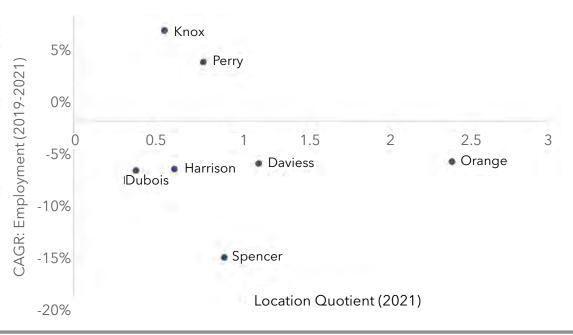


Figure 23: CAGR: Employment vs. Location Quotient for Individual Counties - Hotels



IMPLICATIONS

The following were identified as key factors to increase growth in the region:

- More housing and a larger variety of housing types
- Infrastructure improvements such as broadband expansion
- New jobs and skills will be needed to replace the coal industry jobs being lost
- Increase access to childcare and wellness services
- Expansion of the tourist season through a regional tourism strategy
- Capitalize on the wide variety of industries operating in the region
- Utilizethetransportationinfrastructure in the region to its fullest potential
- Share the many natural amenities available within the region
- Create additional quality-of-life amenities to attract new residents and businesses
- Revitalize and continue to grow downtowns to attract new businesses and residents

GROWTH ISSUES & OPPORTUNITIES

CHALLENGES

The Indiana First Region has a heritage of mining, agribusiness, food processing, transportation, logistics, forest and wood products, glass, and ceramics. Like many areas of the state, the region has struggled with economic development and a shortage of housing stock which has lead to challenges with population growth.

Focus Group meetings were held with stakeholders, business owners, residents and representatives of various organizations representing the communities within the region. More information regarding these meetings and the topics discussed can be found in the Appendix. The focus group meetings identified some of the issues that currently inhibit growth in the region including:

- Need for affordable housing and variety of housing types - the lack of available and desirable housing stock was identified as a key deterrent to families moving to the region. Not only is there a lack of available housing but focus groups also discussed the need for a wider variety of housing types including multi-family. The majority of housing in the region was built prior to 1990 and several homes have fallen into disrepair.
- Lack of Broadband multiple planning projects over the last decade have identified the challenges with inconsistent internet and the lack of broadband coverage in the area. Although improvements are being made with additional broadband infrastructure projects in progress across multiple communities, these projects have been slow to be built. The lack of quick and consistent

internet coverage was further exasperated by the pandemic with large numbers of students learning from home and residents working from home.

- Loss of Coal Industry jobs the coal industry has been a large employer for the region for decades. With many companies consolidating or closing operations within the area there will be a large number of residents who will be looking for replacement employment. Addressing the loss in coal industry jobs and the need for additional workforce training was identified as another critical issue to prevent further loss of existing residents.
 - Unfilled Jobs While the pandemic heightened the challenges with the current employment situation, it was not the cause. Major employers and small business owners were already having difficulties filling their positions. Waupaca has been trading and raiding employees with the aluminum companies in Kentucky for the past several years. The retirement of employees was accelerating due to aging and COVID only added to the problem. Indiana has been educating its children for 2 generations that college is the only way to go for a career. While all along around 35% of jobs in rural regions require college educations. This has only increased the flight of the young from the region.
- Childcare and Wellness Services like much of the nation, and rural areas in particular, the Indiana First Region is at a crisis point for available childcare. The severe lack of



- childcare options is preventing parents from returning to work and is a big concern for families looking to relocate to the region.
- Seasonal nature of tourist destinations the Indiana First Region has a number of tourist destinations, but most of them are seasonal in nature. The influx of visitors during the spring, summer, and fall support area businesses who then struggle during the offseason months. The focus groups discussed the many advantages to extending the season for the tourism destinations.

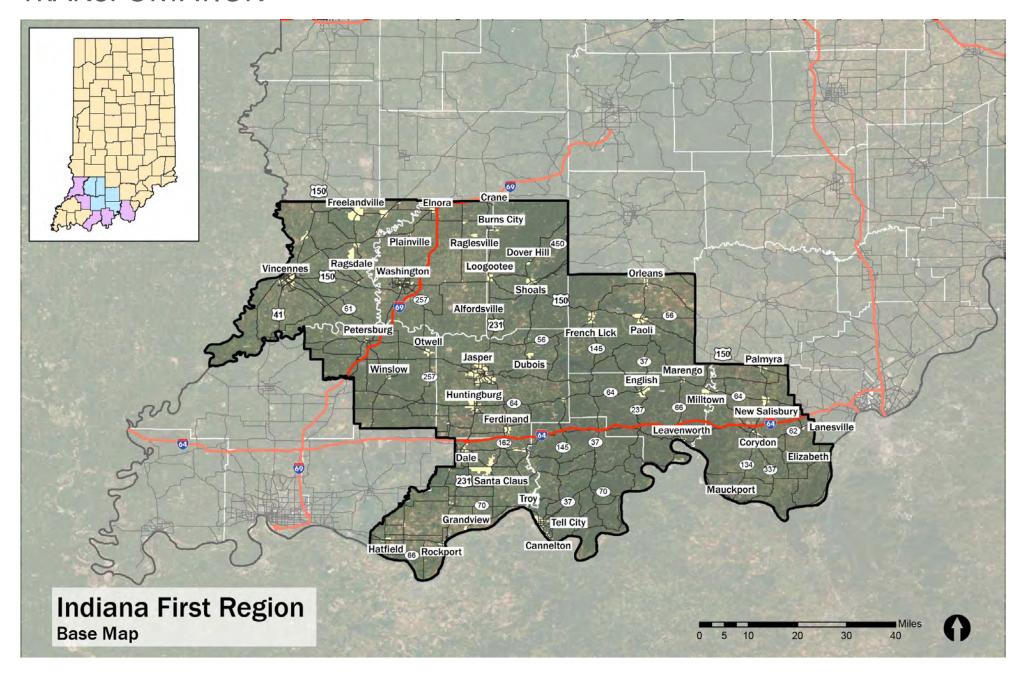
OPPORTUNITIES

While this region recognizes the challenges that must be overcome, the Indiana First Region also has many assets which support growth for industry and population. The stakeholders identified the following as just a few of the opportunities available in the region.

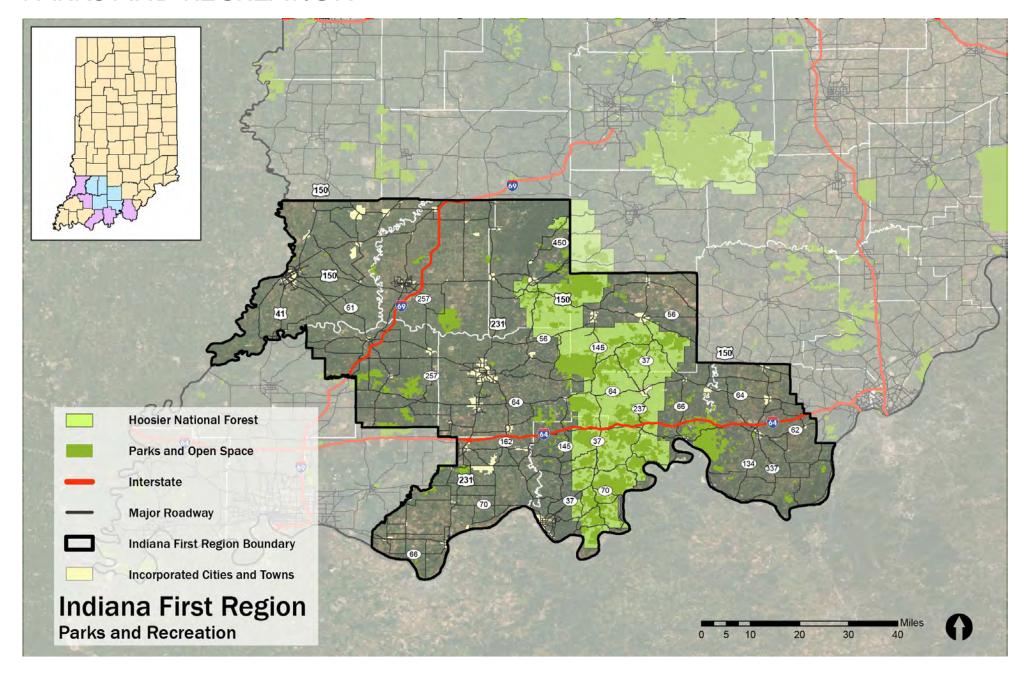
- Agriculture and Agribusiness According to the Indiana State Department of Agriculture Indiana's economy includes an estimated \$31.2 billion in agriculture production. The Indiana First Region is a large supplier of these products for the State of Indiana. With a move by many food processing manufacturers to locate closer to the food commodity itself, the region can position itself as an ideal location for food processing manufacturers and regional goods hubs.
- Transportation Logistics The region has two major interstates which connect the area with other parts of the state and the nation. The Indiana First Region is within a day's drive of 75% of the population of the United

- States. In addition to providing vehicular connections. Interstate 69 and 64 connect the region to shipping hubs for FedEx and UPS at the Indianapolis International Airport and the Louisville Muhammad Ali International Airport. There are a number of regional airports that serve businesses and individuals (Paoli, French Lick, Huntingburg, Tell City, and the Lawrenceville-Vincennes Airport). In addition to interstates and airports the region has direct access to two ports on the Ohio River including the Tell City River Port and the Port of Indiana-Mount Vernon. Railways operate in several counties in the region and further connect the area to the nation.
- Regional Tourism the seasonal nature of tourists destinations like Holiday World and Patoka Lake is a challenge. However, the focus groups identified the opportunity to collaborate throughout the region and create a more seasonally balanced tourist industry. A year-round tourist season could be created by leveraging the proximity of a number of attractions from the French Lick Resort to Patoka Lake to Paoli Peaks and creating connections with local tourist stops along the way. Creating a regional tourist destination could be the catalyst for new businesses and residents in the region. A regional tourism route would promote increased businesses throughout the region and would be able to capitalize on the areas assets creating specialized tours for agritourism, wine and restaurant tours, and outdoor adventure tours.
- Natural and Tourist Destinations the natural and tourist destinations in the region not only attract visitors but also provide world-class amenities for residents of the area. The Hoosier National Forest provides acres and acres of relatively undisturbed forest with hiking trails, fishing, and various other outdoor recreation opportunities. The area is also home to a number of State Parks as well as local parks systems. The focus groups recognized the value of these amenities while recognizing the need to improve existing and build new quality of life amenities.
- Small Town Character and Unique Downtowns The focus groups consistently mentioned the small-town character of their downtowns and welcoming communities. This, along with great schools, can be a great attractor for families and young people looking to move to a more rural setting. With the increase in remote work, more families are prioritizing their home life and choosing where to live based on quality-of-place instead of where their employer is located. Safe and friendly communities throughout the region can be an attractive choice for people looking to relocate.

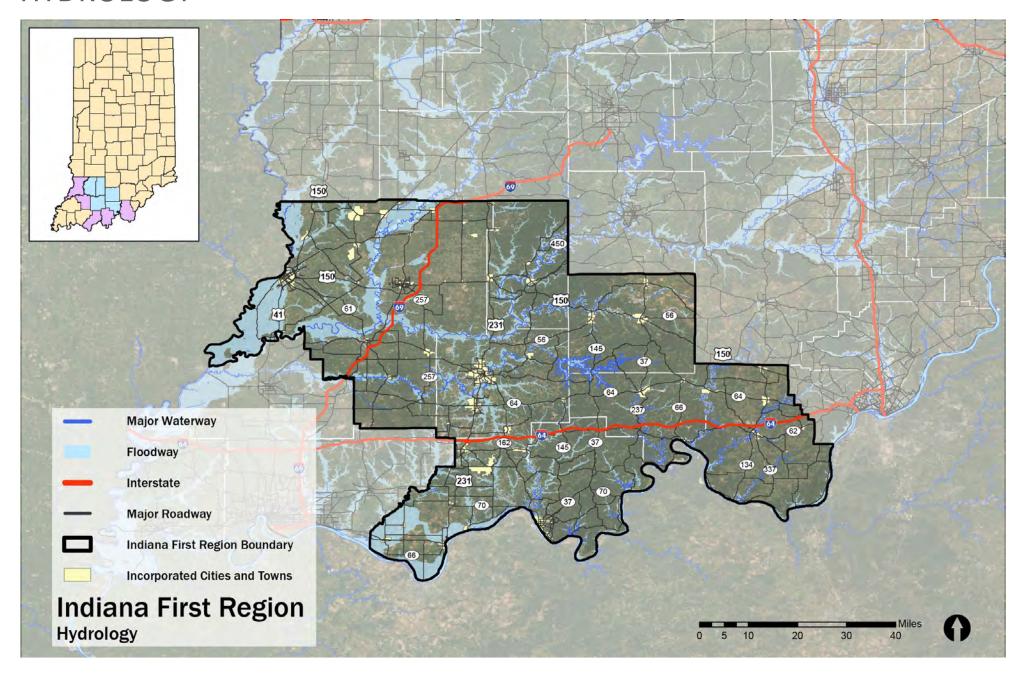
TRANSPORTATION



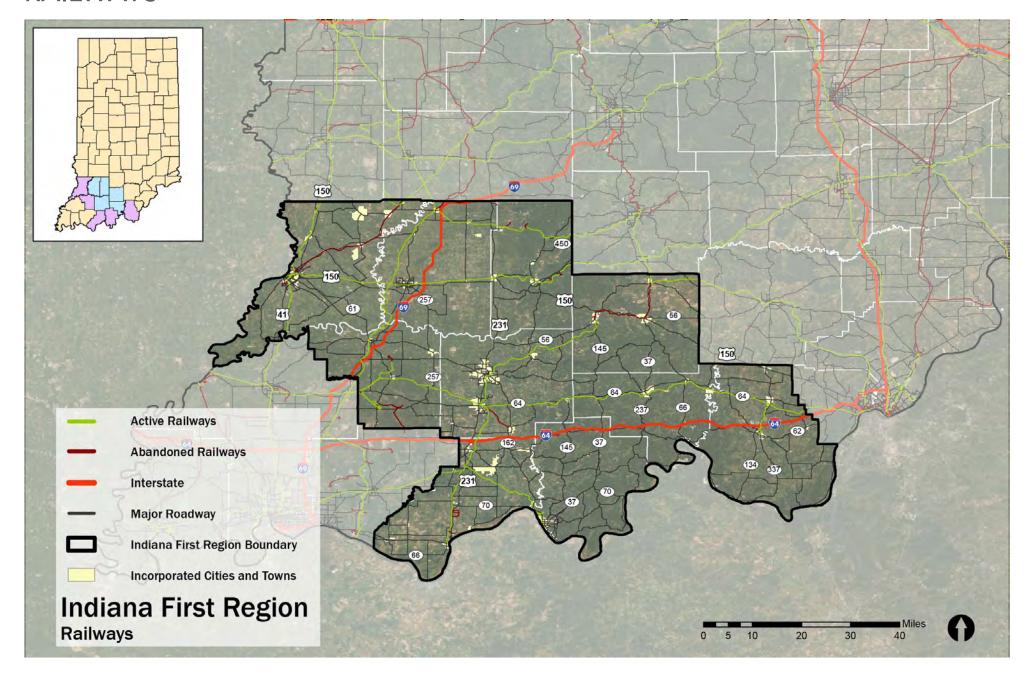
PARKS AND RECREATION



HYDROLOGY



RAILWAYS





George Rogers Clark National Historic Park



Downtown Terrace, Petersburg, Indiana

REGIONAL ASSETS

The Indiana First Region has many assets within the region. The projects and programs presented in this plan aim to capitalize on these assets to create new businesses and grow the population.

COMMUNITY

- Small Town Character of Downtowns The Indiana First Region is home to many unique and quaint downtowns. Many of the projects included in this plan will provide additional resources to improve and grow downtowns. Downtowns such as Jasper, Vincennes, Tell City, and Huntingburg provide arts and entertainment for residents. The historic character of the downtowns is one of the most important quality of place assets of the region. Preserving the character of these places is essential to attract new residents to the region.
- Great Schools The school systems within this ten county region are known for their quality education and attention to students. With appropriate housing stock available, families will move to the region for the schools alone.

TRANSPORTATION

The transportation network within the Indiana First Region provides the framework needed for the region to continue to grow. With easy access to interstates, rail, and river travel goods produced in the region can be easily and efficiently transported across the nation. While the infrastructure framework exists within the region, the opportunity for increased development in manufacturing and industry

grows exponentially with further expansion of transportation. In addition, support services such as grain elevators will need to be expanded to meet the needs of increased production in the region.

TOURISM AND NATURAL AMENITIES

There are a number of natural and tourists amenities in the Indiana First Region. These amenities are assets that can help attract residents and new businesses to the region. The region's access to the Hoosier National Forest, the Ohio River, and countless state and local parks are key quality of life amenities that people are looking for when considering relocating to an area. Just a few of the tourist and natural amenities include:

- Holiday World and Splashin' Safari
- French Lick Resort
- Paoli Peaks
- Hoosier National Forest
- Patoka Lake
- Lincoln Amphitheatre
- Lincoln State Park
- Lincoln Boyhood National Memorial
- George Rogers Clark National Historical Park
- Grouseland home of President William Henry Harrison
- Martin State Forest
- Harrison Crawford State Forest
- O'Bannon Woods State Park
- West Boggs Park
- Spirit of Jasper Train



- Ohio River Scenic Railroad
- Indiana Military Museum
- Cave Country Canoes
- Squire Boone Caverns
- Red Skelton Museum of American Comedy

WORKFORCE DEVELOPMENT

Workforce Development was identified as a priority for the Indiana First Region. By providing workforce training in the region, residents who might leave and not return to the area can achieve the same goals while staying in the region. The Indiana First Region strives to be on the cutting edge of workforce development by providing a variety of ways for residents to continue their professional growth while staying in the region.

- Higher Education Higher education through Vincennes University and Ivy Tech provides the opportunity for high school students within the region to earn a degree while remaining in the region. These institutions also attract talented young people to the region and provide employment for residents. Higher education institutions create the opportunity for entrepreneurship and the creation of new businesses in the region.
- High School Training High schools within the region provide vocational training along with college credits that can be earned while in high school through

both Vincennes University and Ivy Tech. Throughout the process, stakeholders discussed continued efforts to grow the partnerships between high schools and the higher education institutions.

- Industry Training Many industries in the region have unfulfilled jobs. Several businesses offer in-house training to bridge the gap between employees who lack the skills or expertise but who desire to change their profession.
- 21st Century Talent Region Southwest Indiana was designated as a 21st Century Talent Region. While still early in the planning stages, this designation supports communities focused on working collaboratively to attract, develop and connect talent. Southwest Indiana Region is focused on utilizing local higher education institutions to increase educational attainment beyond high school. This designation, and focus of the 21st Century strategies, will compliment many of the projects and programs presented in this plan to continue their success well into the future.



Patoka Lake in the Fal



Tell City, Indiana



IDENTITY AND VISION

CONTENTS

Identity	50
Vision	51
Plan Themes	52



Agriculture in Knox County, Indiana



Lincoln Amphitheater, Spencer County, Indiana

IDENTITY

In addition to the cities and towns listed in this plan, the Indiana First Region is comprised of key stakeholders and community champions dedicated to the betterment of the region. These include local private citizens, mayors, business owners, bank executives, county commissioners, town and city council members, utility representatives, chambers of commerce, economic development corporations, higher education institutions, and more from throughout the region.

The region defines itself as it does for multiple reasons, including its physical layout. representative counties, and their local communities, are physically connected to one another as a contiguous conglomeration and are interwoven by a series of state roads and two of Indiana's primary interstates, I-69 and I-64. This combination of state and federal corridors provides critical connections between the region's anchor communities of Vincennes, French Lick, Washington, Petersburg, Jasper, Huntingburg, Santa Claus, Tell City, and Corydon among others. Additionally, the region is physically bounded on the west by the Wabash River and the south by the Ohio River with access to two Ohio River Ports, including one at Tell City.

Active railways service the region and provide access to larger networks throughout the continental U.S. and Canada. These railways currently connect Vincennes, Washington, Petersburg, Jasper, Huntingburg, English, French Lick, Tell City, Corydon, and Milltown to other anchor communities within and outside of the region. Five regional airports are located within the Indiana First Region, as

well as convenient access to Evansville Regional Airport, Louisville Muhammad Ali International Airport, and Indianapolis International Airport.

In addition to their physical connection, the Indiana First Region's representative counties are connected and defined by their local economies. Agriculture continues to play a major role in the local and county economies and the region is working to further promote agribusiness, innovation, and tourism. Specifically, Knox County has partnered with public and private institutions including Purdue University and AgriNovus to strengthen relationships and implement new agricultural techniques and technologies, and diversify agricultural crop production.

Tourist attractions and natural resources bring in tens of thousands of people on an annual basis to the region. Some of these assets include the Hoosier National Forest that stretches across large portions of Orange, Crawford, and Perry counties, Martin State Forest, West Boggs Park, Paoli Peaks, Patoka Lake, French Lick Resort, Ferdinand State Forest, George Rogers Clark National Historic Park, Grouseland, Indiana Military Museum, Red Skelton Museum of American Comedy, and Holiday World & Splashin' Safari among others. These attractions support local businesses throughout the region that are needed to address the annual influx of visitors.

VISION

The Indiana First vision isn't to return the state capital to Corydon or match Indianapolis metro area growth rates, but with additional support through the READI initiative, we can reverse population and job losses in our region. This will be accomplished through training programs to develop a more equipped 21st Century workforce; strategic infrastructure investments to serve new housing and industry sites; fiber optic cable infrastructure; transportation enhancements to improve access into and around the region; programming and facility improvements to boost quality of life, recreation, and tourism; and marketing and communication efforts to better promote the assets and opportunities present in our 10-county area. Our programs and projects will act as the CATALYST for growing existing industries, attracting new ones, and realizing construction of housing for the employees of these new jobs.

From Vincennes to Corydon, Hoosier National Forest to Naval Surface Warfare Center Crane, and the many communities in between, the Indiana First Region reflects the State's remarkable past and embodies southern Indiana and its tremendous potential for the future. Through the READI initiative, the Indiana First Region will leverage existing assets and resources to attract and develop new job opportunities and grow the number of households across southwest Indiana.

As a region, one of our common characteristics is what is not here, a metropolitan statistical area. We are a collection of small, rural communities with access to three metropolitan areas outside of our region. While the small town, rural community is a selling point to many, it has also

been a significant factor in the slow population decline experienced across the region and has contributed to the difficulty in growing and attracting new businesses. Simply put, the Indiana First region has not matched the sustained jobs and investment commitments experienced by other parts of the State.

strengths in Existing agriculture agribusiness, manufacturing, transportation logistics, and tourism thanks to locations such as Santa Claus and French Lick, have helped to establish our strong foundation. Combined with regional institutions such as Vincennes University and Good Samaritan Hospital, investment in the Indiana First region will not only enable us to thrive, but also better support our neighboring counties and regions. By replacing declining coal jobs and losses in assessed valuation from power plant closures in places like Pike County, with jobs in the growing agri-business and renewable energy sectors, we have the opportunity to become a national model for the revitalization of coal communities.



Old Main Street, Rockport, Indiana



Prides Creek Golf Course, Petersburg, Indiana



PLAN THEMES

HOUSING

INNOVATION

DOWNTOWN REVITALIZATION

QUALITY OF LIFE

TALENT ATTRACTION AND EDUCATION

ECONOMIC DEVELOPMENT

TOURISM

PLAN THEMES

The plan themes are the focus of this strategic regional development plan. These themes were identified based on existing plans, through other current planning efforts, and during the data collection and focus group interview process.

The purpose of the plan themes are to address critical issues and capitalize on opportunities that will diversify the economy, ensure high quality growth, attract new residents to the area, promote family-centered amenities, and create a vibrant quality of life.

There are six plan themes. These themes are organized into sections. Each theme lays out the case for its importance to the region, the key projects, and how it that will address quality of life needs and issues while bringing more residents and jobs to the Indiana First Region. An overview of the plan themes include:

Housing: A major challenge in realizing new housing construction is the availability of infrastructure, and more specifically, municipal sewer and water service. The Indiana First Region's projects approach four different ways for their communities to address housing needs.

Innovation: Sustaining long-term economic growth in a community comes from fostering the development of ideas and creation of new businesses from existing regional assets. The Indiana First Region looks to the private sector for new innovation to expand and diversify its base.

Downtown Revitalization: Indiana First's Downtown projects focus on Indiana's rural communities and how to ensure they continue to remain charming, quaint, and thriving. These

projects identified for the Indiana First region are critically important to raising awareness that there is an active, fulfilling, cultured life beyond the urban areas of a large metropolitan area and you really can have it all in a small town!

Quality of Life: Indiana First's quality of life projects focus on trails, parks, outdoor amenities, and access to restaurants, night life, and culture. Quality of life also refers to access to high quality child care and education, health care, and essential infrastructure such as high-speed broadband internet that enables remote working, online education, and much more.

Talent Attraction and Education: Within the Indiana First Region, there is a need for a qualified workforce to support currently available jobs. Indiana First's projects outline specific strategies for engaging youth and underemployed workers who wish to gain certification and training in high paying careers.

Economic Development: Fortunately, just as there are national challenges, there have also been strategies developed for America's small towns. Many of the projects for this region focus on economic development efforts address existing and proposed utility enhancements, improving access, availability, or suitability of development ready land, and provide new, physical spaces to attract new companies and encourage job growth.

Tourism: Indiana First counties must constantly seek to raise exposure of regional attractions and grow the existing visitor base. The region must draw on these assets to attract visitors as it competes within a growing field of competition, not just from adjacent regions, but also northern Kentucky and comparable communities across the Midwest.







THEME: HOUSING

CONTENTS

Regional Residential TIF District Program	58
Knox County Workforce Housing Development	
Petersburg Residential Sewer Extension & New Housing Development	62
Spurgeon Infill Housing Development & Wastewater System Improvements	64
Perry County Housing Development	66
Harrison County Workforce Housing	68
Back 9 Housing Development	70
Orchard Estates Subdivision	
Holiday Village Housing Expansion	74
Richland Housing Development	
Rose Hill Subdivision	78
Dale Wastewater Improvements	80

HOUSING INTRODUCTION

The Indiana First Region is home to numerous vibrant communities and neighborhoods that offer enriching places for residents and their families. Maintaining these healthy communities takes work and on-going investment in neighborhoods and housing stock. Housing is a fundamental building block of our region, and an adequate supply of safe, affordable, quality housing is critical to the success of our resident and job attraction efforts.

Simply asking the question "Where do you live?" can shed significant light on the state of a region's housing and neighborhoods. Residents of vibrant locales will often describe themselves as residing in a specific neighborhood or subdivision rather than the region, county, or town, while those who live in places with less character may either default to a larger geography as their place of residence or near a specific intersection if there is no discernible

neighborhood. Factors related to the strength of housing in an area include a variety of products thereby creating housing choice; age, condition, and maintenance; construction quality; and economics. Other contributing influences on housing strength include public parks and open spaces, schools, community services and institutions, and job opportunities.

Many of the Indiana First Region neighborhoods have been stable since their beginning, but others have experienced decline. Similarly, some communities have seen new residential construction while others remain stagnant in terms of housing stock. The impact of these housing conditions (supply, affordability, quality) on population trends is significant. Several counties, including Pike and Perry, are experiencing decreases in both population as well as the number of occupied housing units.



The River Pointe Apartments in Tell City opened in 2016 and includes 50 units spread across 4 floors.



Compounded Annual Growth Rate of Total Number of Occupied Houses 2010-2019



A major challenge in realizing new housing construction is the availability of infrastructure, and more specifically, municipal sewer and water service. These utility systems require continual investment to replace aging infrastructure, maintain capacity, and keep systems in a state of good function. Maintaining infrastructure and utility service depends upon both ongoing and future revenue streams. While most operational costs are funded through monthly usage bills as well as tap and availability fees at the time of construction, larger improvements and extensions may require bonding or general funds from tax revenue. Given current property tax caps within the State of Indiana, it is difficult for communities to proactively expand utility capacity to desired development areas.

Collectively, our housing programs and projects seek to:

- Act as a catalyst for the construction of diverse housing types including single family homes, duplexes, and apartments.
- Facilitate opportunities for infill construction on existing vacant lots that are not served by sewer or water utilities, to help stabilize existing neighborhoods and use land responsibly.
- Provide gap financing to construct the necessary infrastructure to support proposed housing projects as well as future residential and non-residential development opportunities.
- Create vibrant neighborhoods to attract families, workers, and businesses to, or back to, the region.



New housing is needed across the Indiana First Region to reverse population trends and support the workforce needs of area businesses.



The need for lengthy utility connections and supply or capacity issues are frequently limiting factors in realizing new residential development.





CONTACT

CHRIS PFAFF Knox County Economic Development 812-886-6995 chris@knoxcountyindiana.com

ASHLEY POLEN WILLIS

Pike County Economic Development Corporation 812-354-2271 pikegrowth@pikeco.org

ERIN EMERSON

Perry County Development Corporation 812-547-8377 erin@pickperry.com

HEATHER GRIES Spencer County Commissioner 812-630-5113

hgries@spencercounty.in.gov

REGIONAL RESIDENTIAL TIF DISTRICT PROGRAM

In May 2019, Governor Holcomb signed into law Senate Enrolled Act 566-2019 ("SEA 566"). Effective July 1, 2019, SEA 566 authorizes the creation of Tax Increment Financing (TIF) districts to be established specifically for the purpose of facilitating housing growth in counties with a population of fewer than 100,000 people. TIF districts are used to fund infrastructure to promote development that would not occur were it not for the infrastructure financed by the TIF revenues. TIF districts can be created by a county, city, or town, but only after they have established a redevelopment commission. Additionally, residential TIF districts require certain criteria be met and approval steps taken, as compared to traditional TIF districts:

- For a county RDC, the average of new, single family residential houses constructed in the unincorporated area of the county during the last three (3) years is less than one percent (1%) of the total number of single family residential houses within that area on January 1 of the year in which the resolution is adopted.
- For a municipal RDC, the average of new, single family residential houses constructed in the municipality during the last three (3) years is less than one percent (1%) of the

- total number of single family residential houses within that area on January 1 of the year in which the resolution is adopted."
- Approving resolution form the applicable school board in support of developing the residential TIF.

Many of the housing projects included in this plan are dependent on establishing and utilizing a residential TIF district to bond for, and then repay, the costs associated with infrastructure investments. In order to facilitate these projects, as well as other housing developments that may be proposed across the region in the future, the Indiana First Region requests READI funds to establish a Residential TIF District Program. This program will not create the actual districts themselves as that must be done by each applicable municipality. Instead, the program will create education materials and legal templates to be used in creating redevelopment commissions where needed, and ultimately residential TIF districts once the appropriates areas or sites have been identified. It will also recommend and logical and sequential process that can be replicated by region municipalities in an efficient and cost effective manner, without having to incur significant legal expenses on the front end each time a TIF district is proposed.



PROJECT PARTNERS

- Region Counties, Cities, and Towns
- Redevelopment Commissions
- Legal & Financial Counsel

IMPACT & METRICS

Potential impacts to the region, from obvious population gains to catalyzing job and workforce attraction, have been explained in detail with the other Housing projects. The potential impact of this program is facilitation and faster realization of new housing construction. Creating residential TIFs will allow region municipalities to close financing gaps in infrastructure construction without having to bare those costs up front. This is incredibly important for the resource limited small cities and towns across the region.

This project will result in time and cost savings across the region as each county, city, or town will have a much easier learning curve in navigating the residential TIF creation process. The goal is that with the development of educational materials as well as the legal "how to," barriers and opposition to the use of residential TIF districts will be significantly minimized.





FINANCIAL SUMMARY

Local Funding	\$0
Private Funding	\$0
Other	\$0
State/Federal	\$0
READI Funding	\$250,000
Total	\$250,000

TIMELINE

	20	21		20)22	2023		2024			20	25		2026							
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CONTACT

CHRIS PFAFF

Knox County Economic Development 812-886-6995

chris@knoxcountyindiana.com

KNOX COUNTY WORKFORCE HOUSING DEVELOPMENT

Attracting talent is the most effective means to ensuring future prosperity for the Indiana First Region and for Knox County. Yet, at present, Knox County has few opportunities for new residents to rent or own a home. According to a recent Knox County housing assessment, around 40 Knox County homes are for sale in a typical month. Demand is rising, yet construction of new homes and rental units has been stagnant or declining. Meanwhile, the quality of existing housing stock is also eroding. Overall, 91% of Knox County housing units were constructed before 1989, and many of these units require major investments in maintenance and renovation.

These housing shortages create challenges for existing residents, especially younger families, who cannot find quality housing at an affordable price. Meanwhile, potential in-migrants, who might be attracted by career options at locations like Vincennes University or Good Samaritan Hospital, may be unwilling to relocate without access to decent housing---even though Knox County is widely recognized for excellent schools and a high quality of life.

If we hope to retain young families and attract talented new residents, the local housing equation must change. Simply put, we need more supply–especially in newer properties that are, with the additional requested support, very close to being able to break ground.

Knox County is pursuing an aggressive multipronged strategy to upgrade its housing stock. In our recent housing assessment, we have identified at least 13 parcels where as many as 600 new homes and apartments can be developed. In addition, the City of Vincennes and Knox County are partnering with developers on a number of other projects that are very close to breaking ground. These projects are in multiple and diverse locations, including downtown development in Vincennes and single-family home construction in Bicknell and other locations.

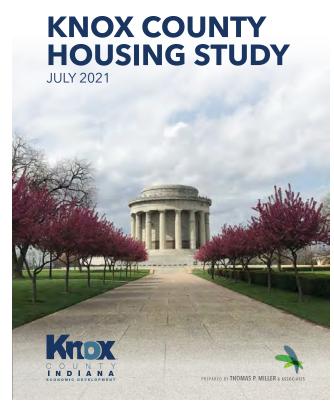
All of these potential projects face economic headwinds. Each project is unique, but their challenges are similar in that developers need a small public subsidy to support construction. In most cases, this funding will be allocated to the provision of essential infrastructure, either to extend municipal water and sewer service to the site, or to subsidize infrastructure internal to the development to ensure home prices or apartment rents are affordable to workers and families. We are seeking READI support for a Knox County Housing Fund to support investments in this essential infrastructure. With such support in place, we expect to jump start several of these pending projects with ground breakings to occur in 2022.

PROJECT PARTNERS

- Knox County
- City of Vincennes
- Vincennes Redevelopment Commission
- Knox County Development Corporation
- Private Developers

IMPACT & METRICS

This work is directly tied to many of READI's core goals including talent attraction and development, quality of place, and quality of opportunity. These projects will address the number one talent development challenge facing Knox County and the Indiana First Region. While the new units will be constructed in Knox County, we know that many local residents commute outside of Knox County for work opportunities. As such, new housing in Knox County will attract talent who will work across the SWIDC region.





Local Funding	\$12,500,000
Private Funding	\$15,600,000
Other	\$0
State/Federal	\$0
READI Funding	\$3,900,000
Total	\$32,000,000

TIMELINE2021 2022 2023 2024 2025







PETERSBURG RESIDENTIAL SEWER EXTENSION & **NEW HOUSING DEVELOPMENT**

Pike County's 2018 Housing Study demonstrates Pike County's proposed READI funded sewer a need for additional single-family housing to attract residents and grow our local employment base. The County and City of Petersburg seek to utilize READI funds to extend wastewater utility infrastructure to two new single-family housing development sites. The two subdivisions will combine to provide over two hundred housing units, ranging from \$175,000 to \$225,000 per home. The municipal partners will locally designate a Single-Family Residential TIF District to partner with the private landowners and home builders to complete the projects before 2025. The housing development areas are locally known as the Voyles property and the Goodpasture property.

extension projects will also enable 50-60 existing households to convert their septic systems to public sewers. The septic conversions will greatly improve the health and welfare of the larger community The conversion improvements will add sewer service at Hornady Park and reduce the risk for septic leaching and water quality issues at Prides Creek Park. Pike County is seeking additional READI funds to make facility improvements at both parks. These funds would be used to replace existing playground equipment, enhance the public beach at Prides Creek Park, and add walking trails. Both parks will serve and benefit the two proposed housing subdivisions.

CONTACT

ASHLEY POLEN WILLIS

Pike County Economic Development Corporation

812-354-2271

pikegrowth@pikeco.org

PROJECT PARTNERS

- Pike County
- City of Petersburg
- Petersburg Redevelopment Commission
- Pike County Parks and Recreation
- Private Developer
- Landowners





IMPACT & METRICS

The region will be better off due to the creation of new housing options and its attributable population growth. The availability of suitable housing is a basic human need and is considered by many to be essential for the attraction and retention of residents and businesses. The availability of human capital is oftentimes a key factor in the decision making process of where to locate a business enterprise. While the proposed sewer extension projects are hyper local to Pike County, they are supportive of the overall narrative that Southwest Indiana is an attractive place to raise a family and build a life. Demonstrating the attraction of new residents and families to the region opens the to door to attracting new employers and their associated capital investments.

These developments also enhance opportunities afforded by the commercial and industrial redevelopment potential at the Southwest Indiana Megasite. The addition of public sewer services at Hornady Park and the abandonment of functional and non-functional on site septic tanks or other unlawful individual household wastewater flows near Prides Creek Park lake also offer substantial public health benefits.

The City of Petersburg will be responsible for the maintenance of the sewer mains and the grinder pump stations. If problems arise, residents will call the City for repairs. Residents will not be responsible for any costs associated with maintenance of the individual grinder pump stations. Additionally, the City will be providing electrical service to each grinder pump station, and will be responsible for the cost of the electricity usage.

Window Spargeon Standad Spargeon Standad Spargeon Standad Spargeon Standad Spargeon Standad Spargeon

FINANCIAL SUMMARY

Local F	unding	\$2,179,000
Private	Funding	\$16,588,125
Other		\$0
State/Fe	ederal	\$0
READI	- unding	\$1,433,000
Total		\$20,200,125

TIMELINE

20	21		20	22		20	23		202	24		20	25		20	26	
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SPURGEON INFILL HOUSING DEVELOPMENT & WASTEWATER SYSTEM IMPROVEMENTS

The Town of Spurgeon is proposing to undertake the construction of a new wastewater collection system. The new system will be a low-pressure collection system consisting of sewer mains throughout the Town, and household grinder pump stations. This is a new system. The Town of Spurgeon does not have an existing wastewater collection system. The project will consist of the following components:

- 1. Installation of High Density Polyethylene (HDPE) force main throughout the Town of Spurgeon 5,350 LF of 2 inch, 6,750 LF of 3 inch, and 2,310 LF of 4 inch force main;
- 2. Seventy-one (71) grinder pumps, stations, and assemblies;

- 3. Sixteen (16) electrical service drop-ins and 25,000 LF of electrical cable;
- 4. Pavement restoration and crushed stone; and
- 5. All professional fees associated with USDA Rural Development funding, engineering fees, and grant administration, as well as the connection fee and capacity purchase fee to connect to the Town of Lynnville.

CONTACT

ERIC HEATON

Town Council President
812-721-2043

spurtown@gmail.com

PROJECT PARTNERS

- Town of Spurgeon
- Town of Lynnville
- USDA-Rural Development
- Indiana Office of Community and Rural Affairs
- Indiana State Revolving Fund



IMPACT & METRICS

The Town of Spurgeon does not currently have a wastewater system. This project will have a significant impact locally. It also involves regional cooperation between the Town of Spurgeon and the Town of Lynnville, and will support broader resident and job attraction goals across the Indiana First Region.

Talent attraction and business expansion relies on access to proper wastewater facilities. The Town of Spurgeon is one of the few remaining incorporated towns within the region that does not have any wastewater facilities. This project will allow for new homes and businesses, as well as rehabilitation of existing homes.

At the conclusion of this project, the community will see a reduction in the presence of untreated wastewater in ditches and yards by approximately 100% through the installation of household grinder pump stations and a new collection system, and requiring the abandonment of functional and non-functional on-site septic tanks or other unlawful individual household wastewater flows. Additionally, the project will make infill residential construction

projects a possibility, as the Pike County Health Department will no longer have to deny permits for septic systems required with new construction since a functioning collection system will be available. Finally, the project will result in connecting approximately 77 households to a new wastewater collection system.

The Town of Spurgeon will be responsible for the maintenance of the sewer mains and the grinder pump stations. If problems arise, residents will call the Town for repairs. Residents will not be responsible for any costs associated with maintenance of the individual grinder pump stations. Additionally, the Town will be providing electrical service to each grinder pump station, and will be responsible for the cost of the electricity. The Town will be responsible for the monthly fees paid to the Town of Lynnville for treatment. The Town will be hiring a utility manager to oversee and coordinate operation and maintenance of the collection system. On November 4, 2020, the Town adopted a rate ordinance. This ordinance will be effective upon completion of the new wastewater utility.

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FINANCIAL SUMMARY

Local Funding	\$0
Private Funding	\$500,000
Other	\$0
State/Federal	\$5,637,457
READI Funding	\$500,000
Total	\$6,637,457

TIMELINE

20	2022		2023			20	24		20	25		2026						
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CONTACT

ERIN EMERSON

Perry County Development Corporation 812-547-8377

erin@pickperry.com

PERRY COUNTY HOUSING DEVELOPMENT

Perry County seeks READI funds to facilitate a diverse range of housing development, from new single family homes on existing city and town lots, to small duplex communities, and larger single family subdivisions. One of the signature projects will be the new Hoosier Heights subdivision, proposed by local home builder, real estate agents and all around entrepreneurs, Josh & Courtney Casebolt, DBA JK Forever Homes. They purchased a plotted yet mostly vacant subdivision in 2017 named the Highlands, located less than five miles outside of Tell City on Highway 37. The project has been incredibly successful with only 12 lots remaining and homes being built as quickly as labor and materials will allow.

After experiencing success with the Highlands and seeing the incredible demand for the type of housing they were offering, JK Forever Homes recently purchased a 35-acre parcel of land located off of Old State Road 237 and are planning to create Hoosier Heights - a subdivision plotted for 85 homes. The planning process has begun and while local officials are committed to working with JK Forever Homes to make the project feasible, there are necessary infrastructure upgrades needed to extend sewer

and water service to the site. This and other Perry County housing projects, including anticipated units and sale prices, are detailed below:

- Tell City Infill Housing (Smith Homes): 6 houses per year, estimated at \$225,000
- Tell City Infill Housing (Various Builders): 2 houses per year, estimated at \$250,000
- Troy Infill Housing (Duplexes): 4 Duplexes/8 Total units, estimated at \$300,000 each
- Troy Single family housing
- Cannelton Infill Housing: 5 houses, estimated at \$200,000
- Tipsaw Acres (Remaining Lots): 10 houses, estimated at \$300,000
- The Highlands (Remaining Lots): 12 houses, estimated at \$475,000
- Hoosier Heights (New Subdivision of 85 Lots): 40 houses, estimated at \$450,000
- Water/Sewer infrastructure to Hoosier Heights site
- Sewer Improvements along SR 37 corridor

PROJECT PARTNERS

- Perry County
- Perry County Development Corporation
- City of Tell City
- City of Cannelton
- Town of Troy
- Private Developer
- Property Owners

IMPACT & METRICS

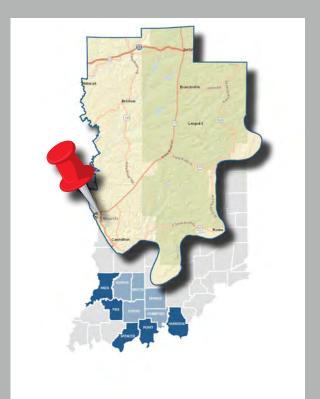
Considering the regional need for housing, these projects will collectively create a positive impact by increasing the region's overall housing inventory as well as meeting the existing demand for new homes in a variety of locations and at a variety of price points. These projects will benefit the region in the next five years and beyond by increasing housing inventory and therefore increasing population, which will ultimately support economic development and workforce attraction efforts.





TIMELINE

2021	2022	2023	2024	2025	2026
Кеу:	Prelim. Planning/ Cost Estimate	Funding App. & Contracts	Programming, Design, & Bidding	Construction/ Implementation	



FINANCIAL SUMMARY

Local Funding	\$1,550,000
Private Funding	\$65,950,000
Other	\$0
State/Federal	\$0
READI Funding	\$2,700,000
Total	\$70,200,000



HARRISON COUNTY WORKFORCE HOUSING

Kepley Fields workforce housing development will be located in New Salisbury, Indiana near the intersection of SR 135 and Interstate 64. It will include more than 50 single family homes, some multi-family housing, and at least six commercial to house businesses to serve the new residents. This project is an effort to attract new residents to our region and help to provide workers for businesses in the region. The project is in the early stages, but it simply cannot be completed unless a major investment is made in wastewater treatment infrastructure. We seek READI support to assist with the development of the wastewater treatment plant and collection system that is owned by the Harrison County Regional Sewer District.



CONTACT

DARRELL VOELKER

Harrison County Economic Development Corp.

812-705-0203

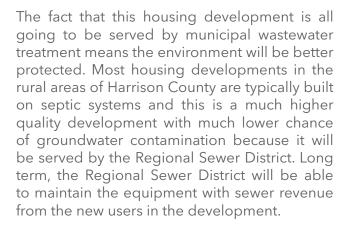
dvoelker@hcedcindiana.org

PROJECT PARTNERS

- Private Developer
- Regional Sewer District
- Harrison County

IMPACT & METRICS

Quality workforce housing is incredibly scarce across the region. Our region has not been growing in population. In fact, the Harrison County population grew by 15% from 2000 to 2010, but has now slowed to less than 1% growth, according to the 2020 census. One of the reasons is clearly the availability of housing that can attract workers. There are several major employers within a 25 mile radius that are growing and this housing development will attract residents that can work at some of these growing businesses.





FINANCIAL

FINANCIAL SUMMARY

Local Funding	\$1,200,000
Private Funding	\$6,000,000
Other	\$0
State/Federal	\$0
READI Funding	\$1,200,000
Total	\$8,400,000

TIMELINE

2021	2022	2023	2024	2025	2026
Кеу:	Prelim. Planning/ Cost Estimate	Funding App. & Contracts	Programming, Design, & Bidding	Construction/ Implementation	



BACK 9 HOUSING DEVELOPMENT

Back 9 Development is the owners and operator of Christmas Lake Golf Club, an 18-Hole premier semi-private golf course located in the tourism town of Santa Claus, Indiana. Santa Claus is the home of Holiday World & Splashin' Safari, which brings approximately one million visitors through the Town annually. Because of the lack of workforce housing in the area, Holiday World has been unable to recruit qualified employees and entertainers.

The club owns approximately 312 acres, of which 100 acres are available for commercial and/or 50 commercial residential condo units and 100 single-family residential homes.

The development area is in need of water, sewer, and transportation infrastructure. The project would be developed over four phases.

CONTACT TODD GRUNDHOEFER

Back 9 Partners 812-449-5913

toddg@christmaslake.com

PROJECT PARTNERS

- Town of Santa Claus
- Town of Santa Claus Planning and Zoning
- Spencer County Council
- Midwest Engineering
- Town of Santa Claus Utilities
- Community Natural Gas
- Centerpoint Energy
- PSC Internet
- Private Developer

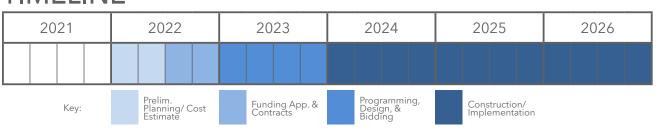
IMPACT & METRICS

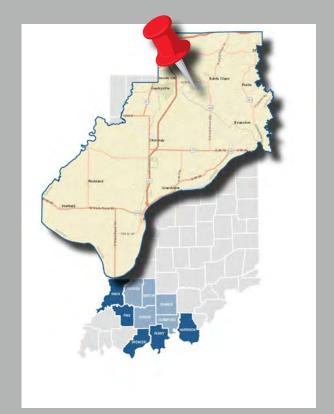
After all phases are completed, over 100 single-family homes and 50 multi-unit condos will be built. Additionally, 15,569 linear feet of sewer infrastructure will be laid and 11,053 linear feet of water line will be laid. Back 9 Development will be responsible for maintaining the project in the future, while an HOA will be developed to assist with common area maintenance.





TIMELINE





FINANCIAL SUMMARY

Local Funding	\$1,070,537
Private Funding	\$4,000,000
Other	\$0
State/Federal	\$0
READI Funding	\$769,632
Total	\$5,840,169



ORCHARD ESTATES SUBDIVISION

The Orchard Estates Subdivision is planned to include ten duplex homes, totaling twenty dwelling units, on a seven-acre parcel on north Washington Street in Dale, Indiana. The units will be constructed on approximately 4.5 acres, with the remaining 2.5 acres left as a park or recreational area. Each unit will be approximately 1,300 square feet, with two bedrooms, two baths, living room, and a kitchen & dining room combination. Each unit will also include an attached garage.

The cost of each duplex (two units) will be approximately \$420,000. The builder/developer will be funding construction of the new units. READI funds are being requested for construction of sewer and water infrastructure as well as the roadway to serve individual duplex sites. This cost is estimated at \$250,000.00.

CONTACT

JIM KULBETH I 64 Realty LLC 812-309-0371

PROJECT PARTNERS

- Town of Dale
- Spencer County
- I-64 Realty LLC
- Private Developer



Anecdotal evidence suggests lack of quality housing stock in Dale is impacting area businesses and their ability to attract and retain employees, especially in mid-level management positions. The Orchard Estates subdivision represents an opportunity to start filling this gap with new homes on a site with an interested owner. However, infrastructure development costs are such that the project is not feasible without some subsidy. A READI investment would result in a "quick win" and realization of long-standing residential development goals in Dale.





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FINANCIAL SUMMARY

Local Funding	\$746,000
Private Funding	\$4,400,000
Other	\$0
State/Federal	\$50,000
READI Funding	\$400,000
Total	\$5,596,000

TIMELINE

20	2021 2022		2023			2024			2025				2026							
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HOUSING



HOLIDAY VILLAGE HOUSING EXPANSION

Koch Development Corporation (dba Holiday A residential developer has expressed interest World & Splashin' Safari) originally developed Holiday Village in Santa Claus. A portion of the project was never completed. KDC currently owns 169 undeveloped lots that could be developed for single family homes. There are 59 additional lots owned by private individuals, that if served with infrastructure, could also be built on. The roads were cut decades ago, but the undeveloped portion of the subdivision lacks utilities or roadways to date. There is a strong demand for housing in north Spencer County and this area could provide more than 200 additional homes. READI funds are requested to subsidize infrastructure costs, thereby lowering the cost of entry to a developer and enabling the project to move forward.

in the property. Anticipated home prices would average \$250,000. Given the location next to the Holiday Village recreation area and all of the amenities contained therein, this would be a popular location for families following jobs to the area.

CONTACT

ERIC SNOW

Holiday World & Splashin' Safari 8129375234

esnow@holidayworld.com

PROJECT PARTNERS

- Town of Santa Claus
- Koch Development Corporation
- Private Developer
- Spencer County

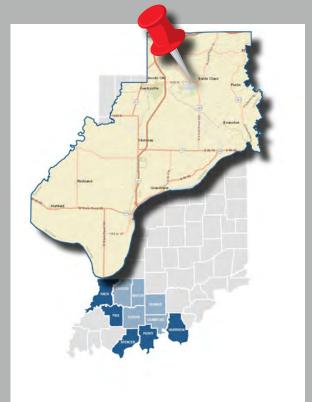


Additional housing in north Spencer County will facilitate additional commercial development and help grow local tax revenues. Regionally, an increase of available housing will be beneficial for business retention and attraction efforts. New industrial, commercial, and tourism business development is anticipated if we can solve the current housing shortage challenge. The project will be self-sustaining with tax revenues once developed.



TIMELINE

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FINANCIAL SUMMARY

Local Funding	\$1,900,000
Private Funding	\$25,000,000
Other	\$0
State/Federal	\$0
READI Funding	\$1,350,000
Total	\$28,250,000

HOUSING



CONTACT

HEATHER GRIES
Spencer County Commissioner
812-630-5113

ngries@spencercounty.in.gov

RICHLAND HOUSING DEVELOPMENT

The Town of Richland, located in western Spencer County, is interested in partnering with a residential developer to build a 150 - 200 home subdivision on the northwest side of Town. These homes will be 1-3-bedrooms, range from 1,100-1,500 square feet in size, and include an attached garage. They will be marketrate at approximately \$225,000 - \$300,000 each and satisfy a much needed workforce housing supply issue.

The Town plans to purchase the 58-acre property and fund infrastructure development. An option for the property is currently being negotiated. It is anticipated that the property, which is currently outside the Town corporate boundary, would be annexed into the Town of Richland. READI funds would be used to provide infrastructure, possibly for property acquisition, and/or buyer incentives.

Utilities are immediately adjacent to the site and ample capacity is available. A residential TIF would be used as an incentive but additional READI funds of \$2 million are needed for infrastructure.

PROJECT PARTNERS

- Town of Richland
- Spencer County
- Lincolnland Economic Development Corporation
- Redevelopment Commission
- Landowner
- Private Developer

Richland has experienced decades of slow population decline. Without an opportunity to develop new homes, the community may cease to exist in the future. With the average household size across the region of 2.4 persons per household, a 150-unit subdivision could result in a population increase of 360 people. In addition to population gain, long-term the development would contribute to the Town's tax base and better allow it to provide services to existing and future residents. Given the projects location in western Spencer County, new homes here may be attractive to potential employees in Spencer County as well as Vanderburgh, Gibson, Warrick, Dubois, and Perry counties.



Francis Company Comp

FINANCIAL SUMMARY

Local Funding	\$3,200,000
Private Funding	\$40,000,000
Other	\$0
State/Federal	\$0
READI Funding	\$2,000,000
Total	\$45,200,000

TIMELINE

20	021 2022		2023				2024			2025			2026					
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HOUSING



ROSE HILL SUBDIVISION

The Rose Hill subdivision would include 50 to 60 new single family residential lots near Rockport, Indiana. The 28-acre site is actually located in Reo, Indiana and will soon be sold by the South Spencer School Corporation. City water and sewer service is nearby, and the close proximity to South Spencer High School make the property perfect for residential development. Additionally, the property is near the intersection of IN Hwy 66 and SR 161, just north of Owensboro, Kentucky.

This development will be an asset to Spencer County given declining enrollment within the South Spencer School District. Many families travel to Owensboro or Evansville for work, and this will offer options to capture growth in Spencer County and capitalize on the low tax rate available. Our READI request is for funding to subsidize the construction of necessary infrastructure, which includes sewer, water, and roadways.

CONTACT

HEATHER GRIES
Spencer County Commissioner
812-630-5113

hgries@spencercounty.in.gov

PROJECT PARTNERS

- South Spencer School Corp
- Spencer County
- Reo Water
- Town of Rockport
- Private Developer



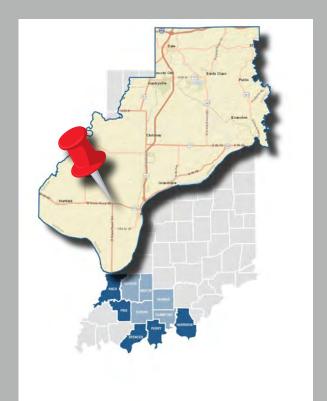


The entire County is suffering from a housing shortage. The County as a whole, and this area in particular, are experiencing a population decline. The school is also experiencing an enrollment decline. The County is likely to lose a significant power plant from it's tax base. This site is strategically located between Owensboro, KY and Newburgh, IN. The site can offer an excellent opportunity for young families with children with a great school a short walk away. There are ample amenities within 10-15 minutes.

Adding approximately 50-60 new moderate income homes in the area will have a very positive impact of quality of life, education, work force expansion, and both property tax and income tax base. One key part of the effort is to demonstrate to the public how a well-planned community can improve the neighborhood. There has not been a significant new subdivision in Spencer County in the past 20 years. We also hope to demonstrate the vital role our building commission and plan commission play in maintaining our quality of life now and in the future.

TIMELINE





FINANCIAL SUMMARY

Local Funding	\$700,000
Private Funding	\$10,000,000
Other	\$0
State/Federal	\$0
READI Funding	\$600,000
Total	\$11,300,000

HOUSING



DALE WASTEWATER IMPROVEMENTS

Improvements are needed to the Town of Dale wastewater system in order to support future residential and non-residential development projects. The scope of the Dale Wastewater project includes:

- Reducing the amount of inflow and infiltration (I/I) of groundwater and stormwater by replacing and capping cleanouts and disconnecting downspouts.
- Reduction of the amount of I/I entering the sanitary sewer collection system from 63 manholes through replacement and rehabilitation.
- Increase pumping capacity from the West Side Lift Station through the installation of new pumps and electrical controls/instrumentation.
- Installation of an up-sized 8" force main to replace an existing 4" force main.

CONTACT

LISA GEHLHAUSEN

Indiana 15 Regional Planning Commission 812-367-8455

lisa@ind15rpc.org

PROJECT PARTNERS

- Town of Dale
- Spencer County

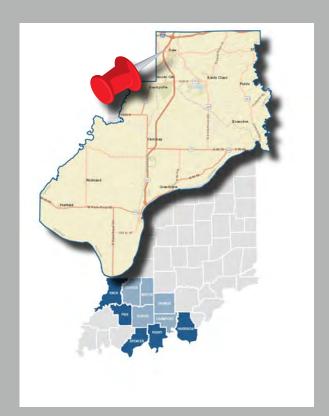


The Dale wastewater system improvements will allow for the construction of new residential projects as well as potential commercial or industrial businesses. Spencer County has experienced declines in both population and employment, and these improvements are a necessary first step in reversing these trends.

After construction, the improvements will be owned, operated, and maintained by the Town of Dale. Future user fees will sustain the improvements.

TIMELINE

20)21		20	22		2023		202	24	2025		20	26			
	Key:		Prelir Planr Estim	m. ning/ (nate	Cost	Func Cont	ling Ap	ор. &	Progra Desigi Biddir	amming, n, & ng	Cons	structic ementa	on/ ation			



FINANCIAL SUMMARY

Local Funding	\$700,000
Private Funding	\$1,911,000
Other	\$0
State/Federal	\$0
READI Funding	\$500,000
Total	\$3,111,000



THEME: INNOVATION

CONTENTS

Southwest Indiana Innovation Fund & Entrepreneurship Centers	86
Renewable Energy Hub Program	90
Advanced Battery Cluster	94
Southwest Indiana Innovation Network	96
Controlled Environment Agriculture	98

Sustaining long-term economic growth in a community comes from fostering the development of ideas and creation of new businesses from existing regional assets. While traditional economic development efforts focused on attracting new industries and service operations is still important, there is a growing need to develop and connect innovation assets and networks to promote economic growth from within. As the Indiana First regional industrial landscape has shifted away from manufacturing and extraction jobs, it is increasingly important to focus economic development efforts on industries where intellectual capital drives expansion. This will help to allow small businesses and entrepreneurs to leverage and commercialize new technologies, ultimately leading to growth for the regional economy.

National and state policies and programs create the platforms for innovation, but the most successful innovative activities are happening at the regional level, where entrepreneurs, businesses, employees, goods and service providers, colleges and universities, and local government interact most directly. These regional innovation clusters are successful because they offer proximity. The Indiana First Region seeks to work together to maximize our collective strengths and resources so that we may compete on a larger scale. We truly believe that through fostering innovation in the Indiana First Region, we can have not only a statewide economic impact, but also a global one.



The Elmer Buchta Technology Center opened in 2021 with the help of funding from multiple donors and the U.S. Economic Development Administration.



The Indiana First innovation projects focus on:

- Providing seed grants to start up businesses through a series of existing and emerging entrepreneurship centers.
- Investing in renewable energy to help offset losses from declining coal jobs and revenue.
- Capitalize on industry sectors and clusters that can be positioned to drive job growth in the future, specifically advanced battery manufacturing.
- Continued development and support of innovation and entrepreneurship in the agbiosciences.
- Leverage existing strengths in specialty crop production to demonstrate the benefits and viability of controlled environment agriculture practices, both in the region and across Indiana.



Innovations such as a new grain bin technology being used in the region will have tremendous benefit for local agriculture operators.



Existing strengths in specialty crop production reflect the region's innovation potential with controlled environment agriculture.





SOUTHWEST INDIANA INNOVATION FUND & ENTREPRENEURSHIP CENTERS

Communities across the Indiana First Region be vetted by a review committee and would have been making important investments to support new home-grown business startups. Examples include Vincennes' new Pantheon coworking space and incubator and their regional partnership with Purdue's Foundry programs, the Elmer Buchta Technology Center in Pike County, and the James D. Edwards Entrepreneur Center (JEEC) in Spencer County.

As this work has gained momentum, we are finding that many promising local entrepreneurs face significant challenges at the early start-up stages. They lack resources for essential business building steps, such as developing and refining prototypes, identifying partners and suppliers, and seeking out new markets in the US and overseas. They would greatly benefit from seed funding that helps them move their ideas to the marketplace in a quicker and smoother manner.

We propose creation of a startup support fund that would provide seed grants to promising regional startups that have high potential for new job and revenue growth. We seek to create a seed fund of up to \$450,000 to provide innovation grants of up to \$50,000, to promising innovation-focused startups that seek to start or locate in our region. Additional funds would come from participating counties and municipalities and generally distributed through entrepreneurship centers in the region. Approved firms would

also be engaged in regional business support programs developed at the Pantheon, Elmer Buchta Technology Center, Purdue, and other emerging centers. Additionally, the Pantheon will create an internship program for students from Indiana higher education institutions. These interns will work on vetted projects that have commercialization potential. This program will help attract students to the region postgraduation and will create small businesses outcomes from the projects.

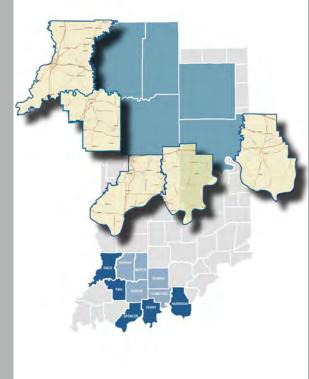
Knox County with the Pantheon and Pike County with the Elmer Buchta Technology Center are a step ahead of some partner Indiana First counties in establishing a physical location and providing programs and services. This project will also support on-going efforts to develop or grow entrepreneurship centers in Spencer and Perry counties.

Specific to Spencer County, the James D. Edwards Entrepreneur Center (JEEC) has been a much-discussed concept and goal for more than five years, but READI support is needed to make it reality. Sustainable Business Ventures, a 501(c)(3) nonprofit, has been working with numerous local entities to establish the James D. Edwards Entrepreneur Center (JEEC) in Spencer County. The JEEC will offer critical networking opportunities to small business owners and those wanting to start a business to network and

promote a community-wide entrepreneurial mindset from kindergarten to retirement. Participants would gain contact with mentors, sources of funding, distance learning content and other technical assistance opportunities. The goal is to have successful business owners become mentors for new entrepreneurs. This would also be Spencer County's first co-working space/incubator, where business services and a variety of low-cost office space options are offered. The facility will also be used for technical and training programs in conjunction with lvy Tech, Purdue, and Vincennes University.

Additionally, in Perry County, redevelopment of the former Swiss Plywood building in downtown Tell City is planned to include the Perry County Industrial & Business Development Corporation's (501(c)3) innovation and co-working space. The facility is in the developmental stage and will also include a commercial kitchen, offer extension service education activities, support agricultural business development, and provide training programs for hospitality workers. READI funds are requested to support construction of this important center.







By DON STEEN

SANTA CIAIS — It can be incredible difficult to maintain or expand a business that this day and gas and harder still to build on from the ground up. It's not that there are resources to appear these such as the same and the same are such as the same and the same are such as the same and the same are such as the same are such as the same and the same are such as th

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Rockport, it can be difficult for LEDGs to send
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tunistely, this limitation will soon become a
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Business development leaders from near and fair tour the space provided by Spencer County Bant to help promote economic development in the bounty. LEDC and other groups will use this space to offer embrgeneous assistance charting a course for their future or helping them access the resources and savings opportunities available to support their ventures. Pictured cickwise from



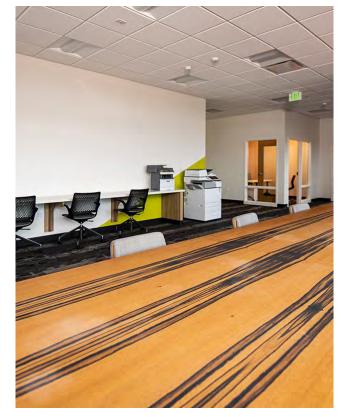


PROJECT PARTNERS

- The Pantheon
- City of Vincennes City
- Knox County
- Knox County Community Foundation
- Knox County Development Corporation
- Private sponsors
- Sustainable Business Ventures Corp (SBV)
- Lincolnland Economic Development Corp
- Spencer County Regional Chamber of Commerce
- Perry County Chamber of Commerce
- Perry County Development Corporation

- Elmer Buchta Technology Center
- Pike County Economic Development Corporation
- Indiana State Chamber of Commerce
- Indiana Small Business Development Centers
- Indiana Economic Development Corporation
- USDA Rural Development
- Indiana 15 Region Planning Commission
- Ivy Tech Community College





The Elmer Buchta Technology Center in Pike County offers co-working and makerspace memberships as well as training programs and networking opportunities.

This project links to numerous READI goals, including innovation, entrepreneurship, talent attraction and development, and quality of opportunity. In addition to promoting entrepreneurship and innovation already in our region, this project will also support efforts to attract talented entrepreneurs who may consider relocating here. This project has significant impacts at the local, regional, and global levels. It will help to build a stronger regional innovation ecosystem, support the startup and growth of local companies, develop new talent, and link local firms to new market opportunities.

When realized, the project will result in four entrepreneurship centers across the region and a corresponding development fund. Increasing

economic pressures are forcing businesses to assess and re-assess their operations. Demand for these centers will abound from the continued and unyielding instability in the global, national, and local economies. The COVID-19 Pandemic has increased instability which demands extremely flexible management, and frequent reinvention of most business models. Businesses and entrepreneurs are hard pressed to keep up with the rate of change impacting them, yet there is limited access in remote rural areas to the very information and training required to understand and keep up with changes in business. It can be a lonely, one-person world without access to mentors and beneficial information, as will be provided by the entrepreneurship centers across the Indiana First Region.

TIMELINE



FINANCIAL SUMMARY

Local Funding	\$264,000
Private Funding	\$1,042,000
Other	\$0
State/Federal	\$2,467,200
READI Funding	\$1,395,800
Total	\$5,169,000



CONTACT

CHRIS PFAFF
Knox County Economic Development
812-886-6995
chris@knoxcountvindiana.com

ASHLEY POLEN WILLIS
Pike County Economic Development
Corporation
812-354-2271
pikegrowth@pikeco.org

RENEWABLE ENERGY HUB PROGRAM

The Indiana First Region has identified one of its goals is to transition itself into an energy hub for renewable energy through development of solar farms, leading the world in battery development, facilitating high tech energy exploration in oil and gas, and the home of one of the cleanest and most advanced Integrated Gasification Combined Cycle (IGCC) generating plants in the world. They will accomplish this through investment in several projects in the region that will have long-term, sustainable benefit for the region, state, and nation.

According to the U.S. Energy Information Administration (EIA), Indiana is the sixth-largest ethanol producer in the nation, producing approximate 1.2 billion gallons of fuel per year which is about 7 percent of the nation's total. In 2020, coal fueled 53 percent of Indiana's electricity net generation ranking it third in the nation for total coal consumption. Wind power provides 7 percent of Indiana's electricity generation, while other energy types comprise less than 2 percent of electrical generation. Indiana's reliance on coal is because historically it has been much cheaper than other sources.

PROJECT PARTNERS

- Knox County
- Pike County
- Property Owners
- Indiana Economic Develop Corporation
- Elmer Buchta Technology Center
- WIN Energy

Indiana has about 1.5 percent of the US's coal reserves. In 2019, Indiana produced almost 32 million tons of coal which made it more than 4 percent of the nation's total coal production, according to the EIA website. Many of Indiana's coal mines are located in the Indiana First Region. With the closure of the Petersburg plant in Pike County, a 2020 report to the 21st Century Task Force from the Indiana Utility Regulatory Commission on August 14, 2020, showed that at least 125 jobs would be lost and could have an indirect impact due to supply chain purchases and household spending upward of 595 jobs in the region which translates to over \$44.4 million in compensation. This partial plant closure would cost the state and local government \$9.6 million in annual revenues.

From 2010 to 2020, coal-fired electricity generation declined from 90 percent to 53 percent. The decline has been offset by other energy sources including natural gas (36 percent), wind (9 percent), and other gases, petroleum liquids, and others (2 percent). Many companies operating coal-fired plants have converted to natural gas burning plants, which in

- CenterPoint Energy
- Origis Energy
- Tenaska

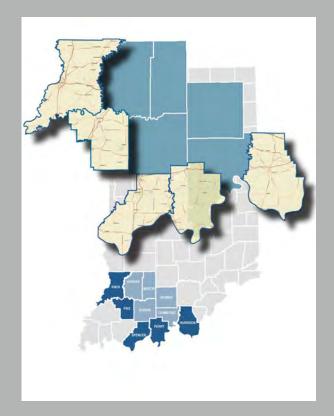
the long run are cheaper to operate. However, this conversion has had a negative impact on the Indiana First Region, and especially Pike and Knox counties. This has impacted the regional economy in terms of jobs, property taxes, and other economic benefits.

The 21st Century Energy Task Force was formed to explore the impact of fuel transitions and emerging transitions may have on the state's electrical system. Utility-scale solar and wind development projects provide direct economic benefit to the state and community where it is located through jobs, taxes, and other benefits. The Task Force anticipates a decline in coal generation and plans to offset that loss by increasing wind and solar to 30 percent of the mix within the next 15 years.

With the closure of coal mining fields in southern

Indiana, significant opportunities exist in Knox and Pike County and other Indiana First Region counties to bring solar energy to market. The Indiana First Region seeks to be a leader in this transition in Indiana's energy economy. The region is well positioned to contribute toward the planned increase in energy diversity due to an abundance of land. The Indiana First Region seeks READI funding support to create shovel ready sites, provide economic incentives to companies who locate facilities such as supply chain manufacturers, processors, makers of components, solar fields, wind fields, advance battery facilities, in one of the counties within the Indiana First Region, and especially in Knox, Pike, Perry, and Spencer counties and partner with Pike County's Elmer Buchta Technology Center to provide a training program to train employees in the development and maintenance of these renewable energy facilities.







RENEWABLE ENERGY HUB PROGRAM (CONT.)

CASE STUDY: TOPAZ SOLAR FARM

- 3,500 acres of utility -scale solar farming with a proposed photovoltaic capacity of 550MW
- Provides power for 160,000 homes on average and meets 65 percent of the 1.7 GWh of energy annually consumed in San Luis Obispo county
- Cost of the plant: \$175 spent first 3 years of construction
- \$2.475 million is expected to be spent annually during the next 25 years for plant's operation and maintenance (\$61.875 million total). This includes all labor, materials, and supplies.

- Materials are imported from outside of the county.
- The impact of the model was calculated to take place over two neighboring counties San Luis Obispo and Kern County, where the energy is sold and from which the workers are drawn. It is assumed that 60 percent of the money is spent in San Luis Obispo County.
- For every \$1 million in investment approximately 11.5 jobs are created.

Local Economic Impacts	Job-Years (FTE)	Labor Income (\$)	Economic Output (\$)
Construction			
Direct Effect	5.07	710,593.72	738,786.28
Indirect Effect	0.95	51,716.64	161,763.78
Induced Effect	3.15	156,735.32	467,436.65
Construction Total	9.17	919,045.69	1,367,986.71
Operation/Maintenance			
Direct Effect	1.58	99,971.48	261,213.72
Indirect Effect	0.33	18,238.72	57,227.29
Induced Effect	0.49	24,302.67	72,452.80
O/M Total	2.41	142,512.87	390,893.80
Total Effect	11.57	1,061,558.56	1,079,417.91

Indiana First, the State of Indiana, and eventually the country will have a more reliable and diverse source of energy generation that will be attractive to new business and existing companies such as Toyota. This project will move Indiana toward its goals of diversifying its energy portfolio and the economic resiliency of the Indiana First by transitioning it into an energy hub for renewable energy. The new jobs, both temporary and permanent, will have an economic multiplier effect throughout the Indiana First Region. Indiana First will have a more reliable and diverse source of energy generation that will be attractive to new business.

Indiana First is positioning itself to provide energy to the region, state, and national grid through various sources. Knox County will commit to developing nearly 500 MW. This power production will provide the needs of the region through the peak hours which could also reach any user in the State of Indiana.

 Power: 500 MW of Capacity from Knox County and 470MW from Pike County

• Households Served: 194,000 households

• Jobs: approximately 6,035





2020 Report to the 21st Century Energy Policy Development Task Force

Indiana Utility Regulatory Commission *August 14, 2020*



FINANCIAL SUMMARY

Local Funding	\$50,000,000
Private Funding	\$525,000,000
Other	\$0
State/Federal	\$0
READI Funding	\$5,000,000
Total	\$580,000,000

TIMELINE

2021	2022	2023	2024	2025	2026
Кеу:	Prelim. Planning/ Cost Estimate	Funding App. & Contracts	Programming, Design, & Bidding	Construction/ Implementation	



CONTACT

STEVE MILLER

rne rantneon

317-514-2787

smiller@pioneeroil.net

ADVANCED BATTERY CLUSTER

In recent years, Indiana has emerged as a leading center in several key industry clusters, including battery development and a host of defense-related sectors. Much of the state's ongoing activity is centered near Crane NSA and Purdue University. Specific initiatives include the Battery Innovation Center (BIC), IN3, and Purdue's operations at WestGate and Discovery Park.

These landmark programs are putting Indiana "on the map" as a center for innovation in advanced battery technology. This excellent work must continue, and we should seek to ensure that all regions of the state can benefit from this research and investment. The Indiana First Region and Knox County are especially well-suited to serve as a manufacturing center for new advanced battery technologies.

In recent years, Knox County has been partnering with IEDC to create a new production facility for Poly Plus, a leading innovator in next-generation battery technology. These innovative technologies offer great market potential, and the company has received extensive research investment from key federal agencies including the Department of Defense, ARPA-E, the Office of Naval Research, and others.

Poly Plus is seeking to develop a new assembly facility in Knox County. In addition to building on our current strong manufacturing capabilities, this facility will benefit from synergies with ongoing R&D underway at BIC, IN3, and Purdue. Poly Plus will provide high-quality jobs and will also serve as the anchor of a growing regional cluster focused on next-generation battery technology.

Knox county wants to hire a full-time representative to support our efforts to develop a next-generation battery cluster in the Indiana First Region. This representative will navigate the defense and intelligence sectors and identify their needs and potential uses for the technology. This representative will also serve as the regional point of contact with key partners such as IN3 and BIC. We will market the discovered opportunities in the region to those who are able to commercialize them by licensing PolyPlus' technology. This will generate new start-up and growth opportunities for our region and beyond. The Pantheon in concert with the Purdue Foundry will assist the new businesses in their start up and development. Brigadier General (Retired) Leon L Robert Jr., who was a professor and chair of the Department of Chemistry and life Science at the United States Military Academy at West Point, is prepared to devote 30 hours per week to this mission beginning 2022. These above mentioned efforts are only the beginning of our plan to develop a battery cluster in the Indiana First Region. Future commercialization will spring from other PolyPlus technologies such as their encapsulation glass for battery protection and energy transfer.

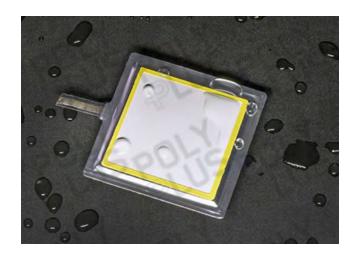
PROJECT PARTNERS

- Poly Plus
- IEDC
- Purdue University
- KCDC
- Knox County
- City of Vincennes
- Daviess County
- Martin County

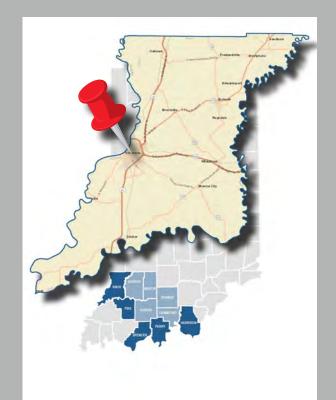
IMPACT & METRICS

This project links to numerous READI goals, including innovation, talent attraction and development, and quality of opportunity. In addition to attracting talent to the Indiana First Region, this project will also link our region into statewide cluster projects focused on battery technology, manufacturing, and defense-related opportunities.

This project has significant regional impacts, creating as many as 30 high-paying STEM-related jobs and, most importantly, creating future opportunities in the exciting and emerging battery technology sector. In addition, it will build on existing connections to ongoing work at Purdue@WestGate and the Pantheon in Vincennes.







FINANCIAL SUMMARY

Local Fun	ding	\$1,449,800
Private Fu	nding	\$4,350,400
Other		\$0
State/Fed	eral	\$0
READI Fui	nding	\$1,449,800
Total		\$7,250,000

TIMELINE

20	21	2022	2023 2024					20	25		2026			
Кеу:		Prelim. Planning/ Cost Estimate		Funding App. & Contracts		Programm Design, & Bidding	ing,	Cons Imple	tructio ementa	n/ ation				



CONTACT

NICHOLE LIKE

The Fantheor

812-887-4834

nlike@pantheontheatre.org

SOUTHWEST INDIANA INNOVATION NETWORK

Knox County and Vincennes have recently made major investments to help spur innovation and entrepreneurship across the Indiana First Region. The Pantheon coworking space and incubator is the cornerstone of this effort, and the project has received strong backing from state and federal partners, such as IEDC, the US Economic Development Administration, and Purdue University, among others. We believe that we can build on this important early progress by linking the Indiana First Region to emerging innovation-related opportunities across Indiana and the US. We also seek to build on our region's well-deserved reputation as center for agriculture-related innovation. New initiatives to support innovation in the agbiosciences will not only help our existing agriculture producers, but it will also open up opportunities for new companies and entrepreneurs.

The Pantheon laid the groundwork and birthed a new Southwest Indiana Innovation Network (SWIIN) to serve as a regional focal point for innovation and entrepreneurship and, more specifically, for innovation and entrepreneurship in the agbiosciences. SWIIN is partnering with the West Lafayette-based Wabash Heartland Innovation Network (WHIN), to support a pilot project focused on agbioscience-related innovations. Funded with support from Lilly Endowment, WHIN is a globally recognized leader in supporting the development and deployment of new agtech-related technologies. We intend to replicate WHIN's programs and methodologies in the Indiana First Region.

Our first project is underway. We introduced and have successfully expanded the regional use of new grain bin technology first developed by Telesence and WHIN. SWIIN has already recruited growers who have initiated 20+ installations. We are seeking READI support to further implement this innovation network both withing our region and beyond. Funds would be used to provide incentives to local producers to adopt new technology, network fees, and to support a SWIIN project coordinator position.

PROJECT PARTNERS

- The Pantheon
- Wabash Heartland Innovation Network (WHIN)
- AgriNovus Indiana
- Local producers
- Vincennes City
- Knox County
- Knox County Community Foundation
- Knox County Development Corporation
- Private sponsors, including local business owners and philanthropists.
- Purdue University and Purdue Foundry

IMPACT & METRICS

This project links to numerous READI goals, including innovation, entrepreneurship, talent attraction and development, and quality of opportunity. In addition to promoting entrepreneurship and innovation in the Indiana First Region, this project will also link our SWIIN to new opportunities in partnership with WHIN, AgriNovus and other leaders in the agbiosciences.

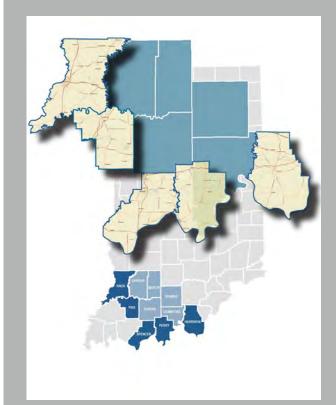
This project has significant impacts at the local, regional, and global levels. It will help to build a stronger regional innovation ecosystem, support the startup and growth of local companies, develop new talent, and link local firms to new market opportunities.





TIMELINE

2021	2022	2023	2024	2025	2026
Key:	Prelim. Planning/ Cost Estimate	Funding App. & Contracts	Programming, Design, & Bidding	Construction/ Implementation	



FINANCIAL SUMMARY

Loca	al Funding	\$0
Priva	ate Funding	\$0
Oth	er	\$0
Stat	e/Federal	\$0
REA	DI Funding	\$1,071,000
Tota	I	\$1,071,000



CONTROLLED ENVIRONMENT AGRICULTURE

Controlled Environment Agriculture (CEA), also known as indoor farming, is a method of growing crops indoors using advanced technologies to control temperature, water, light, and nutrients. It is vastly more resource efficient than conventional outdoor farming. It is a major example of precision agriculture as the inputs are highly controlled. There is minimal water and nutrient waste. This process mitigates the challenges of pollution from synthetic fertilizers and chemicals and the overuse of water.

The Indiana First Region is prime for this type of innovative agriculture. Our region is the leader in specialty crop production in the state (fruits and vegetables) and as such has the grower base to capture this opportunity. However, implementation of CEA is not occurring in our region and only minimally elsewhere in Indiana. We seek to partner with Purdue University to understand the barriers that exist (including

capital formation), provide solutions and drive adoption. The resources of Purdue University can be harnessed to drive technology innovations in this production space. CEA should become a key component in driving Indiana's agriculture and bioscience growth. It will create higher value agriculture products which in turn will create more economic benefits for the growers and their work forces.

We are proposing a 9-month study to determine the best avenues to stimulate CEA growth in southern Indiana and evaluate the potential market opportunities associated with growing food year round. An opportunity that will be explored is creating an indoor facility that serves a dual purpose. It could be a production facility that sells its produce as well as a laboratory for innovation development that is led by Purdue's College of Agriculture, engineering, and technology experts.

CONTACT

STEVE MILLER
The Pantheon
317-514-2787
smiller@pioneeroil ne

PROJECT PARTNERS

- Network of Regional producers/farmers
- Purdue College of Agriculture and Engineering
- Purdue Extension Services
- AgriNovus Indiana
- Southwest Indiana Innovation Network

- Wabash Heartland Innovation Network
- The Pantheon
- Indiana State Department of Agriculture

Increase in agriculture production. Higher value commodities. Capture the value creation opportunities that will otherwise insure to other states. An example of this is AppHarvest which is aggressively pursuing this strategy in Kentucky. Ironically, the Kentucky operations are funded by a SPAC that was created and led by Indiana business entrepreneurs. This is a travesty.

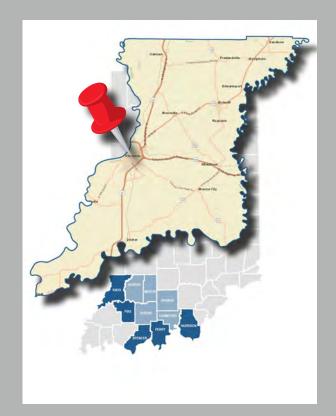
The meaningful implementation of controlled agriculture facilities in southwest Indiana will become a catalyst for statewide adoption of this important method of growing crops. Through partnering with Purdue an innovation hub related to controlled environment agriculture is created. The creation of value-added food growth and processing contributing to the states goal of significantly increasing revenues and positive economic opportunities in food and value added food processing.

The project has only a 9-month life. The industry opportunities that emerge from this project will be funded from sources identified by this project.



TIMELINE

20	21		20)22		20	23		20	24		20	25			2026		
	Prelim. Key: Planning/ Cost Estimate		Funding App. & Contracts			Progr Desic Biddi	ammir ın, & ng	ng,	Cons	tructic ementa	on/ ation	-						



FINANCIAL SUMMARY

Local Funding	\$30,000
Private Funding	\$90,000
Other	\$0
State/Federal	\$0
READI Funding	\$30,000
Total	\$150,000



THEME: DOWNTOWN REVITALIZATION

CONTENTS

Vincennes Downtown Revitalization	104
Tell City Downtown Improvements	106
Pike County Library Amphitheater	110



Vincennes Riverwalk



George Rogers Clark National Historical Park

DOWNTOWN REVITALIZATION INTRODUCTION

Downtown projects have a focus on Indiana's rural communities. These projects add important benefits to towns in Indiana and raise awareness of activities and opportunities available to residents and visitors. The projects also account for growth in urban town centers and have positive impacts on smaller surrounding communities.

There are a number of small downtown communities throughout the Indiana First Region, that although not specifically noted within this chapter, will reap the benefits of investments as further indicated in other plan themes. According to Matt Kinghorn, a senior demographic analyst at the Indiana Business Research Center and IU Kelly School of Business, "Most rural counties and most kind of midsize counties, midsize communities are seeing population decline."

Now, maybe more so than ever, is a critical time to encourage and focus investments in Indiana's rural communities and downtowns. According to the EPA, "many successful small towns and cities complement recruitment by emphasizing their existing assets and distinctive resources. While no magic bullet or set process will work everywhere, these case studies illustrate several successful tactics that other communities can use included identifying and building on existing assets."

- Bend, Oregon (population 79,000)
- Douglas, Georgia (12,000)
- Dubuque, Iowa (58,000)
- Emporia, Kansas (25,000)

- Mount Morris, New York (2,900)
- Paducah, Kentucky (25,000)

Paducah, Kentucky is approximately 125 miles southwest of Tell City and Vincennes, with a population that more closely reflects the latter.

According to the EPA study, "How Small Towns and Cities Can Use Local Assets to Rebuild Their Economies," Paducah's "mayor helped launch the Paducah Renaissance Alliance, an organization dedicated to developing and retaining the historic integrity of the Renaissance Area, which includes the Lower Town Arts District, the historic downtown, and the riverfront. The organization's approach, which is based on the Main Street Four-Point Approach developed by the National Main Street Center, includes:"

- "Enhancing the design of the Renaissance Area by supporting an attractive, pedestrian oriented streetscape that takes advantage of its historic buildings."
- "Promoting the distinctive characteristics of the Renaissance Area that make it a great location to live, work, shop, and invest."
- "Restructuring the economy to strengthen Paducah's existing assets while also diversifying its economic base by recruiting new businesses that can contribute to the central commercial district."

In a similar effort to invest and build on their existing assets the Indiana First Region has projects that include downtown improvements to historic, cultural, and natural amenities that make the towns and cities worthwhile of



investment and continued support from the state. These features are very unique to Indiana.

Historically important assets in the Indiana First Region include the City of Vincennes, which is the first settlement in the state (1732) and territory capital (1800). Revitalization of downtown Vincennes has focused on improving historically important assets within the city, which will help attract and educate visitors.

Vincennes is also focusing improvement on its unique location and connection to natural features, most notably the Wabash River. Improvements include enhanced connections to the river trail system which will improve access and use of such features.

Cultural improvements to the city include establishing an arts and innovation district. The establishment of this district will ensure that the City is seen as more than just a historic and natural assets to the region, but also one that has an eye on its future and their ability to attract new families, but also sustain its existing communities and residents.

Nearly 65 miles southeast of Vincennes is the river community of Tell City, Indiana. Tell City was founded in 1858 by Swiss-German immigrants who named the new town after William Tell, of folk hero of Switzerland. Much like Vincennes, Tell City is striving to make downtown improvements through historical, cultural, and natural amenities enhancements.

Historical improvements include reusing older, historical, or nostalgic buildings that are part of proposed redevelopment projects. Streetscape enhancements and City Hall improvements will ensure that the charm and aesthetic of downtown Tell City is maintained for future generations.

Natural and cultural improvements to Tell City's downtown are focused on its proximity and riverfront access to the Ohio River, its Port Authority, and railroads. Several projects leverage the popularity of the existing train depot to attract new visitors and residents downtown.

Petersburg, Indiana is also making cultural improvements to their town by leveraging the Pike County Library. A proposed amphitheater adjacent to the library will increase opportunities for formal and informal events to be used by the community and library of a frequent basis.

Based on research that has been conducted in Indiana and national case studies, the Indiana First Region is making the correct investments in the appropriate areas of their respective downtowns. Through historic, cultural, and natural assets improvements these projects account for growth in urban town centers which will also have positive impacts on smaller surrounding communities.



William Tell statue outside of City Hall.



Downtown Tell City

DOWNTOWN REVITALIZATION



CONTACT

CHRIS PFAFF

CEO, Knox County Development Corporation 812-884-4998

chris@knoxcountyindiana.com

VINCENNES DOWNTOWN REVITALIZATION

Attracting talent is the most effective means to ensuring future prosperity for the Indiana First Region and for Knox County. We know that younger workers and their families are seeking new opportunities for downtown living where they can easily access opportunities to live, work, and play. The Indiana First Region, the City of Vincennes offers the best location to develop these types of downtown amenities.

Downtown Vincennes has seen a recent influx of young people and a number of new housing and entertainment options downtown. Major Vincennes employers, like Vincennes University, are growing their local footprints, and new investments, such as the Pantheon, are also generating lots of regional buzz.

Vincennes will further expand on these exciting initiatives via new projects that make downtown Vincennes more livable and attractive, and that capitalize on Vincennes' important historical legacies. These efforts are especially important as the city's tricentennial (the first celebration in the region) will be celebrated in 2032.

1. Indiana First City Landing

This site, located off of Main Street at the Wabash River, is the exact location of the original Vincennes Trading Post. The new landing would further highlight our history in advance of the tricentennial, and also attract visitors to downtown and to our river trail systems. This project would also support upgrading of Fireman's Park, which when aligned with the new landing and the George Rogers Clark National Park, would create a sizable riverfront attraction along the Wabash River. Along with

these efforts, we also seek to include additional amenities near the landing and the upgraded park system. This could include water access for kayaking, and a stage to hold public events such as concerts and festivals.

2. Expanded River Walk Trail

We also intend to improve access and connections on our River Trail network to expand usage of this resource and to connect key historical sites, such as the GRCNP, Grouseland, and other sites near Vincennes University.

3. Downtown Wayfinding

Vincennes hope to improve signage and wayfinding resources throughout the downtown area. Specific projects include new signage at our river crossing and improved access to parking in the downtown area.

4. Downtown Parking improvements

We also hope to reorient parking on Vincennes' Main Street and other downtown streets to improve access for biking and to open new opportunities for outdoor dining.

5. Arts and Innovation District

The proposed Vincennes Arts and Innovation District would be located in the West End of Downtown Vincennes. While the district will seek to attract innovators and creative people of all types, we hope to focus on our region's emerging innovation strengths in sectors such as agbiosciences, artificial intelligence, energy and battery technology, and health care.



This project will address the number one talent development challenge facing Knox County and Indiana's First Region. We expect to attract new residents to downtown Vincennes, and we also know that these new amenities will be used by residents from the wider region. In addition, these investments will also help to increase tourism visits and expenditures in the region.



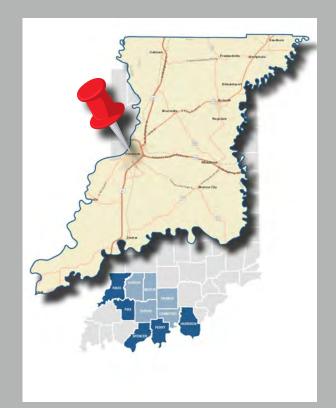
PROJECT PARTNERS

- Knox County
- City of Vincennes,
- Vincennes Redevelopment Commission
- Vincennes Water Utilities
- Knox County Indiana Economic Development
- Vincennes/Knox County Visitors and Tourism Bureau
- Knox County Chamber of Commerce



TIMELINE

20	21		20	22		2023			2024	2025					
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FINANCIAL SUMMARY

Local Funding	\$935,000
Private Funding	\$2,805,000
Other	\$0
State/Federal	\$0
READI Funding	\$935,000
Total	\$4,675,000

DOWNTOWN REVITALIZATION



CONTACT

CHRIS CAIL
Mayor, Tell City
812-547-5511
mayor@tellcity.in.go

TELL CITY DOWNTOWN IMPROVEMENTS

Tell City, Indiana is proposing to make a number of important improvements that collectively will have a positive impact in the region, improve the quality of life in Perry County, and retain and attract residents to this unique Indiana river city. The following projects are referred to as the Tell City Downtown Improvements.

- 1. Tell City River Port Access and Capacity Program
- 2. 7th Street Corridor Development
- 3. Tell City South Main Street Development Project
- 4. Downtown Amphitheater Complex
- 5. Main Street streetscape
- 6. Farmer's Market Shelter
- 7. Washington Street streetscape
- 8. JFK Pool Improvements and Splash Pad
- 9. Floodwall Pumps and Generators
- 10. City Hall Improvements
- 11. Street Signage
- 12. Fire Truck
- 13. SR 66 Sidewalk
- 14. Digital Signage at Tell City Depot
- 15. Surrey Bike Rentals at Tell City Depot
- 16. Tell City Water and Electrical upgrades

IMPACT & METRICS

1. Tell City River Port Access and Capacity Program**

This program is to improve access to the Tell City River Port by improving River Road (River Road Phase 2 Project) which will remove heavy truck traffic off of Tell City's neighborhood streets. Equally critical it will also improve access to the Port on the Ohio River by providing the ability to transload in more river stages and with a greater variety of products and greater storage. The Port improvements are a continuation of the 2018-2019 projects that increased rail and storage capacity in the Port as well as improved the unloading ramp to the Ohio River. The 2020 Drainage project located the original drainage system within the former Maxon Barge Yard facility on which the Port and Tell City Barge Works co-exist. This work will allow improvement in surface drainage from the improvements to River Road and the Port.

The River Road Phase 2 project will extend the Ohio River walkway from Tell City's downtown south through the Port and along River Road to Cannelton and SR 66. This walkway will be lighted so it can be utilized in early mornings and evenings.

2. 7th Street Corridor Development**

This effort is to accelerate and finalize the development of the 7th Street Corridor in Tell City from Washington Street to Fulton Street which includes one block on both sides of all side streets and the Ohio River front along this same length. This development includes the

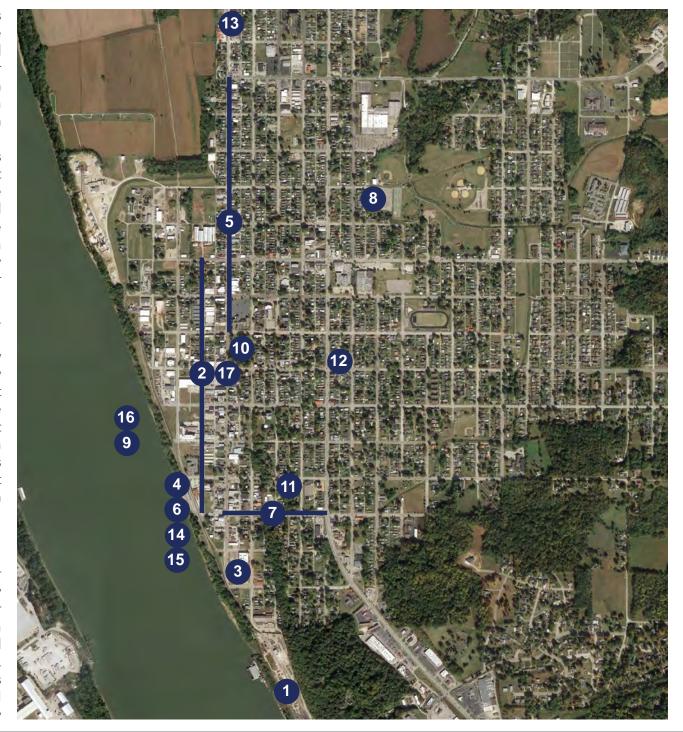
construction of an 84-room hotel; 24 apartments complex; renovation of a new complex to change a portion of the front floor from unused retail space to apartments; renovation of a former wood manufacturing warehouse; construction of a public amphitheater; replacement an undersized and several decade old water main and service lines that serves the downtown area; reconstruction of sidewalks, curb and gutters and streets to address the new development needs. The Ohio River development will improve access through the floodwall, a boat ramp and other amenities to enjoy the river front. The project will also make changes within the area to better serve the scenic railroad operated by Scenic Lincoln Way and its vendor, Ohio River Scenic Railroad.

3. Tell City South, Main Street Redevelopment**

This program is designed to improve Tell City and Perry County in its effort to attract new residents and create gainful employment training and opportunities for all residents. The innovation center will be part of the Indiana First and Indiana Uplands Regions network of such centers and be the agricultural emphasis site. As an event center and hotel site it will complement the tourism regional effort anchored by Santa Claus Land and French Lick Resort.

4. Downtown Amphitheater Complex

This facility will provide an ideal location near the riverfront and directly across the Perry County Visitors Center and the Ohio River Scenic Railway. This will be an ideal location for outdoor concerts and performances of all kinds, such as school performances, recitals, performing arts, community band performances and so much more. It could also be a beautiful location for weddings, graduations, birthday



parties, corporate events, and training and other community events. This will add to the local festivals that are downtown.

5. Main Street streetscape enhancements**

The project will improve sidewalks, ADA ramps, and will also include new streetscape features such as trees, benches, lighting, and gateway signage. This project will help promote growth in Tell City. A stronger Tell City will help the county and surrounding communities.

6. Farmer's Market Shelter**

This project will allow for additional events and to increase opportunities by adding vendors and customers to the existing farmer's market. This project will increase the likelihood of regional attraction to Tell City's downtown.

7. Washington Street streetscape enhancements**

The project will improve sidewalks, ADA ramps, and will also include new streetscape features such as trees, benches, lighting, and gateway signage. This project will help promote growth in Tell City. A stronger Tell City will help the county and surrounding communities.

8. JFK Pool enhancements and Splash Pad**

This project includes major improvements to the municipal pool and pool house, plus the addition of a splash pad. The improved and new facilities will have a regional draw by attracting visitors from surrounding counties. Furthermore, it will increase the likelihood of retaining existing citizens and youth of Tell City by improving the quality of life and amenities to families.

9. Floodwall Pumps and Generator**

This project includes the replacement of the 70 year old flood-pumps and installation of backup generators. This is a critical piece of infrastructure and protection for Tell City. It will protect lives, property, and investments within the city.

10. City Hall improvements

This project includes funding interior renovation to City Hall, which was built in 1898.

11. New Street Signage**

Tell City will replace all street identification signage with new posts and signs. The signs would be larger, easier to read, and more attractive. Current signs are small and in poor condition.

12. Tell City fire safety**

A purchase of a new fire truck for the volunteer fire department would ensure Tell City remains a safe place to live. A safe community attracts new residents which will help our economy and population grow.

13. S.R. 66 sidewalks**

The purpose of this project is to construct ADA compliant sidewalks and ramps along SR66 in Tell City. This improvement is for the safety of pedestrians and to promote a healthy lifestyle.

14. Digital Signage at Tell City Depot

A Digital Sign will serve as an information center for the county. With this sign downtown Tell City will be able to advertise events and information likely increasing attendance and increasing turnout.

15. Surrey Bike Rentals at Tell City Depot

This project will fund rental bikes at the Tell City Depot. The downtown depot serves a number of visitors and the optional bicycle rental program would allow visitors to travel and explore throughout downtown.

16. Tell City Water and Electrical upgrades**

The Tell City will be making several improvements to the water and electrical infrastructure.

Water improvements include AMI water meters, a new 16 inch water main from the water plant to the water tower, painting of the water tower, and replacement of several old water lines.

Electrical improvements include improved service and better reliability.

17. Tell City Senior Center**

This new center will meet the current needs of the seniors as well any future needs. They will be able to offer expanded hours for visitors, that is currently not offered. The new center will offer more space for current and new activities. Activities will include arts and crafts, book clubs, dances, and other social gatherings. The new center will have a full kitchen so meals can be prepared for both seniors and the public for events.

**Projects included in Phase 1 READI funding request.



PROJECT PARTNERS

- Perry County Convention & Visitors Bureau
- City of Tell City
- Perry County Port Authority
- Tell City Parks and Recreation Department
- Tell City Wastewater Department
- Scenic Lincoln Way, Ohio River Scenic Railroad
- Perry County Redevelopment Authority
- Perry County Redevelopment Commission
- INDOT
- Tell City Street Department
- Tell City Volunteer Fire Department
- Perry County Business and Industrial Development Corporation
- Fortwendel Homes
- Tell City Regional Arts Council
- Habitat for Humanity







FINANCIAL SUMMARY

Local Funding	\$7,958,500
Private Funding	\$34,047,550
Other	\$0
State/Federal	\$14,712,500
READI Funding	\$5,383,200
Total	\$62,101,750

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DOWNTOWN **REVITALIZATION**



PIKE COUNTY LIBRARY AMPHITHEATER

The Pike County Public Library is an important amphitheater, with access for all and a plethora public amenity of Pike County. Services for all ages including programing; arts and humanities; health care initiatives; digital opportunities and instruction; space rental; and family growth support are housed under the library umbrella. As Libraries look to extend gathering space outside of the facility, an amphitheater would make use of the existing topography, parking lot, convenient access to the library and its power availability.

The community could benefit by using the project for a variety of outdoor events including: concerts; poetry and story reading; yoga and Zumba activities; outdoor learning programs; children's programs; theater presentations; science and nature programs; craft and art fairs; pageants; and weddings.

The amphitheater landscape would also offer an "event lawn" with opportunities for picnics, relaxation, and play. The stage will include a roof and electrical outlets as well as lighting. The library is an ideal location for a community of services already in place as part of the library mission.

CONTACT

PROJECT PARTNERS

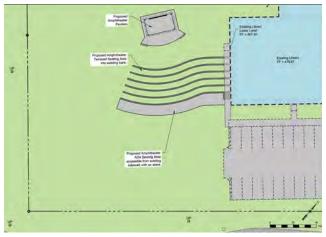
- Pike County Public Library
- City of Petersburg
- Pike County Council

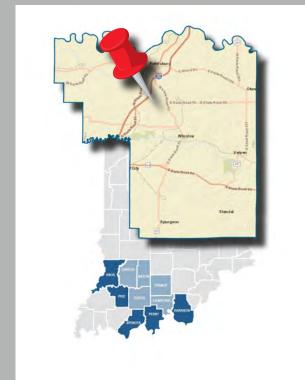
The project will have a local and regional impact. With individuals and families looking for outdoor events, this facility could bring in people from around the area. Providing open air concerts from local bands as well as those from out of town would benefit the community.

As families migrate to places with cultural activities this could be a reason for talent to move to Pike County over another place. Amphitheater events have the potential to bring extended families together for the evenings, strengthening a since of belonging.

The number of health and wellness activities that could be put on has the potential to create a healthier community for all.







FINANCIAL SUMMARY

Local Funding	\$0
Private Funding	\$0
Other	\$0
State/Federal	\$0
READI Funding	\$265,000
Total	\$265,000

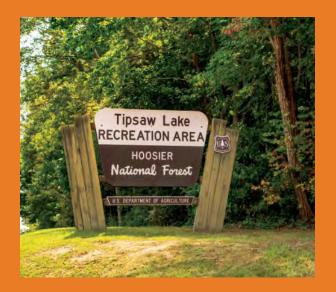
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THEME: QUALITY OF LIFE

CONTENTS

Hagedorn Park Sports Complex	116
Community Recreation Facilities	118
Hornady Park Improvements	120
Safe N.O.W. Community Center	124
Perry Childcare Initiative - Achieving Sustainability & Creating A Model For Rural Indiana	126
Laugh 'N' Learn Child Care Expansion	130
Regional Broadband Expansion	132



Hoosier National Fores



Holiday World Splashin' Safari

QUALITY OF LIFE INTRODUCTION

The Merriam-Webster dictionary defines quality of life as "overall enjoyment of life," or "general well being" and specifically notes that it is the "degree to which a person or group is healthy, comfortable, and able to enjoy the activities of daily living." This definition is a broad one, and for the sake of economic development, business attraction, and population growth, the category covers an array of services and amenities. These include trails, parks, outdoor amenities, and access to restaurants, night life, and culture. Quality of life also refers to access to high quality child care and education, health care, and essential infrastructure such as highspeed broadband internet that enables remote working, online education, and much more.

It is well documented that these quality of life amenities are major considerations for individuals, families, and businesses looking to locate to a specific community or region, and while the Indiana First Region has a lot to offer in terms of quality of life, there is need for improvement to increase competitiveness nationally and with other nearby regions.

The region is arguably the most scenic in the State. The densely forested rolling hills, Hoosier National Forest, and numerous community parks and recreation facilities provide recreational opportunities unlike any other in the state. Other amenities, such as Holiday World and Splasin' Safari, draws more than one million visitors to the region on an annual basis.

Despite the numerous assets, the region could be doing more to capitalize on them. Many of the smaller communities are in need of park upgrades to support their existing population and attract new residents, families, and visitors. These improvements include enhancements to playground equipment, new infrastructure and facilities to support and encourage gathering, and trail development to better connect amenities within parks to surrounding neighborhoods and downtowns.

The Indiana First Region is rich culturally as well. It is home to Vincennes, the first settlement in the State of Indiana, and Corydon, the first capitol city. Local community downtowns provide access to restaurants, retail establishments, the arts, and night life, but improvements would make the community anchors more desirable to visit and patronize. Downtowns are further discussed in more detail within the Downtown Revitalization chapter of this report.

Additionally, high quality primary, secondary, and higher education, anchor institutions including local community schools, Vincennes University, and Ivy Tech Community College support local culture and arts, while providing high quality and affordable education to students from throughout local communities, the state, and beyond. Despite the many things these entities are doing well, there is opportunity for better collaboration between the primary, secondary, and higher education institutions to help attract new families and better prepare the next generation workforce. More information on educational facilities and recommendations can be found within the Talent Attraction & Education chapter of this report.

Health care facilities including Good Samaritan Hospital, Perry County Memorial Hospital, Memorial Hospital Clinic in Petersburg, and



other county facilities provide access to high quality, physical health care, however, there is a regional need for access to mental health care facilities focused on childhood and adolescent care, addiction and recovery support, and general psychiatric needs. Supporting these needs will result in a decline in regional crime and recidivism, and support the local workforce.

Several entities throughout the Indiana First Region offer quality and affordable child care, however, there is a real need for additional, affordable access. Simply stated, the demand is higher than the availability. This issue is not unique to the Indiana First Region, but it does play a critical role in supporting existing families and the local workforce. Without available affordable child care, many parents are forced to stay at home with their children rather than enter the job market. This ultimately contributes to a lower, available workforce and increased poverty levels.

The Indiana First Region has made significant strides in supporting the availability of high speed broadband internet over the past several years. Through private, local, state, and federal investments, access within the region's urban areas has improve drastically with many areas having download speeds of over 100 mbps. That being said, many of the smaller, and more rural communities, continue to lack quality access. This affects every aspect of economic development as adequate broadband access supports remote working, remote learning, entertainment, and innovation through the deployment of state of the art technology in agricultural settings.

Within the following pages, you will learn more about specific strategies the Indiana First Region is implementing and proposing to further improve our local quality of life through improvements in recreation, health care, child care, and broadband access.



Kiefer Splash Park, Hornady Park



Perry Child Care



CONTACT

HAGEDORN PARK SPORTS COMPLEX

of the Tell City community. Located within close proximity of Tell City Junior Senior High School and Downtown Tell City, Hagedorn Park offers a variety of amenities including a full-size baseball field with indoor batting cage, lighted softball fields, an olympic-size, outdoor swimming pool, six tennis courts, two full basketball courts, horshoe pits, and a children's playground.

The park plays a vital role in providing highly desirable, quality of life amenities in Tell City that attract new residents and helps retain existing ones. Identified in the currently developing comprehensive plan as an area of key investment, the City recently completed a \$250,000 investment in the swimming pool to add a splash pad. The community wishes to continue its investment in Hagedorn Park and seeks READI assistance to further expand the park's offerings to include a full sports complex.

The sports complex will expand the park's current offerings to increase the number of ball fields from four to nine. Additionally, the project will develop a new, centralized concessions/

PROJECT PARTNERS

Multiple partners are necessary to ensure a successful project. Those partners will incude:

- City of Tell City Mayor's Office
- Tell City Parks Department
- Local Tell City Businesses & Industries
- Indiana Department of Natural Resources

Hagedorn Park is a beloved asset within the heart restroom/press box structure, new vehicular access and entrance off of SR 37, additional and improved parking, and improvements to the existing basketball and tennis courts. New walking trails, playground equipment, pickleball courts, and picnic shelters will also be provided.

> Upon completion, the revenue from the sports complex will help ensure its future maintenance and sustainability, as will general funds from the City's local budget.

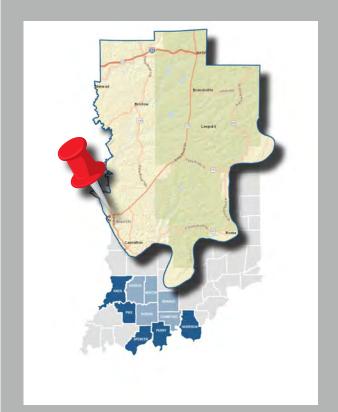
Completion of the sports complex project will have a regional impact. The facility will create an additional regional draw to the Tell City community that will have a positive impact on local small businesses including retail shops, restaurants, and hotels.

Additionally, the park improvement will further improve quality of life, local health and wellness, and help attract new businesses and workforce to the community.



TIMELINE

20	21		20	22		20	23		20	24		20	25		20	26	
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FINANCIAL SUMMARY

Local Funding	\$ 1,080,588
Private Funding	\$0
Other	\$1,000,000
State/Federal	\$ 500,000
READI Funding	\$ 1,000,000
Total	\$3,580,588



COMMUNITY RECREATION FACILITIES

Talent and business attraction efforts are top priorities for the Indiana First Region, and the region needs quality recreational opportunities for residents and visitors in order to be successful.

One of the facilities that is integral to our regional recreation strategy is the Vincennes Golf and Recreational Facility. Unfortunately, the facility has fallen into disrepair, and requires substantial renovations. This venue represents one of our best environments to facilitate business, social, and athletic interactions for a number of local and regional groups, such as Knox County Junior Golf, Vincennes University Golf Team, and all county high schools.

Recently, a public-private effort was launched to purchase the property and make needed improvements, thanks to the vision and initiative of local investors. We seek READI support to further bolster this public-private partnership, which will be critical in developing a new community pavilion, among other amenities. The structure will not only serve the regional golf community, but would also be available for multiple community events and happenings. In

addition to upgrading the facility, the partnership will also manage a host of community-facing programs, such as Knox County Junior Golf, which uses the course as its base of operations. This program, now entering its third year of operations, serves many local youths each year.

Upon completion of the project, facility use and income will be able to sustain the facility.

CONTACT

CHRIS PFAFF

Knox County Indiana Economic Development Corporation

Chief Executive Director

chris@knoxcountyindiana.com

PROJECT PARTNERS

Numerous local partners are engaged in this project, and dozens of local business leaders are investing their own resources to purchase the site. Other partners include:

- City of Vincennes
- Knox County
- Knox County Indiana Economic Development

- Vincennes/Knox County Visitors and Tourism Bureau
- Knox County Chamber of Commerce
- Knox County Youth Golf.

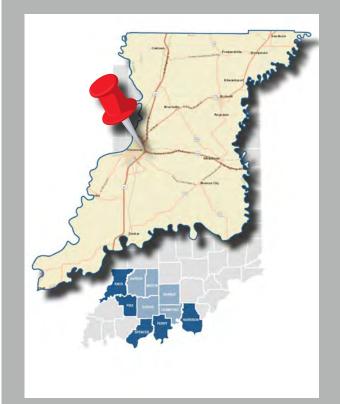


This project will address a significant Quality of Place challenge facing Knox County and the Indiana First Region. To be competitive for retaining and attracting business and people, our community needs a well maintained course and pavilion for community gatherings.

We expect to attract new residents to our area, and we also know that these new amenities will be used by residents from the wider region. The facility will continue to serve as an asset for area families and young people. In addition, these investments will increase tourism visits and expenditures in the region, and the income received from the facility's use and rental will provide sustaining income into the foreseeable future.







FINANCIAL SUMMARY

Local Funding	\$200,000
Private Funding	\$2,531,000
Other	\$0
State/Federal	\$0
READI Funding	\$200,000
Total	\$2,931,000

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CONTACT

HORNADY PARK IMPROVEMENTS

Located within close proximity of downtown Upon completion of the park improvements, Petersburg, Indiana, Hornady Park serves as the City of Petersburg Parks Board would be one of Pike County's premier park facilities. Park amenities include a playground, rentable shelter, fishing pond, and open lawns for passive recreation. Additionally, the park serves as Pike County's 4-H fairgrounds and houses multiple 4-H structures and infrastructure. During the county fair, the park becomes a regional attraction for families throughout Pike and surrounding counties.

Despite the park's convenient access and many amenities, it is in need of enhancements to further improve quality of life within the Petersburg community and attract new development.

This project seeks READI support to replace outdated playground equipment, extend sewer and water infrastructure to county 4-H buildings, and construct new public restrooms and a park security building. Additionally, the project would extend an existing walking trail to improve pedestrian and bicycle connectivity between the park and surrounding neighborhoods, downtown, and Prides Creek Park.

PROJECT PARTNERS

Key partners will include:

- City of Petersburg Parks Board
- Pike County 4-H

responsible for maintaining the park. Local tax revenue and income from the county 4-H fair will be used to fund long-term maintenance and care.

Hornady Park is located adjacent to the proposed Goodpasture residential subdivision. Within safe walking and biking distance of the new housing, the improved public amenities will be an asset in attracting new residents to purchase the homes when moving to southwest Indiana.

Additionally, improvements to the 4-H facilities will generate additional income for the park and the proposed trail extension will allow for easier access to downtown which will result in increased revenue for downtown businesses.





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FINANCIAL SUMMARY

Local Funding	\$40,000
Private Funding	\$0
Other	\$20,000
State/Federal	\$0
READI Funding	\$540,000
Total	\$ 600,000

20	21		20	22		20	23	20	24	20	25		20	26	
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Access to high quality physical and mental heath care services are a critical component in supporting workforce development and attracting new businesses and residents to the Indiana First Region. Typical of many rural communities and regions throughout Indiana and the Midwest, the Indiana First Region lacks adequate mental health care services.

In response to a growing demand, local leaders recently formed a coalition of decision makers and stakeholders to address the lack of access to services and to examine what mental health care looks like in Perry County. As part of this process, a gap analysis was conducted which further reinforced the local need, especially within the local education system.

Local Perry County organizations have committed funds to address the issue and the county has received funding through the Department of Education and Lilly Endowment to provide mental health professionals and implement mental health counseling and training within the Perry Central Community School corporation. This has resulted in teacher training that has

incorporated social and emotional learning practices into the curriculum for all k-12 students with the goal of creating a more successful student body and future workforce.

Perry County is seeking READI support to expand local mental health care services and develop a digital dashboard to direct the coalition's focus, measure local impact, and expand mental health care access beyond the local school system. The dashboard will act as a local community resource guide providing additional information on mental health care resources.

Upon it's creation, the dashboard will have the ability to be scaled up to support the entire Indiana First Region and provide enhanced mental health care to all of the region's local citizens.

CONTACT

ERIN EMERSON

Perry County Development Corporation
Executive Director
812-547-8377
pcdee@psci.net

PROJECT PARTNERS

Key partners for the project include:

- United Way of Perry County
- Perry County Community Foundation
- Local school corporations and the Indiana Department of Education
- Area healthcare providers including Perry County Memorial Hospital, LifeSprings

Health Systems

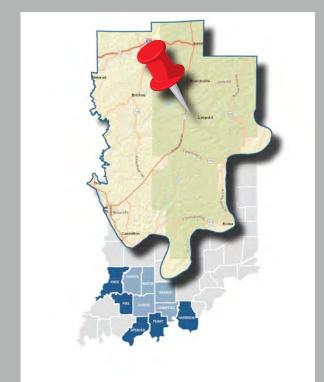
- Local law enforcement and first responders
- Local government representatives.



The Perry County Mental Health Coalition is already having a positive impact on the mental health of the local student body and improving student performance and access to mental health care services and providers.

Further expansion and creation of the dashboard will ultimately lead to reduced crime and recidivism, improved student and employee performance, and make the region more attractive for additional private investment and economic development.





FINANCIAL SUMMARY

Local Funding	\$0
Private Funding	\$0
Other	\$250,000
State/Federal	\$0
READI Funding	\$290,000
Total	\$540,000

2021	2022	2023	2024	2025	2026
Кеу:	Prelim. Planning/ Cost Estimate	Funding App. & Contracts	Programming, Design, & Bidding	Construction/ Implementation	



availability.

SAFE N.O.W. COMMUNITY CENTER

Spencer County and the entire Indiana First for additional medication management, therapy, Region suffer from a lack of addiction recovery and mental health resources. This has a direct impact on local quality of life and workforce

N.O.W. Counseling Services recently expanded into Spencer County and provides individuals dealing with addiction, mental health, and psychiatric issues access to housing, treatment, and a number of outpatient and inpatient services.

Safe N.O.W. Community Center is seeking READI support to expand treatment and recovery options in the Spencer County area. Funds will be used to support construction of a new facility, employee salaries, training, and equipment. The new facility will offer up to twelve beds for housing in a safe, supportive environment.

The ground floor of the new facility will also serve as a community space and be available to members of the community for use free of charge. The additional staffing that will be accommodated as a part of the project will allow

peer support, transportation, and general management services. This will result in quicker access, and reduced barriers, to services. Staff will also be able to take individuals to search for permanent housing options and careers, reintroducing them to the local workforce.

Upon completion of the initial project, N.O.W. Counseling will provide long-term financial support to the facility through regular funding sources.

CONTACT

PROJECT PARTNERS

Key partners will include:

- Medical providers
- Courts
- DCS
- Christian Resource Center
- Success Through Mentoring



Expansion of Safe NOW's local services will lead to a reduction in local recidivism and poverty, rehabilitate community members, and lead to an increased local workforce.

Metrics for success will include increased enrollment within Safe NOW's programs, reduced crime rates, and increased available workforce.



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FINANCIAL SUMMARY

Local Funding	\$0
Private Funding	\$0
Other	\$5,000
State/Federal	\$ 600,000
READI Funding	\$100,000
Total	\$705,000

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CONTACT

ERIN EMERSON

Perry County Development Corporation Executive Director 812-547-8377

PERRY CHILDCARE INITIATIVE - ACHIEVING SUSTAINABILITY & CREATING A MODEL FOR RURAL INDIANA

Access to affordable, high quality child care is a critical component and support mechanism to ensuring that a dependable and highly skilled workforce will be available to existing and potential employers. Without access, parents are required to stay home to care for their children. Without affordable access, parents often spend as much on daycare as they make in their profession, and it is financially unsustainable. This forces parents to stay home and care for their children rather than be employed.

It is well-documented that rural communities are disproportionately impacted by lack of child care options (http://datacenter.earlylearningin.org/ deserts-hubs.html) and 55% of people in Indiana live within a child care desert, or any census tract with more than 50 children under age five that contains either no child care providers, or so few child care providers, that there are more than three times as many children as there are licensed child care slots (https://childcaredeserts. org/2018/?state=IN&urbanicity=All). licensed child care options within the Indiana First Region were limited prior to the pandemic, the situation has been exacerbated since its occurrence and the Perry Childcare Initiative (PCI) remains one of the last options within the county and larger region.

PCI is a state licensed early learning center providing care for over 60 children from Perry and surrounding Indiana counties, as well as families from nearby Kentucky. During the most extreme phases of the COVID-19 pandemic

in early and mid-2020, PCI provided care to children of essential works from throughout the region as other facilities closed due to State mandates.

PCI provides high quality child care with a STEM and STEAM focused curriculum. Their services provide a multi-generational benefit that allows parents to participate in the workforce now while providing children with a strong learning foundation during their most critical development years which makes them more likely to become productive members of the future workforce.

The PCI model has become an example throughout the State of Indiana for how to address child care needs, however, after six years of operation, PCI continues to struggle despite a growing demand and long waiting lists.

Perry County is seeking READI support to address administrative needs and allow the organization to hire a paid administrator and development director. This investment will allow the organization to further improve its business model and identify long-term donors that will allow for the sustainability of the organization.

Additionally, funds will be used to attract and retain highly qualified and licensed staff to improve operations, improve service to participating families, and upgrade existing facilities.



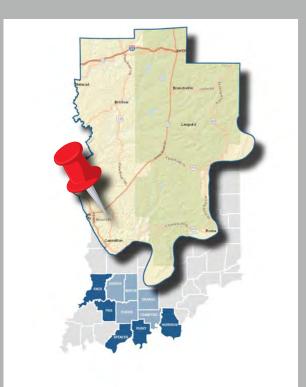
Through this investment, PCI is confident that it can create a successful model for childcare that can be replicated throughout the State of Indiana.

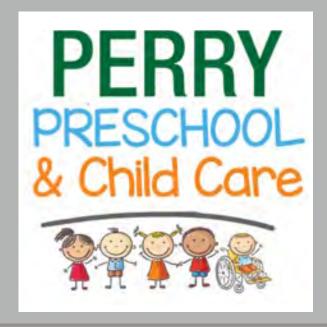
PROJECT PARTNERS

Key partners for the project will include:

- Local/Regional Industry/Employers: Private financial support (both continued and increased) serves as an important funding stream for PCI currently. This will continue to play a large role in PCI's sustainability and READI support will allow the additional education of employers to better understand and acknowledge how critical access to high quality childcare is to the success of their employee retention and attraction.
- Perry County Development Corporation (PCDC): PCDC has been integral in the overall organizational and administrative structure of this initiative since its inception and its continued support will be critical until a strong, qualified administrator is recruited, trained and set-up for success.
- Tell City Ivy Tech Career & Technology Center is located within very close proximity of PCI and the campus and its resources will be critical in training employees
- Perry County Government PCI will apply to be considered for receipt of ARP funding.
- Transform Consulting Group (TCG): PCI has been consulting with TCG to conduct a needs assessment on early care and

education in Perry County. TCG's work with PCI was originally intended to include a feasibility study on potential expansion options; however, COVID had extreme impacts on day-to-day operations and only intensified staffing challenges, so TCG has been working on more immediate quality, training and staffing issues in order to keep the facility open and operating according to State licensing guidelines. The proposed new program extends the current relationship with TCG to provide an additional year of business coaching, key personnel on-boarding and training, and board development. TCG has been a critical partner over the past year, and should this proposal be funded, they will continue to be in the future as early care and education industry experts.







PERRY CHILDCARE INITIATIVE - ACHIEVING SUSTAINABILITY & CREATING A MODEL FOR RURAL INDIANA

IMPACT & METRICS

The most important impact of READI support will be the long-term sustainability of the Perry Childcare Initiative which provide a vital benefit to the Indiana First Region. Additional indicators of success will be the successful recruitment of a qualified, capable administrator, and a decrease in overall staff turnover.

There will also be an increase in the number of employers/businesses providing financial support for the program and increase in the number of grants and funding sources received as a result of the work of the development director.

Furthermore, there will be an increase in parent/ family satisfaction and feedback, kindergarten readiness, and overall community awareness/ engagement regarding the importance of high quality, early childhood education.







-
- A LEAD TEACHER
- FOOD SERVICE COORDINATOR
- AN ASSISTANT TEACHER



Send your resume to pickperrypreschool@gmail.com

TIMELINE

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FINANCIAL SUMMARY

Local Funding	\$105,000
Private Funding	\$130,000
Other	\$0
State/Federal	\$0
READI Funding	\$530,000
Total	\$765,000



CONTACT

KATHY REINKE

Spencer County Regional Chamber of Commerce

Executive Director

812-649-2186

kathy@spencercountychamber.org

LAUGH 'N' LEARN CHILD CARE EXPANSION

Access to affordable, high quality child care is a critical component and support mechanism to ensuring that a dependable and highly skilled workforce will be available to existing and potential employers. Without access, parents are required to stay home to care for their children. Without affordable access, parents often spend as much on daycare as they make in their profession, and it is financially unsustainable. This forces parents to stay home and care for their children rather than be employed.

It is well-documented that rural communities are disproportionately impacted by lack of child care options (http://datacenter.earlylearningin.org/deserts-hubs.html) and 55% of people in Indiana live within a child care desert, or any census tract with more than 50 children under age five that contains either no child care providers, or so few child care providers, that there are more than three times as many children as there are licensed child care slots (https://childcaredeserts.org/2018/?state=IN&urbanicity=All). While licensed child care options within the Indiana First Region were limited prior to the pandemic,

the situation has been exacerbated since its occurrence and Spencer County has lost over one-half of their licensed childcare providers in the last seven years.

Laugh 'N' Learn Childcare is one of the county's remaining child care providers and offers a home daycare with capacity for eight children. Due to significant demand, the child care provider would like to expand their facility and services to provide capacity for an additional six children.

Spencer County is seeking READI support to assist Laugh 'N' Learn with the expansion of their physical facilities. This will include removing a garage door, relocating a water heater, adding new floors, drywall, and doors, and infilling the garage door with a brick wall and large window.

PROJECT PARTNERS

Key partners for the project include:

- Town of Grandview
- Indiana Planning and Zoning Board.

Expansion of the Laugh 'N' Learn child care facility would help provide child care for an additional six children, allowing the parents of those children to actively participate in the Indiana First Region workforce.

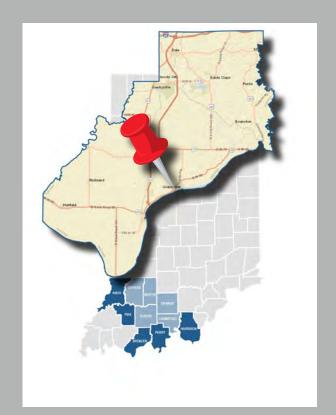
Upon its expansion, the child care center will be fully sustainable and capable of providing high quality child care services.





TIMELINE

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FINANCIAL SUMMARY

Local Funding	\$0
Private Funding	\$0
Other	\$15,000
State/Federal	\$0
READI Funding	\$5,000
Total	\$20,000



REGIONAL BROADBAND EXPANSION

Reliable, high-speed internet access is a required infrastructure and quality-of-life amenity that is needed to attract and retain residents to the Indiana First Region and support innovation, entrepreneurship, and workforce development. Unfortunately, more than 50% of the region's residents report unreliable or unaffordable connections. Throughout the region, but especially within the more rural areas, local citziens are being left behind in terms of remote learning and working, telemedicine, and agtech digital connections.

The Indiana First Region seeks READI support to expedite broadband rollout to presently underserved parts of Knox, Perry, Pike, and Spencer Counties, and other parts of Indiana's First Region. Our recent community assessments have identified more than 6,000 households and 13,000 residents who would benefit from this project, which would provide 100/20 speed service to all parts of the region. Within the region, total broadband investment will exceed \$68 million over the next three years. Financial partners include Indiana's Next Level

and Next Level II programs, FCC's Rural Digital Opportunity Fund (RDOF), FCC's Connect America Fund II (CAF II), as well as funds from PSC and Southern Indiana Power.

READI funds would be used to support the hiring of additional full time employees to support tower construction, and initial broadband rollout. We estimate that this work will entail construction of fifteen new towers across Knox County alone. In addition to upgrading existing infrastructure, the project will develop partnerships with local municipalities for water tower access and local farms for grain leg deployments.

Upon completion, revenue generated from broadband subscriptions will be used to maintain and expand the service.

CONTACT

CHRIS PFAFF

Knox County Indiana Economic Development Corporation

Chief Executive Director 812-886-6994

chris@knoxcountyindiana.com

PROJECT PARTNERS

Key partners include:

- Local governments
- Perry Spencer Communities
- SIP
- Knox County and the City of Vincennes
- Knox County Indiana Economic

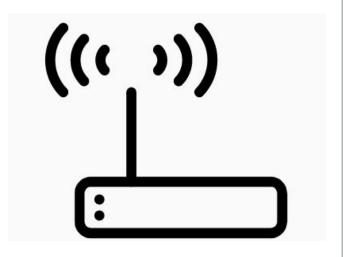
Development

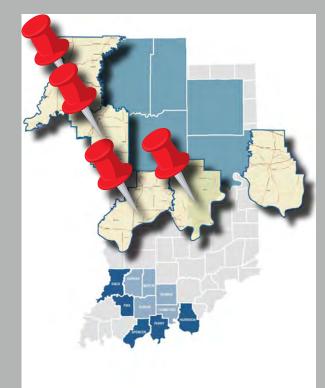
- Knox County Community Foundation
- Echo Wireless and numerous local employers, among others.

Improved broadband access will have statewide, regional and local impact. It will provide rural local internet service throughout four counties of the region and will serve as a model to all of Indiana on how to provide rural local internet service.

This project will have significant impacts in terms of talent development and retention. It will allow local people to connect to state-of-the-art technologies and will also make it easier for Indiana's First Region to attract new residents and businesses. Existing businesses and other institutions, such as schools and health care providers, will also benefit from access to world-call broadband services and locals will have improved access to key resources including, telemedicine and on-line education offerings. Additionally, rural residents will be able to work remotely from their residences more efficiently.

Metrics to success will include: improvements in access and service quality, improved community satisfaction, and reduced costs for residents and business owners.





FINANCIAL SUMMARY

Local Funding	\$3,042,010
Private Funding	\$40,300,000
Other	\$0
State/Federal	\$16,300,000
READI Funding	\$7,967,990
Total	\$67,610,000

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ADDITIONAL QUALITY OF LIFE PROJECTS

The Indiana First Region recognizes that the when working in collaboration with the IEDC. regional development plan represents a The region offers the following projects as significant investment and that the process of additional priority projects the region would like selecting priority projects is best accomplished to accomplish should funding be available.

PROJECT NAME	COUNTY	LOCATION	ORGANIZATION/ BUSINESS	STAGE	TIMELINE	DESCRIPTION
Adding Music- Special Ed positions	Perry	Perry Central Community Schools	Perry Central Community Schools	R	М	In order to advance learning opportunities for students that contribute to well rounded education and support those most in need, Perry Central Community Schools Corporation (PCCSC) is seeking READI spport to add a Special Needs teacher position and an Art Teacher position.
Perry County Fairgrounds Upgrade	Perry	Perry County Fairgrounds	Perry County Agriculture Comm. Inc.	C	L	This project seeks to address safety concerns for youth exhibitors at the fairgrounds and make it more aesthetically pleasing and attractive for rentals and hosting events on the grounds. By improving the Perry County Fairgrounds, the property could be used more often and attract visitors to the area while supporting and growing the youth organization and programming. Renovation of the existing Perry County 4-H Fairgrounds includes plans for new roadway access, new electric and water hook-up to the back of the property, expansion and improved aesthetics to the main building. Additionally, the project will include upgrades to existing facilities, a new livestock exhibition building, a new horse arena, expansion and upgrades to the existing barns, new lighting and sound systems across the fairgrounds, improved parking, roads, and sidewalks at the grounds, and new camper hook-ups to the back parking area of the fairgrounds. Lastly, a part-time business manager will be hired to manage the business needs of the non-profit organization and market and promote the facility. These services are currently handled by a volunteer board. As the events and activities expand, more attention to detail will need to be given.
Key: Stage: Timeline:	C = Concept S = Short-term	D = In-Devel M = Medium		R = R	Ready to Launch	

PARTNERS	IMPACT / OUTCOMES	COST	FUNDING GAP	MAINTENANCE / SUSTAINABILITY
Key partners will include the Perry Central Community School Board.	This project will allow PCCSC to serve a currently undeserved portion of the student population which will improve education for current students and future families that may move to the area.	\$270,000	\$270,000	Once established, funding will be maintained through student population funding, or Average Daily Membership (ADM).
 Key partners include: Perry County Agriculture Comm. Inc. Purdue Extension Perry County government Indiana 4-H Perry County 4-H Council Perry County Convention Visitors Bureau 	The renovation of the fairgrounds will help create a safer environment for events to take place. With the upgrades and expansion of a number facilities, more events and rentals will be accommodated. The addition of a part-time business manager will allow for the effective management of the facility and enhanced promotion and marketing which will increase income and lead to a sustainable business model.	\$5,370,000	\$5,370,000	Upon completion of the project, enhanced rental income and hosting fees will establish funds needed to maintain the property.

PROJECT NAME	COUNTY	LOCATION	ORGANIZATION/ BUSINESS	STAGE	TIMELINE	DESCRIPTION
Save the Rome Courthouse	Perry	Rome	Friends of the 1818 Rome Courthouse	R	S	The Rome Courthouse is the oldest extant courthouse still standing in Indiana. Once the center of county government, community involvement, and economic development, Rome has played a vital role in Perry County's history. Over time, the courthouse has seen degradation to its structure and it is in need of renovation. This project seeks READI support to allow for the restoration of the building to support day meetings, private and community gatherings, public services, school field trips, and protection of the early Indiana history belongings that are housed within the structure. Improvements will include the full restoration of the structure and the addition of ADA compliant bathrooms and a catering kitchen. These improvements will allow the building to become financially stable and sustainable over the long-term through the collection of rental income.
TCRA Art-Projects & Programs	Perry	Tell City	Tell City Regional Arts	D	S	Tell City Regional Arts (TCRA) relies on membership, sponsors and donations to facilitate arts (programs, events, and projects) in the region. Since the pandemic, fundraising has become extremely difficult. This project is seeking READI assistance to assist the organization in continuing its operations to sponsor: two annual murals, bi-monthly art workshops (painting, etc.), monthly music lessons, monthly music "jam" sessions for students, a theater camp, two theatrical performances, Summer Event Series featuring six Movies in the Park and four Music in the Park, and two major art exhibits (in our new gallery). Funds will also be used to host the Marketplace at Schweizer Fest, provide art scholarships to students at each school in Perry County, and assist other organizations with art funding.

Key: Stage: Timeline: C = Concept S = Short-term

D = In-Development M = Medium-term

P = Pilot Program L = Long-term

R = Ready to Launch



PARTNERS	IMPACT / OUTCOMES	COST	FUNDING GAP	MAINTENANCE / SUSTAINABILITY
Key partners include: • Friends of the 1818 Rome Courthouse • Perry County Convention & Visitors Bureau • Tell City Regional Arts Association • Collaboration with other cities and towns	Upon completion of the project, the facility will be able to act as a formal gathering space for the community and provide access to a rentable event facility. Additionally, rental income will allow the historic structure to become financially sustainable into the future.	\$704,400	\$504,400	The Friends of the 1818 Rome Courthouse, the organization responsible for this project, will continue to ensure the facility is utilized to its maximum potential and maintain the property.
Key partners include:	TCRA's art program has a regional impact. It is designed to facilitate arts across the region through outreach, workshops, and events within Perry County and other nearby communities. These efforts and hard work will increase memberships, sponsorships, and donations, while beautifying	\$34,500	\$9,000	The TCRA program will be maintained by the TCRA Board Members and Committee Chairs. Each member will have an established budget with cost-containment considerations, a timeline of events, and will report those outcomes should any events need to be enhanced or altered. The Board meets monthly to track progress and make any adjustments as necessary, at next year's

the region with murals and other art installations. The program will also

attract the interest of those who have

not previously engaged in art related

activities.



donors and sponsors.

make any adjustments as necessary, at next year's

programming and events will be unveiled at an annual meeting dinner. This not only sustains the

initiatives, but aids in the recruitment for future

PROJECT NAME	COUNTY	LOCATION	ORGANIZATION/ BUSINESS	STAGE	TIMELINE	DESCRIPTION
Troy Park & Trail Improvements	Perry	Troy	Town of Troy	D	S	The Town of Troy's Park and Trail planning area begins at the Christ of the Ohio, located atop Fulton Hill, south to the Ohio River front, extending west to the Anderson River, and north Walnut Street just west of the Town Hall. This encompasses residential, rail, light retail and industrial, and historical elements of the Town. The Town is currently investing in the creation of its 5-year Parks Master Plan and conceptual planning for the park and trail. The Town's current park is aged and lacks ADA accommodation as well as upgraded playground equipment. This project seeks READI support to fund a trail traversing from the Christ of the Ohio to Main St./SH 545, down to the Ohio River, then northwest to the Troy Park. These amenities include 1.13 miles of a combination of aggregate, concrete, and asphalt pavement trail, complete with ADA upgraded sidewalks, trailheads, and wayfinding. Park improvements will include basketball and volleyball courts, power receptacles, a multi-purpose shelter house with restrooms, and upgraded playground equipment. Additionally, the Town is investigating potential land acquisition to support a future museum, which will be an added attraction along the trail.
Movie at the Park Family Night	Spencer	Rockport	A Better Rockport	Р	S	A Better Rockport is a local organization with the community focused on improving quality of life. This project is seeking READI support to finance family movie nights within the local park.
New Facility Construction	Spencer	Santa Claus	Top Dog Enterprises, LLC DBA Santa Paws Pet Park	D	S	Santa Paws Pet Park is a Dog Boarding & Daycare center that have been in business for six years. Due to the Town's rapid growth and tourism, the organization has outgrown the current facility. Santa Paws Pet Park has secured land and is in the planning stage of building a new facility to help alleviate the surrounding area's lack of animal care and the business' current wait list. This project is seeking READI support to provide enhanced amenities within the facility.

Key: Stage: C = Concept S = Short-term Timeline:

D = In-Development M = Medium-term

P = Pilot Program L = Long-term

R = Ready to Launch



PARTNERS	IMPACT / OUTCOMES	COST	FUNDING GAP	MAINTENANCE / SUSTAINABILITY
Key partners include: Town of Troy Council Indiana First READI Region State of Indiana IDNR INDOT Perry County Port Authority Ohio River Scenic Rail Indiana 15 Regional Planning Commission Contractors Engineers Local businesses Residents Local non-profit organizations	This project will have a local and regional impact on the quality of life, but also economically for the residents, businesses, and nonprofits. It is anticipated that the trails and parks will attract residents and future businesses. The project will be a catalyst for quality of place, job creation, entrepreneurship, workforce housing, and it will spur tourism for the Town and Perry County. Success will be measured by an increase in quality of life for Troy, which will attract residents and new businesses to support and increased population. The improvements will also increase and improve current housing stock, tax base, and job creation.	\$366,000	\$75,000	The park and trails long-term maintenance is being accounted for in the current 5-year parks and recreation plan and will be accommodated in the Town's annual budget. Additional funds will be sought through state and federal programs, as well private donations.
Key partners will include: ■ City of Rockport	Completion of the project will have a positive, quality of life local impact that will provide family friendly entertainment and build on small town pride.	\$15,000	\$15,000	Once established, the program will be maintained through local fundraising efforts.
Key partners will include: ■ Town of Santa Claus	The new facility will expand service to the region and have an increased local impact on the economy. The expansion will allow the facility to service residents from throughout the Indiana First Region, as well as tourists to Santa Claus.		No gap, but additional funding would go towards upgrades not originally within the building budget	Once established the new facility will generate adequate income to sustain itself.



PROJECT NAME	COUNTY	LOCATION	ORGANIZATION/ BUSINESS	STAGE	TIMELINE	DESCRIPTION
Rockport City Park Ball Field Restoration	Spencer	Rockport	Lincolnland Economic Development Corporation (LEDC)	D	S	The Rockport City Park is seeking READI support to make improvements to existing baseball fields in order to attract tournaments to the community. Currently, the City has two operational baseball fields but wishes to expand services to include one additional ball field.
Solar Panel & EV Charging Project	Spencer	Santa Claus (Holiday World parking lot)	Holiday World & Splashin' Safari	С	L	This project seeks READI assistance to convert an existing parking lot at Holiday World Splashin' Safari into a premium, covered electric vehicle (EV) parking lot for guest use while visiting the Holiday World facility that attracts more than one million annual patrons. As EV adoption is on the rise and is expected to grow very quickly in the coming decade, there is a need to upgrade charging infrastructure for out-of-town guests. Most of Holiday World's guests come from outer markets such as Indianapolis, Nashville, and St. Louis. Without appropriately scaled charging infrastructure, a true loss of business risk exists as EV adoption increases.
Splash Park	Spencer	Dale	Town of Dale	D	S	The Town of Dale seeks READI support to assist in the construction of a splash pad within the local town park. The splash pad will bring local families to the park during the warmer months and increase local quality of life.

Key: Stage: C = Concept S = Short-term Timeline:

D = In-Development M = Medium-term

P = Pilot Program L = Long-term

R = Ready to Launch

PARTNERS	IMPACT / OUTCOMES	COST	FUNDING GAP	MAINTENANCE / SUSTAINABILITY
Key partners will include:	Improved service and facility improvements will allow an increased number of tournaments and draw baseball teams from across the region. This will spur economic development in the City of Rockport, and larger Spencer County area.	\$110,000	\$110,000	Upon completion of the project, the parks department will maintain the improvements and revenue generated from events will be used to financially sustain the facility.
Key partners include: • CenterPoint Energy or Southern Indiana Power	This project will provide needed EV infrastructure for the Indiana First Region.	Unknown	Unknown	Upon completion of the project, the solar panels and infrastructure will be maintained through EV use charges.
Key partners include: • Town of Dale	Since the Town has no community pool, the splash pad will provide a community water feature for families to visit during the warmer months. This would give children and adults a safe place to play and cool down and provide a much needed quality of life amenity within the community.	\$280,000	\$180,000	Local government funds will help maintain the splash pad once it is constructed.



THEME: TALENT ATTRACTION & EDUCATION

CONTENTS

Renewable Energy Technician Workforce Training Program	146
Ivy Tech Workforce Training And Enhancement	148
Hardware Store Science	154
Nursing Careers Programs	156
Career Pathways Programs	158
Pick Perry Strategic Talent Attraction Program	160

Elmer Buchta Technology Center

Elmer Buchta Technology Center, Pike County, IN Participating Partner



Vincennes University - Participating Partner

TALENT ATTRACTION & EDUCATION INTRODUCTION

Talent attraction and education is a critical component in supporting and incentivizing existing and future employers, and encouraging economic development. Without it, the workforce needed to sustain employers is not available and a region cannot support the local need or continue to grow.

Within the Indiana First Region, there is a need for a qualified workforce to support currently available jobs. In fact, throughout the region, certain employers are actually importing laborers and workers to fill open job positions and meet staffing needs. There is a lack of qualified employees to fill positions in skilled trades, advanced manufacturing, robotics, and STEM and STEAM related careers. As the local coal industry declines and transitions to a renewable energy economy, there will be a growing need for technicians and skilled workers who can support, install, and maintain the new technologies. Additionally, local hospitals, extended care facilities, doctors, and more are affected by a nursing shortage.

The following pages outline specific strategies for engaging youth and underemployed workers who wish to gain certification and training in high paying careers. Additionally, the region is recommending strategies to support entrepreneurship and new business development, as well as incentive packages to attract currently skilled workers to the region. These strategies will lead to an increased workforce pool to fill open job positions and grow the Indiana First Region's population and economy.





Ivy Tech Community College - Participating Partner



Purdue University - Participating Partner



RENEWABLE ENERGY TECHNICIAN WORKFORCE TRAINING PROGRAM

Buchta Technology Center, a state-of-the-art business incubator and workforce training center, opened in March of 2021 to service Pike County and the larger Indiana First Region. The new facility was built in coordination with the U.S. EDA to foster the entrepreneurial spirit and aid in the advancement of southwest Indiana. The 8,700 square feet technology center offers permanent independent office space, coworking space, maker space, and conference rooms to its members and the community.

Southwest Indiana has become an attractive location for renewable energy investments due to the planned closure of many non-renewable power plants within the Indiana First Region. In fact, solar investments will be nearly \$250 million in Pike County alone before 2025. Ivy Tech and the Butcha Technology Center have committed to the creation of a renewable energy technician workforce training program, the first of its kind in the state, to assist in providing qualified employees to help maintain

their investments. Ivy Tech will offer professional training workshops and certification courses at the Buchta Technology Center to support the solar energy, wind energy, and battery storage facets of Indiana's fast-growing renewable energy industry.

This project is seeking READI support to cover a portion of the initial start-up cost of the program. READI funds will be used to purchase training equipment and cover a portion of the operating costs for the first three years of the program (2022, 2023, & 2024).

Upon establishment of the program, facility rental revenues and course tuition will be used to sustain it. Additionally, the Pike County Economic Development Council and Ivy Tech Community College have committed to the long-term funding of the program.

CONTACT

ASHLEY POLEN WILLIS

Pike County Economic
Corporation

Executive Directo

812-354-227

pikegrowth@pikeco.org

PROJECT PARTNERS

Key partners will include:

- Pike County Economic Development Corporation
- Elmer Buchta Technology Center
- Ivy Tech Community College
- Local businesses and renewable energy companies.



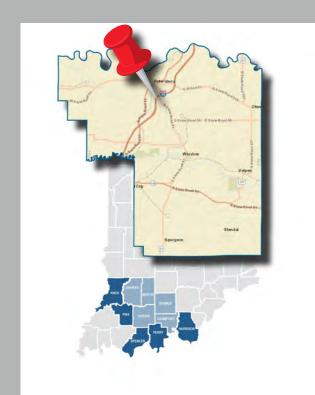
Establishment of the renewable energy workforce training program will address an immediate staffing need for private companies investing in renewable energy within the Indiana First Region and the entire State of Indiana. It will help incentive continued private investment in the renewable energy sector and offset local job and tax losses as a result in the loss of the coal industry.

Additionally, this program will provide an immediate opportunity for at least ten existing, non-renewable energy workers to transition professions and continue living within the Indiana First Region.

Metrics of success will include certification of individuals to maintain renewable energy equipment, continued investment in renewable energy systems, and population retention within the region.







FINANCIAL SUMMARY

Local Funding	\$0
Private Funding	\$0
Other	\$60,000
State/Federal	\$0
READI Funding	\$235,000
Total	\$295,000

2021		2022			2023				2024			2025			2026						
Key:			Prelir Planr Estin	m. ning/ (nate	Cost		Fund Cont	ling Ap racts	р. &		Progr Desic Biddi	rammir gn, & ng	ng,		Cons Imple	tructic ement	on/ ation				



CONTACT

KATIE KING

Ivy Tech Community College

Tell City Career and Technology Cente Director

812-547-7915

kking312@ivytech.edu

IVY TECH WORKFORCE TRAINING AND ENHANCEMENT

Attaining post secondary education training is a major issue in preparing the State of Indiana's next generation workforce. Nearly 400,000 Hoosiers ages 25-64 lack an Associate degree, certificate, or certification.

Ivy Tech Community College plays a critical and indisputable role in educating and preparing the future workforce across the state. The institution provides more than 50,000 high quality certifications, certificates, and degrees annually throughout Indiana. Additionally, Ivy Tech services 42% of the state's minority demographic and 67% of the non-traditional students age 25 and higher.

Within the Indiana First Region, Ivy Tech's Tell City facility, an extension of the Evansville campus, services rural students from Perry, Pike, Spencer, and Knox counties.

In an effort to expand and improve their offerings, and further train the state's future workforce, Ivy Tech Tell City (ITTC) has identified several program and facility improvements that will allow them to better service the Indiana First Region and address the IEDC's core focus areas of quality of place, quality of life, innovation and entrepreneurship, talent development and attraction, and focus on rural areas.

The specific projects and programs seeking READI support are listed below and further described within the subsequent pages.

- School of Entrepreneurship & Innovation Expansion
- Advance Automation & Robotics Technology
- Mobile Assessment & Certification Initiative
- Junior High Immersive Experience Program
- Smart Manufacturing & Digital Integration Program



SCHOOL OF ENTREPRENEURSHIP & INNOVATION

Ivy Tech Community College is committed to a new School of Entrepreneurship and Innovation planned for Fall 2022.

Currently, the Evansville campus plans to offer the Entrepreneur Certificate Program (21 credits) as part of the Business administration 60 credit Associate of Applied Science Degree. This certificate has been included in the Fall 2021 course offerings in anticipation of this exciting addition to the Evansville campus.

This project is seeking READI support to assist in computer lab renovations and to create a lab dedicated to the program. Additionally, funding will be used to purchase twenty computers and software and to replace them at the end of their life cycle. Additionally, financial assistance will be used to hire one new faculty member.

Upon establishment of the program, tuition will be used to sustain the program.

PROJECT PARTNERS

Key partners will include:

- Ivy Tech Community College
- Area High Schools

IMPACT & METRICS

Upon completion of the program, graduates will be able to successfully operate and grow businesses within the region. This will ultimately lead to new jobs, population growth, and improved access to products and services within the region.

APPROVAL OF ENTREPRENEURSHIP DEGREE

RESOLUTION 2021-18

WHEREAS, Ivy Tech Community College of Indiana ("Ivy Tech") has identified the importance of providing education opportunities for its students, and

WHEREAS, by Tech has identified needs for degree and certificate programs to support the continued development of entrepreneurs in the campus service areas, and

WHEREAS, Ivy Tech is committed to working together with business and industry to develop more entrepreneurs throughout Indiana, and

WHEREAS, the Campus Academic Officers Council, the Provost and the Senior Vice President of Workforce and Careers has reviewed the following proposed degree program(s) and recommended their approval:

ENTREPRENEURSHIP ASSOCIATES OF APPLIED SCIENCE DEGREE (60 credit hours)

WHEREAS, under Indiana law the State Board of Trustees is charged with analyzing the educational needs and opportunities of the State of Indiana, including an analysis of programs and pathways designed to meet workforce and employer demand.

NOW THEREFORE BE IT RESOLVED the State Board of Trustees of Ivy Tech Community College does hereby approve the adoption of the Entrepreneurship Degree on campuses throughout the Ivy Tech system, and

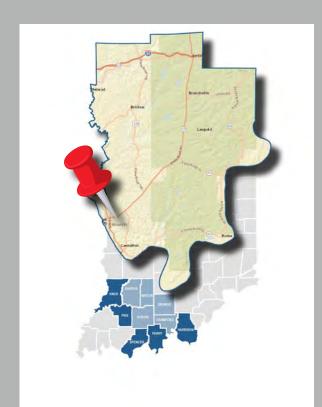
FURTHER BE IT RESOLVED that the State Board of Trustees authorize the submission of the proposal to the Commission for Higher Education for appropriate action.

> STATE BOARD OF TRUSTEES IVY TECH COMMUNITY COLLEGE OF INDIANA

Terry W. Anker, Chairman

Andrew Wilson, Secretary

Dated: June 3, 2021







ADV. AUTOMATION & ROBOTICS TECHNOLOGY

ITTC is committed to providing a new program aligned with emerging industry fourth generation (Industry 4.0) demands and the curriculum has been developed in alignment with Indiana's Next Level Pathways and includes K12 partners. With this program, students will be able to troubleshoot automated manufacturing equipment like PLCs, robotics, pneumatics, hydraulics, and motors and controls. Additionally, students will gain critical competencies in: artificial intelligence, human to robot collaboration, big data, logistic centers across global markets, additive and subtractive and lean manufacturing manufacturing, concepts.

The project is seeking READI support to assist in upgrading existing lab space and purchase select equipment and robots, as well as higher one new faculty member.

Upon establishment of the program, tuition and future grants would be used to sustain the program and upgrade equipment.

PROJECT PARTNERS

Key partners will include:

- Ivy Tech Community College
- Industry Partners

IMPACT & METRICS

CNC and robotics programming is a growing industry within the Indiana First Region. This training program would fulfill an immediate workforce need within the private sector.





MOBILEASSESSMENT&CERTIFICATION INITIATIVE

ITTC is establishing a self-contained, mobile unit to assess, teach, train, and certify students on different technologies related to industrial automation, mechatronics, and Industry 4.0. The project will allow students and employees to gain credit and certifications in a less expensive and more efficient manner.

The unit will have the ability to service the entire, ten county region and will allow for certifications in: Industrial Technology - Mechanical & Electrical (MSSC), Advance Automation & Robotic Technology (SACA & NC3), Heating Ventilation & Air Conditioning (HVAC), Computer Numerical Controls (CNC), Programmable Logic Controller (PLC), Supply Chain Logisitics, and various health science certifications.

The project is seeking READI support to assist in the purchase of the mobile unit. Once operational, the cost of the services provided by the mobile unit will allow it to be self sustaining.

IMPACT & METRICS

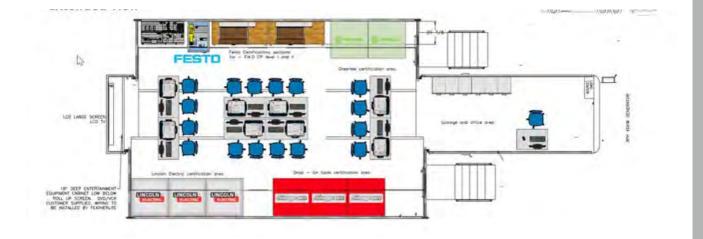
The mobile unit will provide greater access and training to rural areas and more convenient access for employers and employees to maintain and gain certifications.

Metrics for success will include additional program completion and certification within the region.

PROJECT PARTNERS

Key partners will include:

- Ivy Tech Community College
- Industry Partners



NC3 trailer proposal - 12 students on the lab

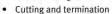
Industry partners & Certifications to offer

1. Lincoln Electric

- Welding Safety
- Principles of Welding
- Note with the same equipment students would be able to obtain the following certifications Intro to SMAW, GMAW, FCAW and GTAW more info at Lincoln Electric NC3 | National Coalition of Certification Centers

√ Greenlee

· Basic bending



- Pathways
- · 3 Phase motor
- · Hand tools

More info at GREENLEE - NC3 | National Coalition of



G GREENLEE

✓ Snap On

- · Precision Measurement
- · Mechanical and electronic Torque
- Multimeter

More info at - Snap-on – NC3 | National Coalition of Certification Centers

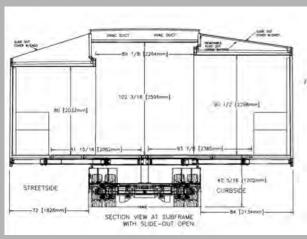
✓ Festo

- Electricity
- · PIC
- Fluid power

Robotics

- Sensors
- · Intro to Mechatronics
- Industry 14.0
- ID systems

More info at Festo Didactic – NC3 | National Coalition of Certification Centers







SMART MAN. & DIGITAL INTEGRATION PROGRAM

ITTC is developing a new program aligned with emerging industry fourth generation (Industry 4.0) demands.

The curriculum aligns with Indiana's Next Level Pathways which includes K12 partners and industry recognized certifications are embedded in courses and student acheivements.

Course work includes, but is not limited to, attainment of critical competencies in the areas of: artificial intelligence (AI), human to robot collaboration, big data, logistic centers across global markets, additive and subtractive manufacturing, and lean manufacturing concepts.

The program is seeking READI support to renovate and improve existing lab space, acquire necessary equipment, and hire a new faculty member.

Upon establishment of the program, tuition and future grants would be used to sustain the program and upgrade equipment.

IMPACT & METRICS

Upon establishment of the program, graduating students will be well positioned to join the workforce, earning a high wage, and participating in the local economy. Establishing a highly qualified workforce will attract new businesses and industries to the Indiana First Region.

PROJECT PARTNERS

Key partners will include:

- Ivy Tech Community College
- Industry Partners & Employers
- Area High Schools



JUNIOR HIGH IMMERSIVE EXPERIENCE

ITTC currently host events in Perry County with local junior high school students including Manufacturing Night, the Tour of Opportunities, Career Exploration Events, and more. ITTC seeks READI support to expand the events into six week programs that would be offered to junior high school students and introduce them to concepts in advanced manufacturing.

This program will provide students with exposure to employers and increase their interest in post secondary education.

Local Perry County Community Schools have already made investments in local facilities to better prepare them to accommodate lvy Tech's Immersive Experience. This has included more than \$2.5 million in improvements and expansion to Perry County Central Jr.-Sr. High School's vocational building and the creation of a pathway for teaching surveying technology.

IMPACT & METRICS

Expansion of the existing program will lead to increased enrollment in post secondary education institutions, and ultimately, an increased work force.

Informational surveys will be completed following program completion to assess program effectiveness and inform necessary adjustments.

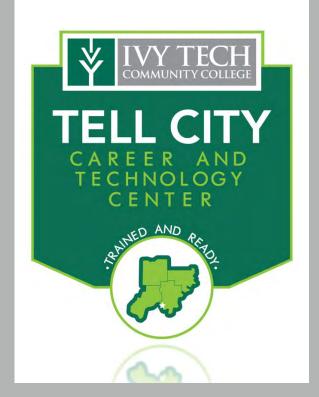
PROJECT PARTNERS

Key partners will include:

- Ivy Tech Community College
- Industry Partners & Employers
- Perry County Central High School and Other Area High Schools

TIMELINE

2021	2022	2023	2024	2025	2026
Кеу:	Prelim. Planning/ Cost Estimate	Funding App. & Contracts	Programming, Design, & Bidding	Construction/ Implementation	



FINANCIAL SUMMARY

Local Funding	\$0
Private Funding	\$0
Other	\$ 300,000
State/Federal	\$0
READI Funding	\$3,758,060
Total	\$4,058,060



CONTACT

NICHOLE LIKE

The Pantheon - A Business & Innovation Theatre

President/CFC

812-886-1146

nlike@pantheontehatre.org

HARDWARE STORE SCIENCE

Like many parts of the country, the Indiana First region faces a growing shortage of STEM talent. Our K-12 systems have expanded their training in STEM-related disciplines, but student interest and take-up of these opportunities is often less than hoped. Top-performing students continue to excel in STEM, but many other students have limited exposure and interest in these fields. Today, more than half of Indiana's high schoolers fail state-mandated science and math tests.

A number of factors appear to deter our students from pursuing STEM education opportunities. For many students, especially those that are not thriving in school, current curriculum and training approaches don't work. They are too abstract and do little to engage students. In an effort to address this challenge, Purdue University researchers have created a new STEM-focused curriculum, Hardware Store Science, that embraces experiential learning and new teaching techniques to better engage at-risk students.

Therefore, we seek to expand the Vincennes, Indiana, Lincoln High School pilot project to all interested high schools in the Indiana First region. Hardware Store Science launched in the fall of 2021, and with READI assistance, we will roll out a similar curriculum in many area high schools over the next several years.

We seek READI funding to support a program coordinator position, training materials, teacher training, other support for host schools, and fund evaluations of initial programs. We project annual costs in the range of \$200,000 per year for the first several years of operation, with declining investments required as the initial

programs gain traction. The Knox County Community Foundation has seeded the current Knox County effort through a Lilly GIFT VII grant of \$113,000 over five years. We are currently in year one of implementation for the grant. Hardware Store Science has been implemented in Vincennes Lincoln High School's Integrated Chemistry and Physics curriculum, serving over 200 students daily.

The initial costs focus upon teacher training and support through funding of a full-time regional project coordinator position, part-time county liaisons, Purdue summer interns for additional support, and supplies/ materials for hands-on experimental builds. Purdue Chemical Engineering provides the Hardware Store Science curriculum as an in-kind donation. Once the program is successfully executed, a part-time project coordinator position should continue to be funded to ensure support and ongoing quality. This cost will be covered by a combination of private grants and program sponsorships.

PROJECT PARTNERS

Key partners include area school districts, the Pantheon, Purdue University's Davidson School of Chemical Engineering, and major regional employers such as Toyota, Wabash Steel, and others. We also expect continued support from KCCF and other area community foundations.

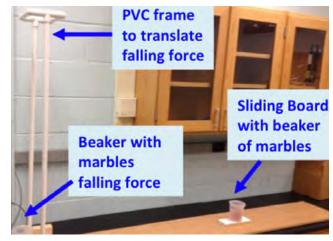


This project has significant impacts in terms of talent development and retention. It would also provide important benefits for local employers and our local school systems. Local students will greatly benefit from the program, as they will have access to better education and career opportunities.

Key metrics will include improvements in student engagement and performance, teacher and administrator satisfaction, and enhancements in our local STEM talent pool. With READI support, the new curriculum will be introduced to several new schools next year, and expansion will continue to new locations in subsequent years. Ultimately, the program will be operational in every SWIDC school district over the next 3-5 years.

Cantilever beam for measuring material stiffness





FINANCIAL SUMMARY

Local Funding	\$0
Private Funding	\$0
Other	\$111,000
State/Federal	\$0
READI Funding	\$342,000
Total	\$453,000

2021	2022	2023	2024	2025	2026
Key:	Prelim. Planning/ Cost Estimate	Funding App. & Contracts	Programming, Design, & Bidding	Construction/ Implementation	





CONTACT

STEVE MILLER

Pioneer Oil Company, Inc.

CFO

812-494-2800

smiller@pioneeroil.net

NURSING CAREERS PROGRAMS

The Indiana First Region, like most rural areas, is facing a severe shortage of trained nurses and other health care personnel. Good Samaritan Hospital in Vincennes alone has openings for more than sixty nursing positions and existing staff are struggling to support current demand. Good Samaritan Hospital is only one example of the talent shortages throughout the region. All parts of the regional health system are adversely affected by the nursing shortage, but several needs are most severely pressing. These include bedside nurses, behavioral health nurses, and critical care nurses.

Good Samaritan Hospital is partnering with Vincennes University to develop a dramatically expanded student nursing program. The current student nursing program is conservatively estimated to need to more than double its enrollment to meet regional needs. Good Samaritan Hospital will need to expand its current simulation lab to provide the required training for the increased number of students. Vincennes University will need to develop an expanded nursing program at Vincennes University's campuses in Jasper and Vincennes.

We are seeking READI support for a region-wide health care talent assessment that will provide us with a deep understanding of our most pressing talent gaps along with a set of strategies for closing those gaps. This assessment will help us to better understand the needs of our entire regional health care infrastructure, which includes hospitals and the whole range other health care providers, including private medical offices and providers such as dentists, optometrists, behavioral health providers, physical therapists, and the like.

Funding will include costs for: 1) Expanding the simulation lab, 2) support programs for area students, 3) a project liaison to provide career counseling and other support to new students, 4) additional equipment and training facilities required for larger student and trainee cohorts, and 5) additional programming that focuses on attracting and retaining health care talent in rural locations throughout the Indiana First Region.

The primary expense will be facility expansion which will be completed within the first two years. After three years, the hospitals will be able to provide the lab facilities and support and Vincennes University will sustain the program through tuition and fees.

PROJECT PARTNERS

Key partners include Vincennes University, Good Samaritan Hospital, and Memorial Hospital in Jasper. In addition to providing financial support and employment opportunities for program graduates, the hospitals will also provide access to their facilities for training purposes.



The quality of life for our fellow Hoosiers is adversely affected by the lack of nurses. An increase in the number of talented nurses will directly and positivley impact the health and overall quality of life of those served. The program will increase the number of important, well paying career opportunities and have significant impacts in terms of talent development and retention. It will also provide important benefits for local employers, Vincennes University, and our local school systems. Local students will greatly benefit from the program, which provides both high school and college credit, as well as internship opportunities with local employers.

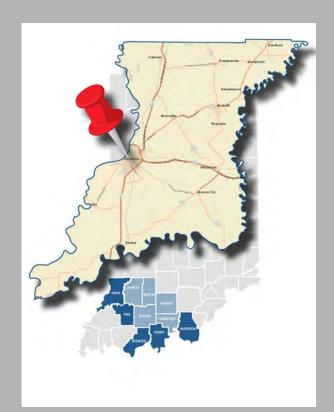
Metrics to assess impact will include increases in student enrollments, performance and program satisfaction, credential attainment, and nurse retention.





TIMELINE





FINANCIAL SUMMARY

Local Funding	\$751,750
Private Funding	\$2,255,250
Other	\$0
State/Federal	\$0
READI Funding	\$751,750
Total	\$3,758,750



CONTACT

CHRIS PFAFF

Knox County Economic Development

Chief Executive Office

812-886-6996

chris@knoxcountyindiana.com

CAREER PATHWAYS PROGRAMS

Knox County schools currently participate in career technical education programs offered by the Twin Rivers Career and Technical Education Cooperative. Via these programs, area high school students can access vocational training in several disciplines including automotive service technology, construction technology, and health sciences. Twin Rivers provides excellent training and hands-on learning opportunities, but the program's location creates major challenges for students who may lack the ability or resources to travel to the Twin Rivers campus in Washington, Montgomery, Sullivan and other localities.

These logistical hurdles have affected the uptake of CTE programs in Knox County. Meanwhile, local employers, especially those in the trades, manufacturing, and health care, face pressing talent shortfalls and are clamoring for additional workers.

The Indiana First region benefits from close proximity to Vincennes University, which is already supporting CTE programs in Dubois County at its Jasper Campus. In 2017, the Career Pathways project was kicked off with funding from the regional ROI Ready Schools grant program.

This project seeks READI support to develop an improved CTE program for area high schools in partnership with Vincennes University (VU). Modeled after the Patoka Valley Career and Technical Cooperative, the Indiana First Region CTE Cooperative will be based on a formal partnership between area high schools and VU. VU will host the program and students at its campus in Vincennes, providing access to wider range of programs and to state-of-the-art

equipment, facilities, and educators. Expanded programming and easier access will increase student interest in these programs and in pursuing additional training opportunities at VU and with local employers.

This project proposes development of a pilot CTE program, modeled after the successful Patoka Valley effort, based at VU Jasper. At the outset, we propose to offer programming in several key areas of great demand among student and employers: welding, automotive technology, automation/robotics, building trades, and health careers. Most of the infrastructure and capacity for this program is already present at VU, although we expect that some funding may be needed to purchase equipment and other supplies. For the local school partners, our funding request to the READI program focuses on several key needs: 1) Scholarships and other support for area students, 2) Support for transportation costs, and 3) Funding for a project liaison to provide career counseling and other support to students.

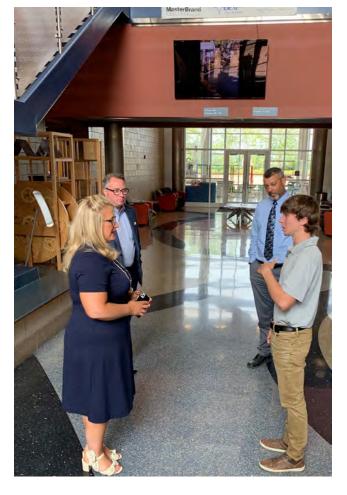
PROJECT PARTNERS

Key partners include North Knox School Corporation, South Knox School Corporation, Vincennes Community Schools Corporation, Twin Rivers CTE Cooperative, Vincennes University, numerous local employers, such as Good Samaritan Hospital.



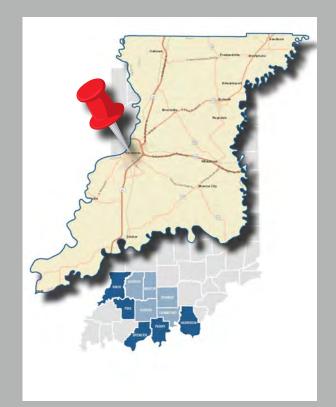
This project will have significant impacts in terms of talent development and retention. It will also provide important benefits for local employers, VU, and our local school systems. Local students will greatly benefit from the program, which provides both high school and college credit, as well as internship opportunities with local employers.

Metrics to assess impact will include student enrollments, performance and program satisfaction, credential attainment, and increases in enrollment at VU. In addition, we intend to closely partner with industry and will assess placement rates and employer satisfaction with the quality of our program graduates.



TIMELINE

2021			2022				2023					2024				20	25		2026			
Key:			Preli Plan Estin	m. ning/ (nate	Cost		Fund Cont	ling Ap	р. &		Progr Desic Biddi	ammir gn, & ng	ng,		Cons Imple	tructic ementa	on/ ation					



FINANCIAL SUMMARY

Local Funding	\$0
Private Funding	\$0
Other	\$0
State/Federal	\$0
READI Funding	\$900,000
Total	\$900,000



CONTACT

ERIN EMERSON

Perry County Development Corporation

Executive Director

812-547-8377

pcdee@psci.net

PICK PERRY STRATEGIC TALENT ATTRACTION PROGRAM

Like many rural communities, Perry County has experienced a decline in population over the past decade. Fortunately, local industry has grown despite this decline. Since 2015, local employers have had a desperate need for additional workforce with more than 300 jobs currently available within Perry County alone.

In an effort to address this need and attract a new workforce to the region, the Perry County Development Corporation (PCDC) strategically partnered with the local Chamber of Commerce and Convention and Visitors Bureau in 2016 on a centralized community brand and marketing campaign. The results of this multi-year collaboration have included the creation of a centralized community website, www.pickperry. com, that combines the information and assets of all three organizations. This collaboration has also produced the creation of the Pick Perry Facebook page and a Pick Perry LinkedIn account to recruit workforce to the area.

Years of dedicated focus are yielding results. Perry County has seen an increase in community pride and the residents of the local communities are engaging in recruiting people to the area. Better yet, the ultimate goal of population growth and migration to the county is happening. Since 2017, Perry County communities have increased population by nearly 200 residents which leaves the county approximately 250 residents shy of the 2010 population.

The campaign is also receiving regional and national attention. In 2019, it was selected as a best practice by Ady Advantage's Talent

Strategy Study and showcased at the Mid-America Economic Development Council's Best Practices Conference in Chicago. In 2020, the campaign received the gold award in the Talent Development & Retention Category from the International Economic Development Council, as well as a silver award in the IEDC's General Print Promotion category.

This program is seeking READI support to take the Pick Perry campaign to the next level through attracting high demand talent with customized incentive packages and executing the program across the larger Indiana First Region. READI funds will allow construction of a talent database through collaboration with talent consultants, universities, and social media. Packages will then be tailored to recruit: skilled workers to fill top positions with local employers, entrepreneurs and small businesses to fill voids in regional services, and remote workers looking to capitalize on the areas assets.

Incentive packages valued up to \$25,000 may include: cash, relocation assistance, student loan repayment, reduced/waived child care tuition/ stipends, home down payment assistance, tax abatement on new home construction, access to low/no interest business loans, reduced rent for office/retail/commercial space, reduced broadband fees, free community memberships, and free tickets to local amenities.

Once established and employee recruitment is successful, local employers will be solicited to participate in funding continued incentive packages.



The program will address a national issue regarding the lack of skilled workforce on the local and regional level and will lead to continued population growth. The program will also help fill critical service gaps including veterinarians, mental health professionals, and advanced manufacturing laborers. Metrics to measuring success will include: an increase in the number of job inquiries and applications, successful job recruitments, increased workforce skill level, additional, new businesses, and population growth.

PROJECT PARTNERS

Key project partners include: Perry County Business & Industrial Development Corporation, Perry County Development Corporation, Perry County Chamber of Commerce, Perry County Convention & Visitors Bureau, Perry County Community Foundation, Perry County Government, TEll City Revolving Loan Fund, Ivy Tech Tell City, Indiana 15 Regional Planning Commission, Grow Southwest Indiana Workforce, and local businesses and employers.





Living Here Discover Perry County Q

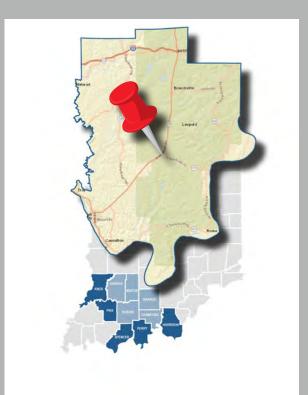


Discover Perry County.

Nestled between the rolling hills of Hoosier National Forest and the Juscious banks of the mighty Ohio River, here, knowing your neighbor is the norm, not the exception. Wetcome to a place where the people are genuinely kind, wetcoming, and excited about growth. We are a fun, creative community made up of people who believe in the power of collaboration and the value of innovation and inclusion. Wetcome home

TIMELINE

2021		2022			2023				2024				2025				2026				
	Key:			Prelir Planr Estin	m. ning/ C nate	Cost		Func Cont	ling Ap	р. &	Progr Design Bidd	rammii gn, & ing	ng,		Cons Imple	tructio ementa	n/ ation				



FINANCIAL SUMMARY

Local Funding	\$270,000
Private Funding	\$90,000
Other	\$115,000
State/Federal	\$0
READI Funding	\$750,000
Total	\$1,225,000



THEME: ECONOMIC DEVELOPMENT

CONTENTS

Lanesville Business Park Distr. Center	166
Petersburg Water System	168
Southwest Indiana Megasite Revolving Construction Loan Program	170
Generation Springs - Southwest Indiana Megasite - Private Development & Sewer Extension	172
Cannelton Wastewater Utility Improvements	174
Perry County Riverview Industrial Park	176
Hoosier Southern Railroad	178
Previously Mined Property Case Study	180
Spencer County Shell Building	182
Santa Claus Water Improvements	184



Improved storm and sanitary sewer systems will attract development and improve existing aging infrastructure.



New roads will better serve existing land prime for development.

ECONOMIC DEVELOPMENT INTRODUCTION

Small towns and rural communities throughout the United States are looking for ways to strengthen their economies, provide better quality of life and build on local assets. But the truth for many Indiana rural communities and most other small towns is that they are greatly influenced by national and international economic forces.

"Recent decades have witnessed a massive shift in the relationship between the nation's biggest, most prosperous metropolitan and non-metropolitan areas. Globalization has weakened the supply chains that once connected these regions. The rise of the information economy has boosted the returns to urban skills and diminished the importance of the resources and manual labor that non-metropolitan areas provided during the heyday of the manufacturing economy."

As a result, the lion's share of growth in the last decade has been concentrated – with relatively few exceptions – in a small cohort of urban hubs while the rest of the country has drifted or lost ground. These national challenges are reflected in Indiana's First Region, including declining populations and loss of farms and working lands.

Fortunately, just as there are national challenges, there have also been strategies developed for America's small towns. Many of the projects identified in this chapter focus economic development efforts in three different ways:

- 1. Existing and proposed utility enhancements
- 2. Improving access, availability, or suitability of development ready land

3. Provide new, physical spaces to attract new companies and encourage job growth

It is also important to understand that economic development is an underlying goal of many chapters in the Indiana First Region application: Quality of Life, Talent Attraction, Tourism, and Downtown Revitalization are all rooted in improving local economics through a variety of different strategies.

Specific to this chapter, many project proposals focus on improving or providing new utilities. Some cities and towns have had difficulties attracting new companies, or closing on new deals because the existing infrastructure is either lacking in capacity or not present in development-ready areas. Utility improvements and upgrades may include water distribution, gas, sanitary sewers, and storm sewers.

Similarly, there is some concern regarding the current condition of existing utilities. Some of the projects identified in this chapter focus on improving existing utilities to retain, or provide more efficient or affordable connections to existing residents.

Re-investment in local utilities is critical in Indiana and throughout the country. For example, "of the 150,000 public water systems (in the United States), 97% are in communities of 10,000 residents or fewer", according to the Rural Community Assistance Partnership, a national network of nonprofits whose work includes assistance to and training for water and wastewater systems."

"If the economics of the community are hit by an outside source like COVID (or natural disasters),



it impacts the water and wastewater systems and their ability to make sure those communities continue to grow and thrive," said Nathan Ohle, CEO of the Rural Community Assistance Partnership."

While utilities provide many of the basic functions to encourage economic development, access, availability, and development suitability are also important. Several projects identified in this chapter are proposing improvements to roadways and railroads functions, to better connect development-ready land.

The third strategy taken to improve economic development is to provide the physical space necessary to attract new companies. To encourage new businesses and job-providers to select the Indiana First Region, it may be necessary to provide already built space that is flexible and ready to use. This technique offers a secondary offering to companies who may not be looking to start new construction projects.

Economic development is a main goal for many towns and communities in Indiana's First Region. Techniques to address economic development vary, but the key factors identified in this chapter include improving existing utilities or constructing new ones; improving access, availability, and suitability to development ready land; and by constructing new space for potential companies.



Better rail access will encourage development and make transportation safer.



Improved storm and sanitary sewer systems will attract development and improve existing aging infrastructure.



LANESVILLE BUSINESS PARK DISTR. CENTER

A major distribution center and other potential tenants are considering the Lanesville Business Park for development. If this area is chosen for development, Harrison County will pay a portion of the cost to extend natural gas to the site.

The existing Water and Wastewater utilities have adequate facilities to serve this development but will need to expand their distribution and collection system as well as the Wastewater Treatment Plant to continue to serve the surrounding area which is very likely to grow. Costs associated with the utility expansion (gas, water, wastewater) are the majority of this project.

A small county road realignment is also needed to accommodate the traffic projections, and this will be constructed when the distribution center project is underway.

CONTACT

DARRELL VOELKER

Executive Director, Harrison County Economic Development Corporation 812-705-0203

dvoelker@hcedcindiana.org

PROJECT PARTNERS

- Harrison County Government.
- The Economic Development Corporation.
- The Town of Lanesville (Wastewater Treatment Plant)
- The Harrison County Regional Sewer District
- The Ramsey Water Company

• Indiana Utilities (Natural Gas Company)

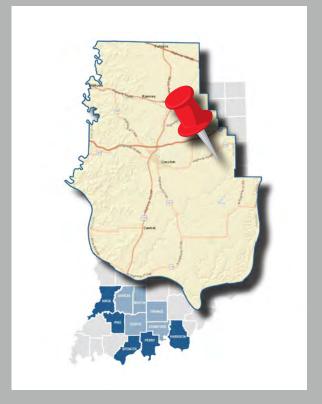


There will be hundreds of new employment opportunities to be filled with residents of the region. The expanded utilities will help to drive quality business and residential growth in the surrounding area. The location of a distribution center has regional impact because the need for professional services and transportation equipment is needed and these services and products will likely be obtained from other businesses in this region.

It will impact the local area and provide opportunities for business growth. It will create 300 new jobs at the distribution center, additional jobs in future businesses. These positions will be filled from all around the Southern Indiana region.







FINANCIAL SUMMARY

Local Funding	\$1,512,000
Private Funding	\$20,000,000
Other	\$1,000,000
State/Federal	\$0
READI Funding	\$1,500,000
Total	\$24,012,000

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CONTACT

MAYOR R.C. KLIPSCH

Mayor, Petersburg 812-354-3396

mayor@petersburg.in.gov

PETERSBURG WATER SYSTEM

Construction would include a new Water Treatment Plant, Elevated Water Storage (750,000 Gallon), New Raw Water Well and a Raw Water Transmission Line connecting the well site to the Treatment Plant. The Final Design and Engineering and Environmental Review are complete.

Coal job loss challenges require the need for assistance to enhance the Petersburg Water System to allow for quality and quantity enhancements to serve existing business and industry customers and new developments near Interstate 69. This project replaces a 1930's Water Treatment Plant, adds a new well at the Well Field site, adds a new water line to transport the raw water from the aquifer to the new treatment plant and a new elevated storage tank necessary to maintain pressure and serve growth near Interstate 69.

A technological agri-business workforce and additional private investment will bring additional economic benefits. The proposed water system improvements are strongly supported by the City, County and Region.

PROJECT PARTNERS

- City of Petersburg
- US Economic Development Administration
- USDA
- Private Investment, Engineer, and Contractors
- Indiana 15 Regional Planning Commission

• Pike County Growth and Development



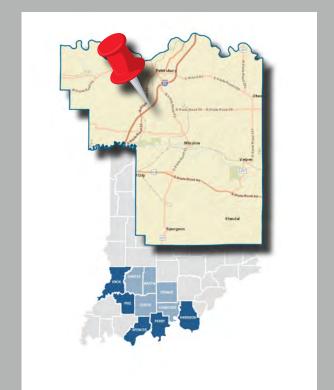
Pike County is experiencing an economic adjustment as the result of job loss and other negative impacts due to the downturn in the coal and power industry. The creation, retention, and private investment as a result of an improved water system will see regional impact and growth of over \$20,000,000.





TIMELINE

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FINANCIAL SUMMARY

Local Funding	\$0
Private Funding	\$9,448,000
Other	\$0
State/Federal	\$4,190,518
READI Funding	\$1,682,932
Total	\$15,321,450



SOUTHWEST INDIANA MEGASITE REVOLVING CONSTRUCTION LOAN PROGRAM

The 2018 Pike County I-69 Interchange Master Plan illustrates that Pike's greatest commercial development opportunities stem from redeveloping the Southwest Indiana Megasite. The 8000+ acre Megasite is located at the interchange of I-69 and State Route 61, near Petersburg, Indiana. Redeveloping the formerly coal mined Megasite will require substantial capital investment from both public and private sector parties. The Southwest Indiana Megasite benefits from an active public - private partnership between Pike County and Bowman Family Holdings (BFH), which affords access to construction equipment, knowledge of infrastructure, and BFH's interest and capability in project investment - ultimately elevating the positioning of shovel ready sites for development. The target industries for the Megasite will expand the existing regional workforce and provide new high-wage employment opportunities for current and future residents in

southwest Indiana. Pike County seeks to receive \$750,000.00 in programmatic READI funds to establish a revolving construction loan fund for the Southwest Indiana Megasite. The Pike County Economic Development Corporation (EDC) would serve as administrator of the revolving loan program. The EDC would utilize the revolving loan fund to invest up to 20% of total project costs for qualifying developments. Loans would be issued at low interest rates with repayment of principal plus interest being made over a specified period.

CONTACT

ASHLEY POLEN WILLIS

Executive Director, Pike County Economic Development Corporation

812-354-2272

pikegrowth@pikeco.org

PROJECT PARTNERS

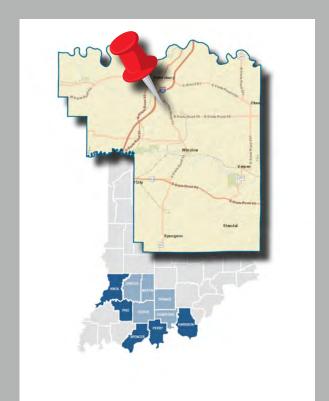
- Pike County Economic Development Corporation
- Pike County Commissioners
- Pike County Council

Industrial and commercial development projects benefiting from the loan program will create new jobs, housing, and population growth within Pike County and the surrounding region. The margin of difference within five years is not nearly as significant as the communal and generational prosperity resulting from successful redevelopment activity at the Megasite. Improved job prospects, higher household incomes, and stabilized local tax revenues are just three of key regional benefits associated with the program.



TIMELINE

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FINANCIAL SUMMARY

Local Funding	\$787,500
Private Funding	\$3,000,000
Other	\$0
State/Federal	\$0
READI Funding	\$750,000
Total	\$4,537,500



CONTACT

ASHLEY POLEN WILLIS

Executive Director, Pike County Economic Development Corporation

812-354-2272

pikegrowth@pikeco.org

GENERATION SPRINGS - SOUTHWEST INDIANA MEGASITE - PRIVATE DEVELOPMENT & SEWER EXTENSION

The 2018 Pike County I-69 Interchange Master Plan illustrates that Pike's greatest commercial development opportunities stem from redeveloping the Southwest Indiana Megasite. The 8000+ acre Megasite is located at the interchange of I-69 and State Route 61, near Petersburg, Indiana. Redeveloping the formerly coal mined Megasite will require substantial capital investment from both public and private sector parties. The Southwest Indiana Megasite benefits from an active public - private partnership between Pike County and Bowman Family Holdings (BFH), which affords access to construction equipment, knowledge of infrastructure, and BFH's interest and capability in project investment - ultimately elevating the positioning of shovel ready sites for development. The target industries for the Megasite will expand the existing regional workforce and provide new high-wage employment opportunities for current and future residents in southwest Indiana. Pike County's Generation Springs site,

owned by BFH, is certified as a "shovel-ready" industrial development area by the Office of Community and Rural Affairs. Given it status, the Generations Springs site is Pike County's most frequently submitted property to the State of Indiana's industrial development requests for information process. Unfortunately, the lack of sanitary sewer service to the property is a barrier to development that negatively impacts scoring. Pike County seeks to utilize READI funds to engineer and construct the necessary sanitary sewer system improvements to extend service, within the limits of the existing right-of-way, by approximately 2,750 LF. The Generation Springs property contains over 340 acres of dividable industrial redevelopment opportunity. Active development interests for the property includes a 50,000 s.f. (expandable to 200,000 s.f.) industrial development building on 6 - 10 acres of land. The total projected costs for the original 50,000 s.f. building exceeds \$3,750,000.00.

PROJECT PARTNERS

- Pike County Economic Development Council
- City of Petersburg
- Pike County Council
- Bowman Family Holdings

Industrial and commercial development projects on the Generation Springs site will create new jobs, housing, and population growth within Pike County and the surrounding region. The margin of difference within five years is not nearly as significant as the communal and generational prosperity resulting from successful redevelopment activity at the Megasite. Improved job prospects, higher household incomes, and stabilized local tax revenues are just three of key regional benefits associated with the program.

Initiating redevelopment of the Generation Springs property within the Southwest Indiana Megasite brings validity and attention to the economic development and regional growth potential unknown to many outside of the SWIDC counties. Pike County is experiencing an economic adjustment as the result of job loss and other negative impacts due to the downturn in the coal and power industry. The proposed project will assist the region in overcoming the short-term financial barriers associated with developing a new industrial/commercial center to replace the economic activity once contributed by the coal and power industry.

Building #	Description	Lot Acreage	Square Feet
T.	Small Manufacturing/ Wholesale	9.3	46,614
2	Industrial Flex	20.3	115,573
3	Industrial Flex	15.2	32,615
4	Industrial Flex	15.5	150,315
5	Small Manufacturing/ Wholesale	4,1	23,307
6	Small Wholesale/Assembly	5.8	37,879
7	Small Wholesale/Assembly	9.0	37,879
8	Small Manufacturing/ Wholesale	7.7	23,307
9	Industrial Flex	55.7	379,208
10	Industrial Flex	29.1	192,657
-11	Industrial Flex	18.8	150,097
		190.3	1,189,451



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FINANCIAL SUMMARY

Local Funding	\$55,000
Private Funding	\$0
Other	\$0
State/Federal	\$0
READI Funding	\$220,000
Total	\$275,000

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CANNELTON WASTEWATER UTILITY IMPROVEMENTS

Construction of a new Wastewater Treatment System for the City of Cannelton to allow growth of housing, small businesses and retention and growth of existing industry.

The project will have a significant local impact to maintain the health and operation benefits for the users of the Cannelton Wastewater System. Regionally the waters of the US would be protected with a wastewater plant designed to meet current standards.

CONTACT

ALVIN EVANS

Project Manager, Perry County Development Corporation

812-547-8377

alvin@pickperry.com

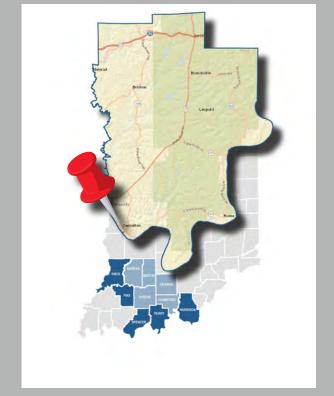
PROJECT PARTNERS

- City of Cannelton
- US Dept of Agriculture
- Engineers and Contractors

This project add treatment capacity for future growth and development in this state designated Opportunity Zone.







FINANCIAL SUMMARY

Local Funding	\$2,476,285
Private Funding	\$0
Other	\$0
State/Federal	\$6,835,500
READI Funding	\$1,450,000
Total	\$10,761,785

2021	2022	2023	2024	2025	2026
Кеу:	Prelim. Planning/ Cost Estimate	Funding App. & Contracts	Programming, Design, & Bidding	Construction/ Implementation	



PERRY COUNTY RIVERVIEW INDUSTRIAL PARK

Riverview Industrial Park is the current home to Waupaca Foundry Plant #5 and Webb Wheel's trailer wheel division. The development of the western portion of Riverview Industrial Park includes the fill of the deep ditch along Waupaca Plant #5 western boundary (completed) as well as constructing the Steel Road extension from the existing Steel Road plants entrance intersection to Switzer Road. The project also includes the relocation of the CenterPoint electrical high voltage powerline excavation, grading of the South and North building pads, construction of the access road to the North pad and the north end of the Waupaca Foundry Plant #5 pad and extension of the current Perry County Port Authority's Hoosier Southern rail road spur to the North building pad through the South building pad.

Work that has been completed to date in preparation for the previously mentioned proposed construction is the relocation of the Riverview Industrial Park process and fire protection waterline, renovation to the 1-million-gallon water storage tank, all stream, wetland and wildlife (bats included) mitigation for the completed and proposed grading work and relocation of the Hoosier Energy electrical high voltage powerline. Due to the work accomplished to date on the industrial park Waupaca has invested nearly \$90 million dollars in equipment and automation improvements and Webb Wheel did an expansion. Current plans includes additional expenditures in these facilities."

CONTACT

ALVIN FVANS

Project Manager, Perry County Development Corporation

812-547-8377

alvin@pickperry.com

PROJECT PARTNERS

- Perry County Redevelopment Authority
- Perry County Commissioners
- City of Tell City Water Department
- Perry County Port Authority
- Indiana Department of Transportation
- U.S. DOT Federal Highway Administration,

- Waupaca Foundry
- Webb Wheel

This project will cause increased investment by existing and new occupants of the park resulting in increased employment opportunities of regional residents. The reducing of logistic costs will further ensure the success and growth of Waupaca Foundry's Plant #5. Enhanced ability for employees to safely access the park will improve their safety of entering and leaving their workplace and ensure the facilities can be accessed in case of a road closing accident on one of the 2 access routes off SR 66.

The industrial park is served by the Perry County Port Authority's Hoosier Southern Railroad and Tell City River Port. Increased customers in the industrial park will yield more income and business to both therefore securing PCPA's ability to operate, maintain and expand service of these facilities. As, the PCPA's facilities serves industry in Perry and Spencer Counties plus provides the rail facilities for usage of the excursion train the increase in rail and port traffic ensures the funds to operate and maintain these critical facilities.







FINANCIAL SUMMARY

Local Funding	\$8,450,220
Private Funding	\$114,051,000
Other	\$0
State/Federal	\$3,129,960
READI Funding	\$5,393,880
Total	\$131,025,060

2021	2022	2023	2024	2025	2026
Key:	Prelim. Planning/ Cost Estimate	Funding App. & Contracts	Programming, Design, & Bidding	Construction/ Implementation	



CONTACT

HOOSIER SOUTHERN RAILROAD

Perry County Port Authority Hoosier Southern Perry County as the PCPA will not allow it Railroad program to accomplish and maintain the ability of increasing the current per car capacity rated at 263,000 LB capacity rather than industry standard of 286,000 LB per rail car. This includes the replacement of two bridges that are an expensive maintenance issue to maintain at the 263,000 lb. level. One of the bridges crosses the Anderson River whose 3 steel river piers and the wooden trestles leading to it were constructed in 1927. The annual cost to maintain this structure is on an upward spiral. This would increase costs for the industry served in Perry County and limit opportunities to serve Spencer County industry out of the Tell City River Port. The planned replacement is much less expensive and can be accomplished with a planned two week shutdown to move the new structure in place of the existing structure.

The other step to insure the safe ability to carry the 286,000 rail cars is to replace the existing 75# rail from the early 1900's with 115# rail of 80' length. The current rail traffic is braking rail and causing derailments. The increase in car size and rail traffic will increase the deterioration of the 75# rail of 30' lengths at a much faster rate than has occurred since the rail line was reopened in 1995.

The Troy rail yard improvements are necessary to provide necessary rail car storage and switching of rail cars to three companies located in the Troy industrial park. Two of these will be new rail customers. The switching to rail from highway delivery will reduce road congestion and air pollution.

Currently an excursion train operates within

to cross the Anderson River Bridge due to condition of the bridge and desire not to place unnecessary loads on it. The excursion train will be able to operate into Spencer County with the bridge replacement. Also, the ride will be much smoother and enjoyable with the 115# rail and longer distances between rail joints. This should increase returned visits.

This depot and industrial usage and the need to provide for passing areas and car storage is requiring the construction of additional rail track spurs Evanston, Lamar and Santa Claus. The Santa Claus spur and loop will also serve a rail industry company that is relocating to Santa Claus.

The expansion of the Riverview Industrial Park in Perry County will require the construction of an additional spur to serve the two industrial pads. Industry expressing interest in locating on these pads have requested that rail be available.

PROJECT PARTNERS

- Perry County Port Authority,
- EDA and USDA-RD
- USDOT
- Perry County and Spencer County CVB's
- Scenic Lincoln Way and Ohio River Scenic Railroad



The value of the Lamar spur is extremely important when the Ohio River floods at a level that it stops the movement of trains into Perry County. This location allows the transfer of product from rail car to truck to be delivered to the waiting industry at Troy and Riverview Industrial Park in Perry County.

The Hoosier Southern Railroad serves the region and success of it assists the industry to be efficient and grow which helps the entire region by providing quality jobs. The expansions that are occurring at one company in Troy is going to allow them to increase employment by over 50% at higher wages than they have historically paid. This is occurring due to the rails service they have received and the anticipation of being able to receive standard 286,000 lb. weighted rail cars. Likewise, changes in the industry dynamics that will have a major effect on their supply lines will cause the rail input of this material to become more meaningful and the ability to go to 286,000 lb. standard cars will be extremely important to their future in Perry County and the region.



TOTAL STATE STATE

FINANCIAL SUMMARY

Local Funding	\$6,436,000
Private Funding	\$22,209,600
Other	\$0
State/Federal	\$13,511,548
READI Funding	\$2,700,000
Total	\$44,857,148

2021	2022	2023	2024	2025	2026
Кеу:	Prelim. Planning/ Cost Estimate	Funding App. & Contracts	Programming, Design, & Bidding	Construction/ Implementation	



CONTACT

PREVIOUSLY MINED PROPERTY CASE STUDY

The Pike County Economic Development recommendations on the type of construction Corporation seeks to utilize READI funds to hire a qualified consultant to create a research and policy-based case study on redeveloping previously mined property.

The case study report would specifically evaluate and provide technical recommendations to guide redevelopment of the Southwest Indiana Megasite. The case study document would be used objectively by local elected officials, state agencies, site selectors, and private developers to advance the redevelopment goals of the 2018 Pike County I-69 Master Plan. The study will serve as a reference document that provides credibility on the due diligence efforts taken by Pike County and the State of Indiana to reduce negative assumptions, stigma, and unknown site conditions often associated with previously mined properties. It is estimated that approximately 20% of Pike County's gross acreage has been impacted by mining activities.

The technical research component of the case study process will evaluate Pike County's known previously mined properties and provide

PROJECT PARTNERS

Pike County Economic Development Corporation

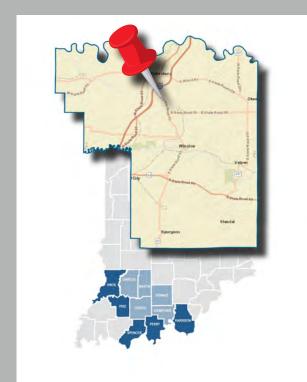
practices and redevelopment efforts that are best suited for them. The report will become a resource for the State of Indiana and other communities faced with the challenges of developing previously mined property to grow the local economy.

Pike County is at the forefront of previously mined redevelopment and the proposed case study is a necessary tool to sync past, current, and future due diligence efforts. The County has prepared a Request for Proposals document to solicit consultant interest but no solicitation has occurred. The total budget for the case study process is \$250,000.

The Southwest Indiana Megasite is one of the Indiana First Region's largest redevelopment and employment generation opportunities. The Pike County EDC began coordination redevelopment and marketing efforts for the Megasite in 2015. Over 100 requests for information responses have been filed with the State of Indiana. The Megasite has not been selected for one project during that same period. Pike County's property submissions have succeeded in being shortlisted on many occasions. When removed from the short-list, many site selectors indicate the previously mined property status is a deciding negative factor. Some site selectors indicate that the property title automatically results in Pike County's submissions being removed from consideration due to the technical unknowns. stigmas of previously mined property, and liability fears related to environmental concerns and soil stabilization. The proposed case study is an essential tool and resource needed to provide the State, site selectors, and project investors the knowledge and comfort required to select Pike County.







FINANCIAL SUMMARY

Local Funding	\$0
Private Funding	\$0
Other	\$10,000
State/Federal	\$0
READI Funding	\$250,000
Total	\$260,000

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ECONOMIC DEVELOPMENT



CONTACT DAVID MADDOX

Owner, MIC

dmaddox@mic-in.net

SPENCER COUNTY SHELL BUILDING

This project will consist of A private/ public partnership between a developer and a municipality that will consist of building a 50,000 square foot "shell" building near the interchange of highway 231 and interstate 64. The building can be marketed towards light manufacturing, warehousing, automotive, and any other industries.

Shell building are useful for the following reasons:

- Can reduce project development time by as much as 75%
- Create an immediate "vision" of the possibilities
- Provide a real glimpse of the finished product
- Allow stakeholders to control the project outcome
- Reduce the number of competitors from hundreds to few, if any
- Create the flexibility necessary to attract

PROJECT PARTNERS

- Spencer County
- Local Developer

projects of varying size

- Is cheaper and faster than rework of existing facilities
- Provide financing alternatives through public/private partnerships
- Divide the risk into "palatable" proportions

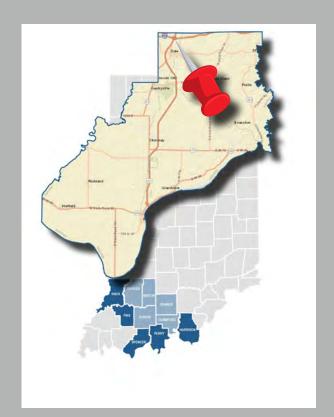
Having a "READY" building, 30 feet in clear height and 50,000 square feet expandable to 200,000 square feet will meet approximately 50% of all market requests.



The shell building will serve as a business attraction tool, providing us with much needed space to show prospective employers or provide another option for local companies to expand. Within 5 years, the shell building will serve a fully-functioning thriving industrial business in Spencer County. The building is also considering a second shell building that could serve as a catalyst for additional commercial spaces.

TIMELINE

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FINANCIAL SUMMARY

Local Funding	\$0
Private Funding	\$5,000,000
Other	\$0
State/Federal	\$0
READI Funding	\$600,000
Total	\$5,600,000

ECONOMIC DEVELOPMENT



SANTA CLAUS WATER IMPROVEMENTS

The proposed project will include the replacement of two water line mains at an increased size and the addition of a new water line main to increase the capacity and reliability of the water system to support the operation and expansion of current businesses and reduce water supply restrictions that negatively impact businesses in the Town. Long-term, the improvements will be sustained by user fees; READI funds will be used to fill a financing gap on initial construction.

The project consists of two components:

- 1. Construction of approximately 13,840 linear feet of 12-inch water line main extensions and all associated appurtenances in place of existing four-inch and six-inch water line mains.
- 2. New construction of approximately 11,540 linear feet of 10-inch water line main extensions and all associated appurtenances.

CONTACT

LISA GEHLHAUSEN

Indiana 15 Regional Planning Commission 812-367-8455

lisa@ind15rpc.org

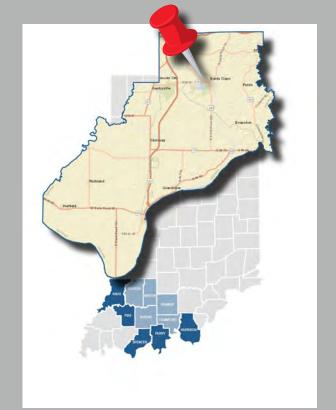
PROJECT PARTNERS

- Town of Santa Claus
- Spencer County

The project will benefit the Town of Santa Claus and the broader region as it provides better service to existing businesses and increases supply potential for future development sites.

Once constructed, it will be maintained by the Town of Santa Claus Utilities Department and sustained by typical user fees.





FINANCIAL SUMMARY

Local Funding	\$400,000
Private Funding	\$0
Other	\$0
State/Federal	\$1,500,000
READI Funding	\$400,000
Total	\$2,300,000

TIMELINE

2021			2022				2023				2024	1	2025			20	26	
Key:			Prelir Planr Estim	m. ning/ (nate	Cost		Func Cont	ling Ap	ор. &	Program Design, Bidding	nming, &	Cons	tructio ementa	n/ ation				

ADDITIONAL ECONOMIC DEVELOPMENT PROJECTS

The Indiana First Region recognizes that the when working in collaboration with the IEDC. regional development plan represents a The region offers the following projects as significant investment and that the process of additional priority projects the region would like selecting priority projects is best accomplished to accomplish should funding be available.

PROJECT NAME	COUNTY	LOCATION	ORGANIZATION/ BUSINESS	STAGE	TIMELINE	DESCRIPTION
Can Clay Redevelopment	Perry	Cannelton, Indiana	Can Clay Redevelopment	Р	М	The redevelopment area will comprise the 30-acre Can Clay site and the adjoining Washington Street Corridor, which ties into Can Clay and is the City's primary downtown retail area. Primary emphasis will be given to the Can Clay property as this is the best catalyst for future development attraction to the downtown district. The Can Clay Manufacturing Company occupied approximately eight square blocks of downtown Cannelton along the riverfront from Washington Street to Herzeele Street.
Holiday World Hotel / Indoor Water Park / Conference Center	Spencer	Santa Claus, Indiana	Holiday World & Splashin' Safari	Р	L	Addition of a resort property at Holiday World & Splashin' Safari. Project scope could include full-service hotel property, indoor & outdoor water park, family fun center, and a conference center for small conventions, entertainment events, and corporate meetings. This project would help transform Spencer County tourism into a year-long destination.
Tell City Port Improvements	Perry	Tell City, Indiana	Tell City, Indiana	С	S	Tell City Port Improvements include the clean-up of the fenced storage yard, paint chain link fence, placement of millings on storage surface and paint the large warehouse.
Shop Local (Online)	Perry	Perry County	Perry County Chamber of Commerce	Р	L	Online program shopping software, Perfit, allows shoppers to search for items from multiple area stores in an easy to ship marketplace
Key: Stage: Timeline:	C = Concept S = Short-term	D = In-Devel M = Medium		R = R	Ready to Launch	

PARTNERS	IMPACT / OUTCOMES	COST	FUNDING GAP	MAINTENANCE / SUSTAINABILITY
City of Cannelton City Council, Indiana First READI Region, State of Indiana, OCRA, USDA, INDOT, Perry County Development Corporation, AIA Chapter & Steering Committee, Indiana 15 Regional Planning Commission, private developers, local businesses and residents, and local non-profit organizations.	Success will be measured by the much- needed improvements to the business and housing stock, increased tax base, and job creation.	\$20,000 for AIA SDAT Visioning program for Can Clay Redevelopment (Match: \$3,000 Indiana Landmarks, \$2,000 City) The City provides a 25% match to INDOT CCMG street projects each year. Future private development and other state and federal funding is anticipated with this project.	\$45,000	Like other successful communities, the City of Cannelton will continue to apply for state and federal programs using any matches retained by an EDIT fund based on the newly developed Can Clay district, increased property tax revenue and job creation, which will fiscally help Cannelton's overall economic future.
Spencer County Visitors Bureau, LEDC, Town of Santa Claus, INDOT, qualified construction teams, qualified hotel management firm.	Holiday World & Splashin' Safari today has a significant economic impact on the entire SW Indiana region bringing nearly 1 million guests to the area each summer. This project would enable expansion of the Holiday World season as well as be a tourism driver all year long.			This project is expected to be self-sustaining from operating revenues.
City of Tell City, Perry County Port Authority, Tell City Boat Works, various contractors	Locally it will create a better, cleaner presentation in the neighborhood. Also, the Port Authority's operations impact a regional economy; which they are always looking to expand.	\$120,000	0	The City will maintain with either EDIT or TC Port funds.
Perry County Chamber of Commerce and Perry County Chamber Members	Small businesses owners will gain access to online sales through the creation of a area online store front 'Pick Perry Local'	\$8000	\$8000	The Chamber Members will pay their subscription after 3 years.

ADDITIONAL ECONOMIC DEVELOPMENT PROJECTS

PROJECT NAME COUNTY LOCATION ORGANIZATION/BUSINESS STAGE TIMELINE DESCRIPTION

Development of property north of Wendy's in Dale Indiana would consist of the installation of a truck stop

231 Truckstop and Retail Development

Sperry

Intersection of us 231 and interstate 63

Maddox Industrial Contracting, LLC

S

Development of property north of Wendy's in Dale Indiana would consist of the installation of a truck stop with 14-16 fueling stations and gas pumps. There will be parking for approximately 70 trucks, an automated truck wash and tire repair, and electric vehicle charging. Second lot will consist of A retail style shell building that can be utilized as a entrepreneur training or vocational center, along with other lease space

Key:

Stage: Timeline: C = Concept S = Short-term D = In-Development M = Medium-term

P = Pilot Program L = Long-term R = Ready to Launch



PARTNERS	IMPACT / OUTCOMES	COST	FUNDING GAP	MAINTENANCE / SUSTAINABILITY
Town of Dale	Local and Regional impact due to the possibility of job, creation, increased accessed value, and potential training site/ coworking space for entrepreneurs.	\$6,000,000	\$6,000,000	The business will cashflow enough to become sustainable in a reasonable timeframe.



THEME: TOURISM

CONTENTS

Regional Tourism, Marketing, And Visitors Center	194
Capital City Tour App	198
Lincoln Amphitheatre Improvements	.200

TOURISM INTRODUCTION

Tourism is a key component of the Indiana First Region's economic vitality. Tourism provides numerous jobs, supports existing and new business development, and generates significant revenue from visitor spending. To sustain a vibrant tourism economy with growing competition both across Indiana and the country, Indiana First counties must constantly seek to raise exposure of regional attractions and grow the existing visitor base.

As compared with the steady growth experienced before 2019, the region's tourism location quotient has fallen from 1.95 in 2019 to 1.75 in 2021. In the last two years, SWIDC counties have lost nearly 1,500 jobs in this industry. Much

of these losses may be attributable to the COVID pandemic and tourism remains a challenged sector. While domestic travel may have shifted toward lower cost regional destinations, helping some attractions and destinations in the Indiana First Region, restaurants and hotels remain to be the hardest hit.

Our diverse tourism assets include Hoosier National Forest, Holiday World & Splashin' Safari, George Rogers Clark National Historical Park, Grouseland, the original state capitol in Corydon, Lincoln Amphitheater, the Red Skelton Museum of American Comedy, and many, many more. The region must draw on these assets to attract visitors as it competes within a growing





field of competition, not just from adjacent regions, but also northern Kentucky and comparable communities across the Midwest. This will be accomplished through strategic tourism initiatives; more specifically, our tourism projects focus on:

- A regional marketing campaign and new visitors center.
- Utilizing digital technology to improve user experience and broaden visitor base.
- Enhance a regional asset in the Lincoln Amphitheatre.



Holiday World & Splashin' Safari brings over 1 million visitors to the Indiana First Region annually.



Hoosier National Forest covers more than 200,000 acres and includes a wide array of recreation opportunities.



TOURISM



CONTACTS

KATHY REINKE

Spencer County Alliance 812-686-0909

kathy@spencercountychamber.org

ALVIN EVANS

Perry County Development Corporation 812-547-8377 alvin@pickperry.com

REGIONAL TOURISM, MARKETING, AND VISITORS CENTER

This project seeks to elevate the visibility of regional tourism attractions with three different initiatives:

- National marketing campaign in conjunction with the Indiana Uplands region
- New regional website to coordinate, share efforts, and promote attractions across the Indiana First Region
- New Visitors Center and Spencer County Visitors Bureau office

The purpose of the national marketing campaign is to highlight the tourism destinations present in both the Indiana Uplands and Indiana First regions. This joint effort will promote and enhance the existing tourism, historical and natural attractions in the South-Central Indiana area. The French Lick Resort and Holiday World & Splashin' Safari each attract approximately 1 million visitors per year. There are opportunities to better pull these visitors to other attractions and local businesses, which this program seeks to do. But the primary effort will be to promote the entire Uplands and Indiana First Region's assets to bring more visitors and have them stay longer. The longer stays expose the

individuals and families visiting to the quality of life, educational, and job opportunities that exist in the region. This project includes the hiring of a full-time professional tourism director to coordinate the program and make the connections necessary for such programs to be successful.

About a year ago, the Spencer County Alliance Directors (Chamber/LEDO/Tourism/ Community Foundation) acknowledged that the number of individual websites and social media pages can make it overwhelming to find what you're looking for, as a resident or a visitor. The same is true in each county that comprises our region. We seek READI funds to launch a region-wide website listing communities; business and workforce opportunities; utilities providers; religious institutions; schools; nonprofit organizations; tourism and recreation attractions; fairs, festivals, and events; mental and physical health and wellness opportunities; and more! This website will not be intended to take over other current websites but act as an organizer for leading people in the direction they need.

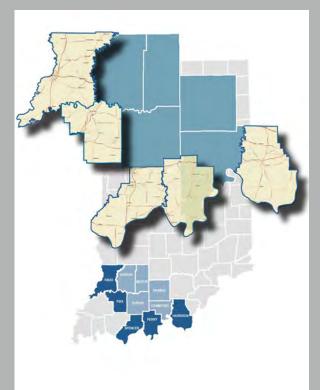
The third component of the broader tourism and marketing strategy is a new visitors center for



the Spencer County Visitors Bureau. In 2019, the nonprofit purchased property west of Highway 162, just north of Holiday World & Splashin' Safari, and right next to the town's community park. The new visitors center will be highly visible to the majority of the visitation traffic coming into Spencer County. Currently, the destination marketing organization operates out of the basement of the Santa Claus Christmas Store in Kringle Place Shopping Center. The location is not visible or ADA compliant. Previously open to the public, restrooms could only be accessed by walking down a set of stairs and back up another set of stairs. The current location is an office space without a lobby or place for visitors to browse regional information.

With approximately one million visitors to Holiday World & Splashin' Safari each year, a new visitors center can better promote all the things to do, places to eat, and spots to stay in the area. Many visitors to the area are unaware of the state and national parks dedicated to Abraham Lincoln's 14 years in Indiana. The new visitors center will have exhibits and interactive displays to give visitors a taste of the many experiences throughout Spencer County and the Indiana First Region. It will also offer convenient bus/RV parking as well as an outdoor pavilion.





TOURISM





PROJECT PARTNERS

- County Convention and Visitor Bureaus
- Local Economic Development Organizations
- Local Chambers of Commerce
- Community Foundations

- Regional tourism cooperatives
- Regional attractions
- Hotels and restaurants

Collectively, these projects will have significant impacts across the region; visitor spending is critical to all the area attractions and businesses. Perhaps even more importantly, the national marketing campaign will increase exposure to the region, potentially attracting new businesses startups and population growth. Specific metrics include:

- Increase in number of visitors
- Increase in per visitor spending
- Increase investment by local attractions and businesses
- Longer-term, increase in population and new business ventures from those attracted to the region by the program

The national marketing program will be sustained by CVB funds, which should be possible with increases in inn-keepers tax revenue. Local businesses will see the success of the program and participate in the funding. It is intended for the program to be self-sustaining by the industry and involved government agencies after the

initial 3-year funding cycle. Within five years, we hope to have a full time marketing director that is facilitating continuity of information across the region, and continuously coordinating efforts with our neighboring communities, ultimately building the strength and visibility to take our Region to the next level in population, education and quality of place!

The impact of a new Visitors Center will have both a local and regional impact. With its location at the north end of Spencer County, the visitors center will be able to promote attractions and businesses across the Indiana First Region. The proposed multi-purpose meeting room will be valuable to residents and businesses. The paved parking lot will also be useful for Yellig Park and will be beneficial to the regional tournaments held throughout the year. Having a highly visible, themed, visitors center in Spencer County will allow the area to better showcase all the incredible things to do in the region. This will increase attendance to lesser-known attractions and restaurants, give visitors more reason to stay overnight and make a return trip, and help support hospitality jobs.

FINANCIAL SUMMARY

Local Funding	\$459,000
Private Funding	\$0
Other	\$312,000
State/Federal	\$804,000
READI Funding	\$725,000
Total	\$2,300,000

TIMELINE

2021			2022				2023				2024	-	2025			20	26	
Key:			Prelir Planr Estim	m. ning/ (nate	Cost		Fund Cont	ling Ap	р. &	Program Design, & Bidding	ming, &	Cons Imple	tructio ementa	n/ ation				

TOURISM



CAPITAL CITY TOUR APP

Our five-county area is aptly referred to as the Indiana First Region for good reason; we are home to Indiana's two first capitals— Vincennes and Corydon—as well as dozens of other major historical sites. Area tourism is driven by these historical amenities, attracting many visitors to our region and generating important business opportunities for local employers.

Area visitor bureaus have done an excellent job in promoting our region and supporting events and activities to attract visitors. We hope to build on this success by developing new digital tools to help improve the experience for local visitors, attract a broader demographic, better promote our local heritage, and build tourism linkages between Indiana's three capital cities: Corydon, Indianapolis, and Vincennes.

We are seeking READI funding to develop the Indiana Capital City Tour App, which would highlight important destinations in the three capital city regions. The project, originally suggested by Lieutenant Governor Suzanne Crouch, includes an initial pilot that will focus

on Vincennes and Indianapolis, as per the IDDC, with strong support from the local visitors bureaus. Initial efforts will highlight the historical anchors in each city: the Benjamin Harrison Presidential Site; Grouseland, the home of 9th president William Henry Harrison; and the original state Capitol building in Corydon.

The app would use tools such as geofencing and QR codes to create an informative and immersive experience for visitors. Each site would include extensive historical information available via mobile devices, and also provide information on other local sites, lodging, food, and the like. This interactive experience will provide opportunities for a much deeper insight into our local histories.

We estimate that this project could require approximately \$300,000 in funding. We are seeking READI support to help with costs such as software and coding work, signage, QR code support, and other related materials. Local support will be provided by area visitor bureaus and local firms that will provide assistance with software and coding.

CONTACT

CHRIS PFAFF

Knox County Economic Development 812-886-6995

chris@knoxcountyindiana.com

PROJECT PARTNERS

- Knox County
- Harrison County
- City of Vincennes
- Town of Corydon
- Vincennes/Knox County Visitors and Tourism Bureau
- Harrison County Convention and Visitors

Bureau

- Knox County Chamber of Commerce
- Indiana Destination Development Corp.
- William Henry Harrison Home, Grouseland
- Benjamin Harrison Presidential Site
- Private employers
- Additional area attractions



This project will create new tourism related business opportunities and attract new revenues to our region. We believe an app-based tourism amenity will appeal to a wider range of potential tourists. In addition, it will help to build closer ties between the three capital city regions. We also believe that this tourism app can be expanded to include other counties and attractions in the Indiana First Region, and serve as a model for adoption across Indiana.





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FINANCIAL SUMMARY

Local Funding	\$0
Private Funding	\$0
Other	\$0
State/Federal	\$100,000
READI Funding	\$200,000
Total	\$300,000

TIMELINE

202	1	2022	2023	2024	2025	2026
ŀ	Key:	Prelim. Planning/ Cost Estimate	Funding App. & Contracts	Programming, Design, & Bidding	Construction/ Implementation	

TOURISM



CONTACT

MARC STECZYK

Indiana Destination Development Corporation

812-937-2330

msteczyk@visitindiana.com

LINCOLN AMPHITHEATRE IMPROVEMENTS

The Lincoln Amphitheatre was built in 1987 We seek READI funds to construct the first two on property owned by Lincoln State Park. The Lincoln Boyhood Drama Association (LBDA) was founded to spearhead a grassroots effort to construct the Amphitheatre and has since been dedicated to paying tribute to the life of President Lincoln each theatre season. LBDA takes great pride in the celebration of President Lincoln's life on a stage nestled in the very woods walked by him and his family from the time he was seven years old until he was 21 formative years in his extraordinary life. The Amphitheatre has seen ebbs and flows over its 35 year history, but the last five years have seen steady and consistent growth in attendance and performance variety. So much so, that all 1,500 seats, including season tickets as well as general admission, regularly sell out. Season tickets are primarily held by locals and the facility is also available for schools and dance studios for competitions and recitals.

Development Indiana Destination Corporation (IDDC), under an operating agreement with the Indiana Department of Natural Resources, has worked hard to improve the venue's production infrastructure over the course of the past six years with the hope that, eventually, the venue could be expanded from its current 1,500-seat capacity by 800-1,000 additional seats. Before seating capacity can be expanded, restroom facilities and the concession stand need expansion to serve current at-capacity crowds. The existing parking supply is inadequate when the Amphitheatre is at capacity and often times guests must park in the perimeter lawn or along the road. Expanding and re-striping the parking area is also needed to accommodate future seating increases.

phases of a three-phase expansion:

Phase 1) Renovate existing restrooms, concessions, and box office buildings to support 2,500 seats, as compared to the existing 1,500.

Phase 2) Renovate and expand the current 330 stall parking lot to accommodate 550 to 600 vehicles.

Phase 3) Expand capacity to between 2,300 and 2,500 seats.

Phase 1 would be a combined \$2.2 million investment and additional financial details and renderings will be available within 60 days. Phase 2 improvements would cost approximately \$1 million. A future Phase 3 is currently estimated at another \$2.2 million. Such an expansion would allow for attraction of more contemporary artists. In addition to obvious tourism benefits. an expanded Amphitheatre would contribute to local quality of life and help area businesses in employee retention and attraction efforts.

PROJECT PARTNERS

- Indiana Destination Development Corporation
- Indiana Department of Natural Resources
- Lincoln Amphitheatre
- Lincoln Boyhood Drama Association
- Lincoln State Park

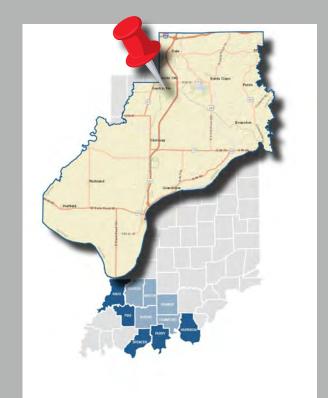


The Amphitheatre improvements will have both a local and regional impact. In 2019 alone, tickets were sold in 139 Indiana municipalities and 24 states, including Washington D.C...literally, all over the country and the state. Additionally, by simply existing in a rural area and selling affordable tickets, we drive significant local and regional attendance, allowing folks from all walks of life to experience the arts in an accessible and esteemed setting.

Due to the steady growth over the previous five years, IDDC is confident the proposed improvements are sustainable. Having this one-of-a-kind amenity in Southern Indiana brings tourists to the area and helps turn Spencer County and the entire region into a destination and not just a day trip. The Amphitheatre is the largest venue for live performances in the region and one of the largest covered amphitheaters in the state, offering a unique experience unlike that of other venues.



SUMMAR Local Funding



FINANCIAL SUMMARY

Local Funding	\$0
Private Funding	\$0
Other	\$600,000
State/Federal	\$0
READI Funding	\$2,650,000
Total	\$3,250,000

TIMELINE

2	202	21	2022		2023		2024			2025			2026									
		Key:		Preli Plan Estin	m. ning/ nate	Cost		Fund Cont	ling Ap	ър. &		Progr Desid Bidd	rammir gn, & ng	ng,		Cons Imple	tructio ementa	n/ ation				



BUDGET SUMMARY

CONTENTS

Budget Introduction	204
Budget Summary Table	206



The Pantheon, Vincennes, IN



Lincoln Amphitheater, Spencer County

BUDGET INTRODUCTION

The following budget table will demonstrate the significant regional and state wide impact Indiana First Region provides. A summary of the Indiana First Region shows a total project impact of \$1,229,908,492. Locally, the region provides \$112,448,190 of match with a READI request of \$67,024,694. The local leverage combined with READI unlocks a private investment of \$976,298,925. The 47 projects cover a range of opportunities and meet a number of region and state goals and needs.

Indiana First Region recognizes that this process is best when working in collaboration with the IEDC to identify the projects that best meet the needs of the state and region, while providing the greatest return on investment. The Indiana First Region looks forward to working with IEDC to unlock this investment.

Below is a further explanation of how the budget table is organized.

Private / Developers

This category makes up the largest investment category. At \$976,298,925, this significant commitment is comprised of a variety of sources including business capital investment, housing development, and program development that provides investment in rural communities of the region. These investments will have a local and regional impact and will attract new residents and talent.

Local Funding Sources

Each County and Community will employ a variety of funding mechanisms and tools to leverage this significant investment. These include, but are not limited to: Economic Development Income Tax (EDIT), Tax Increment Financing (TIF), both conventional and residential, Tax Abatement, Rainy Day Funds, Riverboat Funds, Convention and Visitors Bureaus, Public Utilities, Port Authority, County, City, Town, Parks, and Township funds, Solid Waste, Bonds, and Educations Funds.

Other Sources (Community Foundations, Community Fundraising, etc.)

Private donations, Community Foundations, statewide foundations, and business contributions comprise portions of this funding category.

State and Federal Government Funds

To achieve such a diverse and impactful palette of projects, a variety of State and Federal funds will be employed to accomplish the robust investment. These sources include, but are not limited to: EDA, Indiana Destination Development Corporation, SR3 funds, USDA grans and loans, ARP funds, OCRA, and FHWA.

READI - GAP

Each project identifies the amount of READI gap that is necessary to incent the project and have a regional impact. These incentives include items such as providing developer incentives, installing critical infrastructure, and kick-starting key programs among others. Each project description will go into greater detail on the use of the READI funds. The total READI gap is \$67,024,694.

Percentage of READI ROI (Return on Investment)

The Investment Leverage column indicates the return on investment of READI by IEDC. The return on total investment for IEDC of READI is 1835%.



Pick Perry Marketing Campaign, Perry County



STEM Camp, Elmer Buchta Technology Center, Pike County

BUDGET SUMMARY TABLE

PROJECT NAME	PRIVATE INVESTMENT	LOCAL LEVERAGE	OTHER SOURCES (FDTNS., ETC.)	STATE/ FEDERAL	READI	TOTAL	% OF READI ROI
HOUSING PROJECTS							
REGIONAL RESIDENTIAL TIF DISTRICT PROGRAM	\$0	\$0	\$0	\$0	\$250,000	\$250,000	100%
KNOX COUNTY WORKFORCE HOUSING DEVELOPMENT	\$15,600,000	\$12,500,000	\$0	\$0	\$3,900,000	\$32,000,000	821%
PETERSBURG RESIDENTIAL SEWER EXTENSION & NEW HOUSING DEVELOPMENT	\$16,588,125	\$2,179,000	\$0	\$0	\$1,433,000	\$20,200,125	1410%
SPURGEON INFILL HOUSING DEVELOPMENT & WASTEWATER SYSTEM IMPROVEMENTS	\$500,000	\$0	\$0	\$5,637,457	\$500,000	\$6,637,457	1327%
PERRY COUNTY HOUSING DEVELOPMENT	\$65,950,000	\$1,550,000	\$0	\$0	\$2,700,000	\$70,200,000	2600%
HARRISON COUNTY WORKFORCE HOUSING	\$6,000,000	\$1,200,000	\$0	\$0	\$1,200,000	\$8,400,000	700%
BACK 9 HOUSING DEVELOPMENT	\$4,000,000	\$1,070,537	\$0	\$0	\$769,632	\$5,840,169	759%
ORCHARD ESTATES SUBDIVISION	\$4,400,000	\$746,000	\$0	\$50,000	\$400,000	\$5,596,000	1399%
HOLIDAY VILLAGE HOUSING EXPANSION	\$25,000,000	\$1,900,000	\$0	\$0	\$1,350,000	\$28,250,000	2093%
RICHLAND HOUSING DEVELOPMENT	\$40,000,000	\$3,200,000	\$0	\$0	\$2,000,000	\$45,200,000	2260%
ROSE HILL SUBDIVISION	\$10,000,000	\$700,000	\$0	\$0	\$600,000	\$11,300,000	1883%
DALE WASTEWATER IMPROVEMENTS	\$1,911,000	\$700,000	\$0	\$0	\$500,000	\$3,111,000	3111%
INNOVATION							
SOUTHWEST INDIANA INNOVATION FUND & ENTREPRENEURSHIP CENTERS	\$1,042,000	\$264,000	\$0	\$2,467,200	\$1,395,800	\$5,169,000	197%
RENEWABLE ENERGY HUB PROGRAM	\$525,000,000	\$50,000,000	\$0	\$0	\$5,000,000	\$580,000,000	11600%
ADVANCED BATTERY CLUSTER	\$4,350,400	\$1,449,800	\$0	\$0	\$1,449,800	\$7,250,000	500%
SOUTHWEST INDIANA INNOVATION NETWORK	\$0	\$0	\$0	\$0	\$1,071,000	\$1,071,000	100%
CONTROLLED ENVIRONMENT AGRICULTURE	\$90,000	\$30,000	\$0	\$0	\$30,000	\$150,000	500%

PROJECT NAME	PRIVATE INVESTMENT	LOCAL LEVERAGE	OTHER SOURCES (FDTNS., ETC.)	STATE/ FEDERAL	READI	TOTAL	% OF READI ROI
DOWNTOWN							
VINCENNES DOWNTOWN REVITALIZATION	\$2,805,000	\$935,000	\$0	\$0	\$935,000	\$4,675,000	500%
TELL CITY DOWNTOWN IMPROVEMENTS	\$34,047,550	\$7,958,500	\$0	\$14,712,500	\$5,383,200	\$62,101,750	1154%
PIKE COUNTY LIBRARY AMPHITHEATER	\$0	\$0	\$0	\$0	\$265,650	\$265,650	100%
QUALITY OF LIFE							
HAGEDORN SPORTS COMPLEX	\$0	\$1,080,588	\$1,000,000	\$500,000	\$1,000,000	\$3,580,588	358%
COMMUNITY RECREATION FACILITIES	\$2,531,000	\$200,000	\$0	\$0	\$200,000	\$2,931,000	1466%
HORNADY PARK IMPROVEMENTS	\$0	\$40,000	\$20,000	\$0	\$540,000	\$600,000	111%
PERRY COUNTY MENTAL HEALTH COALITION	\$0	\$0	\$250,000	\$0	\$290,000	\$540,000	186%
SAFE N.O.W. COMMUNITY CENTER	\$0	\$0	\$5,000	\$600,000	\$100,000	\$705,000	141%
PERRY CHILD CARE INITIATIVE	\$130,000	\$105,000	\$0	\$0	\$530,000	\$765,000	144%
LAUGH N' LEARN CHILD CARE EXPANSION	\$0	\$0	\$15,000	\$0	\$5,000	\$20,000	400%
REGIONAL BROADBAND EXPANSION	\$40,300,000	\$3,042,010	\$0	\$16,300,000	\$7,967,990	\$67,610,000	849%
TALENT ATTRACTION AND EDUCATION							
RENEWABLE ENERGY TECHNICIAN WORKFORCE TRAINING PROGRAM	\$0	\$0	\$60,000	\$0	\$235,000	\$295,000	126%
IVY TECH WORKFORCE TRAINING AND ENHANCEMENT	\$0	\$0	\$300,000	\$0	\$3,758,060	\$4,058,060	108%
HARDWARE STORE SCIENCE	\$0	\$0	\$111,000	\$0	\$342,000	\$453,000	132%
NURSING CAREERS PROGRAM	\$2,255,250	\$751,750	\$0	\$0	\$751,750	\$3,758,750	500%
CAREER PATHWAYS PROGRAMS	\$0	\$0	\$0	\$0	\$900,000	\$900,000	100%
PICK PERRY STRATEGIC TALENT ATTRACTION PROGRAM	\$90,000	\$270,000	\$115,000	\$0	\$750,000	\$1,225,000	163%

BUDGET SUMMARY TABLE (CONT.)

PROJECT NAME	PRIVATE INVESTMENT	LOCAL LEVERAGE	OTHER SOURCES (FDTNS., ETC.)	STATE/ FEDERAL	READI	TOTAL	% OF READI ROI
ECONOMIC DEVELOPMENT							
LANESVILLE BUSINESS PARK DISTRIBUTION CENTER	\$20,000,000	\$1,512,000	\$1,000,000	\$0	\$1,500,000	\$24,012,000	1601%
PETERSBURG WATER SYSTEM	\$9,448,000	\$0	\$0	\$4,190,518	\$1,682,932	\$15,321,450	910%
SOUTHWEST INDIANA MEGASITE REVOLVING LOAN PROGRAM	\$3,000,000	\$787,500	\$0	\$0	\$750,000	\$4,537,500	605%
GENERATION SPRINGS - SOUTHWEST INDIANA MEGASITE - PRIVATE DEVELOPMENT & SEWER EXTENSION	\$0	\$55,000	\$0	\$0	\$220,000	\$275,000	125%
CANNELTON WASTEWATER UTILITY IMPROVEMENTS	\$0	\$2,476,285	\$0	\$6,835,500	\$1,450,000	\$10,761,785	742%
PERRY COUNTY RIVERVIEW INDUSTRIAL PARK	\$114,051,000	\$8,450,220	\$0	\$3,129,960	\$5,393,880	\$131,025,060	2429%
HOOSIER SOUTHERN RAILROAD	\$22,209,600	\$6,436,000	\$0	\$13,511,548	\$2,700,000	\$44,857,148	1661%
PREVIOUSLY MINED PROPERTY CASE STUDY	\$0	\$0	\$10,000	\$0	\$250,000	\$260,000	104%
SPENCER COUNTY SHELL BUILDING	\$5,000,000	\$0	\$0	\$0	\$600,000	\$5,600,000	933%
SANTA CLAUS WATER	\$400,000	\$0	\$0	\$1,500,000	\$400,000	\$2,300,000	575%
TOURISM							
REGIONAL TOURISM, MARKETING, AND VISITORS CENTER	\$0	\$459,000	\$312,000	\$804,000	\$725,000	\$2,300,000	317%
CAPITOL CITY TOUR APP	\$0	\$0	\$0	\$100,000	\$200,000	\$300,000	150%
LINCOLN AMPHITHEATER IMPROVEMENTS	\$0	\$0	\$600,000	\$0	\$2,650,000	\$3,250,000	123%
TOTAL	\$976,298,925	\$112,448,190	\$3,798,000	\$70,338,683	\$67,024,694	\$1,229,908,492	1835%

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IMPLEMENTATION

CONTENTS

Implementation Authority	212
Structural Changes	
Stakeholders, Partners, & Institutions	214
Benchmarks & Other Metrics	
Measurements	
Investment Criteria	

IMPLEMENTATION AUTHORITY

The Southwest Indiana Development Council (SWIDC) was formed as a 501(c)3 to increase the diversity and number of population and improve skills all for creating and maintaining jobs and attracting investment in the southwest/ south central counties of Crawford, Daviess, Dubois, Gibson, Harrison, Knox, Martin, Orange, Perry, Pike, Posey, Vanderburgh, Warrick, and Spencer.

The counties have been working together as a regional unit for over 30 years, when the first bylaws were adopted in 1987. See bylaws in the Appendix. The counties understood that to retain and attract residents, employees, and businesses, they needed to pool resources and work together to highlight their amenities and tackle issues together.

Currently the organization has an Executive Committee which includes:

- Voting Members
- Chairman (CEO)
- Vice-Chairman
- Sectary
- Treasurer
- Executive Officer Representatives of the Voting Membership of a Single Organization engaged full-time in the field of economic development

Non-voting Members

- University of Southern Indiana and/or Purdue University
- WorkOne (Indiana Works Council Regions 8, 10 & 11)



STRUCTURAL CHANGES

SWIDC has made structural changes to implement the regional economic acceleration + development initiative (READI). The following paragraph summarizes the changes in the implementation process once the approval is granted by the IEDC which are consistent with Indiana Code 36-7-39.

A new committee, the READI Regional Committee, has been established. The committee will be responsible for conducting, updating, and execution of the plan, the application process for the READI grant, and the administration of the grant. As part of this, a new bank account for the Indiana First was established to keep the finances separate from the finances of SWIDC. The member counties of the Indiana First Regional Committee will be solely responsible for any debts, expenses, or other costs that arise from Indiana First activities.

The five counties who selected Indiana First as their primary region may participate on the regional committee. The committee will consist of a total of 15 individuals. The participating counties will appoint their members, one of which will be the local economic development officer (LEDO) for the County unless the county does not have a LEDO. The other two members can represent the county in any other manner the county considers appropriate. Per the direction of the IEDC, the participating counties understand the importance of engaging anchor institutions and key employers in this process.

STAKEHOLDERS, PARTNERS, & INSTITUTIONS

This plan and many others in the region have been developed by a group of stakeholders, local economic development officials, elected and appointed officials, employers, nonprofits, institutions, and partners have been actively engaged to identify the key issues and needs of the region. Initially, at the start of this process, since it was concurrent with the Resiliency and Recovery Plan for the Indiana 15 Region, the stakeholders again came together to discuss how this, and other planning efforts aligned with the State's goals of the READI plan. Ultimately, the stakeholders determined the issues and needs of the region needed to be focused on building population and fostering talent through development of quality of life issues which would be focused on an implementable strategic policy and action plan rather than a long-term land use policy plan. The Indiana First Regional Development Plan was guided by weekly meetings of a cross-sector, multi-county Task Force. The individuals involved in the Task Force can be found on the acknowledgments page. The Task Force supplied contact information for focus group participants, insight into regional issues, guidance on the vision and goals, development of region-wide programs and projects, and guidance of the plan's strategic direction. The Task Force confirmed the Plan at its September 29, 2021 meeting.

Additionally, throughout this process, the Indiana First Region has been engaged with other regions include the Indiana Uplands Regions: Region: Regional Opportunity Initiative, Inc., Southern, IN: Our Southern Indiana RDA, and the West Central: Wabash River RDA. This has been a natural occurrence due to the overlap

between the numerous county memberships in other regional organizations and other READI regions.



BENCHMARKS & OTHER METRICS

The Indiana First Region has selected the Central Western Slope Region in Colorado, the One East Kentucky Region, and the Central Illinois Region as its three benchmark regions to measure progress. These three regions have similar characteristics to the Indiana First Region based on a variety of attributes. While not all attributes are an exact match, they all have a variety of characteristics and have faced similar issues such as broadband connectivity, lack of housing, loss of coal jobs, and seasonal tourism. They have capitalized on similar opportunities such as renewable energy, agriculture, agribusiness, transportation logistics, regional tourism, recreation tourism, natural and tourist designations, and small town and rural character. These communities are generally outside of a major metropolitan area and how they have transitioned could provide valuable benchmarks for the Indiana First Region.



Big Sandy Community & Technical College Pikeville, Kentucky

One East Kentucky Region

The One East Kentucky Region is a nine county region located in southeast Kentucky. The region includes the counties of Floyd, Johnson, Knott, Lawrence, Letcher, Magoffin, Martin, Perry, and Pike. The One East Region is known for its entertainment venues including the Forum at Hal Rogers Center in Hazard, KY, the Country Music Highway Museum in Paintsville and the Eastern Kentucky Exposition Center in downtown Pikesville. The region has tremendous infrastructure with four major highways including a four-lane divided highway cut through the mountains, a railroad line, and the relocated Levisa Fork of the Big Sandy River. There is access to University of Pikeville and two technical college systems, an abundance of outdoor recreation and draws tourists with white water rafting, rock climbing, and kayaking. The area has been hard hit by the transition in the coal industry, especially Pike County and

the immediate surround counties. The targeted sectors include aerospace, automotive, energy, food, beverage, & agriculture, healthcare, technology & call centers, and wood products.

BENCHMARKS & OTHER METRICS (CON'T)



Macon Motor Speedway Macon, Illinois



City Hall Downtown Montrose, Colorado

Central Illinois Region

The Central Illinois Region is considered the center of agricultural in Illinois. With twelve counties in its region, there is a diversity and richness to this region. This region includes the counties of Cass, Menard, Logan, Scott, Morgan, Sangamon, Macon, Greene, Macoupin, Montgomery, Christian, and Shelby. The region is considered to have an abundance of natural resources, be in a prime location with established industries, with a safe, and efficient multi-modal transportation system, and be ripe for future business and investment opportunities. The prominent industry clusters are food manufacturing, fabricated metal manufacturing, hospitality & tourism, healthcare, paper manufacturing, marketing/sales, and agri-business. The region has access to seven universities and colleges, five local colleges and four specialized degrees programs.

Central Western Slope Region, Colorado

The Central Western Slope Region includes the counties of Delta, Gunnison, Hinsdale, Montrose, Ouray, and San Miguel. There are a number of small, vibrant communities that are at the heart of breath-taking landscape that provides access to recreation, culture, gigabit broadband, education, an abundance of land, transportation including air and rail. It's key industry clusters are outdoor recreation, health and wellness, advanced manufacturing, energy & natural resources, and food & agriculture. It was selected as a comparable region because of its similar characteristics to Indiana First including its topography and natural resources including a national park and nationally designated recreation and public lands, and its transition from coal to renewable energy including solar and wind.

MEASUREMENTS

BENCHMARK	INDIANA FIRST, INDIANA BASE YEAR	BENCH ONE EAST KENTUCKY REGION, KENTUCKY	IMARK COMM CENTRAL ILLINOIS REGION, ILLINOIS	UNITIES CENTRAL WESTERN SLOPE REGION, COLORADO
HOUSING				
Number of New Residential Building Permits	4%			
Number of Residential Building Improvement Permits	TBD			
INNOVATION				
Number of New Business Starts	TBD			
QUALITY OF LIFE				
% Change in Population	-0.1%			
Number of Licensed Childcare Facilities	73			
Number of Blighted Buildings Demolished	TBD			
TALENT ATTRACTION & EDUCATION				
% Change in Enrollment				
% Change in Graduation Rates	29.27			
Increase in Upskill / Reskill Adult's in Technical Skills	6			
ECONOMIC DEVELOPMENT				
Per Capital Income (% Change)				
Labor Force (% Change)				
% Growth in Income Tax	TBD			
% Growth in Assessed Value	TBD			
TOURISM				
%Change in Visitors				
% Change in Visitors to an Attraction	TBD			

The data for measurements were selected based on four key factors. The chart on left will be update after discussions with IEDC and the First Indiana Regional Committee regarding the validity of these benchmark measurements based on the selected projects to be funded.

- Do not re-invent the dashboard. The 21st Century Southern Indiana Gateway Talent Region has a dashboard of indicators they must track that overlaps with this region.
- The data must be easily obtainable and tracked so that as conditions changed policy and projects can be changed.
- Indicators need to be connected to the issues and needs identified earlier in the plan.
- Needs to be current enough to be relevant so elected officials, economic development officials, businesses, and community leaders can proactively make changes.

The following criteria need further discussion and evaluation regarding available data for the region:

- % Growth in Income Tax
- % Growth in Assessed Value
- % Change in Visitors to an Attraction



INVESTMENT CRITERIA

Based on the types of projects and programs and the metrics for benchmarks, the Indiana First Region offers a series of criteria to evaluate projects for funding. The Indiana First Region will contemplate a variety of criteria that considers the issues and needs of the region, and the impact and effectiveness of the projects and programs to fully leverage all public and private investment in the region.

- **Relevance:** how directly will be project address the issues or needs of the region?
- **Impact:** what difference does the project make on the long-term impact in terms of the key benchmarks?
- **Sustainability:** what is the long-term maintenance program of the project once completed if one is needed?
- **Coverage:** how much of the population is affected by the project?
- **Effectiveness:** can the project be benchmarked to measure its effectiveness?
- **Efficiency:** are the resources well used for this project to produce a successful outcome as compared to others?
- **Net Present Value:** What is the net present value of the project?



APPENDIX

Stakeholders & Execution	222
Stakeholder Engagement	224
SWOT Analysis	
Resolutions	234
Letters Of Support	240
Demographic and Economic Analysis	254
Crawford County	254
Daviess County	
Dubois County	262
Harrison County	266
Knox County	270
Martin County	274
Orange County	278
Perry County	282
Pike County	
Spencer County	290

STAKEHOLDERS & EXECUTION

Throughout the process, the Indiana First Committee (IFC) that was created for the project was involved in every decision and discussion. They were critical in collaborating with the stakeholders, officials, partner organizations, key institutions, and employers representing their community's wants and needs, and overall development of the plan. Several weekly meetings took place from early July through the end of September including meetings with the IFC and a day of focus group meetings. Each of these meetings are listed below:

July 7, 2021 - IFC Meeting #1

The first meeting was the kick-off for the project. During this meeting, the Indiana First Committee members and consultants were introduced to one another, and an overview of the process and schedule was reviewed. During the meeting, consultants asked for additional planning documents to review, collected ideas from the members about a logo, started to identify ideas for projects that could be incorporated into the plan, and discussed having focus group meetings. The Indiana First Committee suggested names and contact information for various stakeholders, business representatives, and other representatives of the communities to participate in focus group meetings.

July 12, 2021 - IFC Meeting #2

The second meeting was focused on the development of the vision and branding for the plan. Several strengths, weaknesses, opportunities, and threats to the region were identified within each of the counties. Several draft logo ideas were presented to the Indiana First Committee in which a preferred idea was identified.

July 19, 2021 - Focus Group Meetings

During the third week of the project, the weekly Indiana First Committee meeting was replaced with 14 focus group meetings which occurred throughout the day. During these meetings, the stakeholders, business leaders, and other representatives and community members participated in informal meetings to discuss the strengths, weaknesses, opportunities, and threats within their communities. A summary of the conversation can be found in the SWOT analysis later in the Appendix.

July 26, 2021 - IFC Meeting #3

A presentation of the focus group meeting feedback was provided as well as analysis on socioeconomic conditions and industry clusters. A more detailed discussion ensued with the Indiana First Committee regarding funding preliminary projects and their preliminary budgets. Projects were requested to be submitted over the next two weeks through a submission form on the project website created for the plan.

August 2, 2021 - IFC Meeting #4

This meeting was the first hybrid in-person and virtual meeting. IEDC announced a project extension of four weeks which changed the due date of the project from August 31, 2021, to September 30, 2021. During this meeting, the draft vision statement was presented and reviewed by the group. The group discussed common themes among projects, and began to categorize the project submissions in advance of the creation of the plan. The consultant team members held one on one meetings with stakeholders to work on identifying and submitting projects and answering questions.

August 9, 2021 - IFC Meeting #5

A revised vision statement was presented at the fifth Indiana First Committee meeting. Final questions were asked and answered concrening the project submissions.

August 18, 2021 - IFC Meeting #6

During this meeting, the Indiana First Committee and consultants reviewed all project submissions together as a group. The original meeting scheduled for August 23 was canceled.

August 30, 2021 - IFC Meeting #7

During this in-person meeting, the Indiana First Committee reviewed the project information submitted to date. Several thoughts were shared including ideas by the consultant team about projects that could be included in the final plan that were not submitted but identified in other existing plans, and the possibility of turning some programs and projects from an individual community or county-wide project to a regional one. The focus of this meeting was to organize projects and to review regional projects to make them stronger.

September 7, 2021 - IFC Meeting #8

The purpose of this meeting was to finalize all projects that were submitted and identify additional information that was needed. Such items included letters of support, additional reports, plans, graphics, updated budgets, and an estimated timeline for each project.

September 13, 2021 - IFC Meeting #9

A draft document of the project sheet was presented at the meeting for review. Individual follow-up meetings were scheduled for each of the counties to review the additional information provided for each project and supporting text.

September 20, 2021 - Budget Review

The consultant team met with the Indiana First Committee to review the submitted project budgets and further prioritize projects in order to reduce the total READI funding request.

September 27, 2021 - IIFC Meeting #10

In the final meeting with the committee the group reviewed the budget a second time and a preliminary draft of the full report was presented and confirmed.

Several one-on-one meetings took place throughout the process to allow Indiana First Committee members to work with the consultant and ask questions about the plan. These meetings were used for more detailed conversations related to their submitted projects, additional information that was needed for the plan, and to answer outstanding questions and concerns anyone had.



Screenshot of the Zoom screen from one focus group meeting



Screenshot of the Zoom screen from one focus group meeting



STAKEHOLDER ENGAGEMENT

Harrison County

How we formed our committee

The Harrison County Economic Development Corporation (EDC) discussed the READI program and considered joining with other READI regions that were working on regional plans. After evaluating different options, the EDC Board determined that joining with the Southwest Indiana Development Council (SWIDC) would be the best fit for our community. Harrison County has been a partner with SWIDC for more than ten years working together on marketing programs. The EDC board is the committee that made decisions regarding our projects and the EDC Executive Director participated in the process with direction from the EDC Board.

How we engaged the public

The Executive Director made a presentation to the County Commissioners in a Public Meeting to explain the decision of the EDC Board to join with SWIDC/Indiana First to participate in the READI application. A draft of a Resolution was presented to the Commissioners for their review. Discussion at the public meeting about possible projects then took place and updates from the EDC were recommended. The Executive Director presented updates to the County Commissioners at two additional public meetings and at the fourth public meeting that the projects were discussed, the Commissioners approved a Resolution stating their support of the READI application and the projects for Harrison County. One of the projects required significant funding and a request was made to the County Commissioners and the County Council to appropriate \$1,012,000 to extend Natural Gas to the Lanesville Business Park in an attempt to recruit a company that would build a distribution center. This process required 3 additional public meetings for the Commissioners and the Council to approve the funds and to sign an agreement to insure the funding was in place. The public had opportunities to participate at all of these meetings and they asked questions and provided input.

How we identified the projects that were submitted

The Harrison County EDC recommended projects that were realistic for completion and that we were certain we could obtain matching funds. Therefore, the EDC recommended two projects that we proposed but funding was needed in both cases to support the expansion of the needed infrastructure. The extension of Natural Gas to our Lanesville Business Park required \$1.12 million and the County government approved the funding. This provides municipal matching funds and the private investor proposed a \$20 million investment in the site development and construction costs so the significant matching funds are in place to support a READI application.

Additional infrastructure discussions took place with the Harrison REMC, which provides electric power at the Business Park, the Ramsey Water Company, which provides water, the Harrison County Regional Sewer District, which owns the Wastewater collection system, and the Town of Lanesville Utilities, which owns and operates the Wastewater Treatment Plant that serves the area of the Business Park. All of these utilities were able to provide the needed

service for the distribution center project but any additional growth in the area will require significant investment to expand the Sewer and Water utilities. Discussion with the utilities and their engineers took place and estimated costs were obtained to support the expansion of these utilities so new commercial and industrial growth can be directed to the Business Park area. The other project proposed includes the establishment of Workforce Housing for our entire region. Ahousing developer has proposed more than \$6 million in site work and investment in homes for the first phase of a project. However, the Wastewater Collection system and the Treatment Plant cannot accommodate this growth without major improvements. The EDC proposed the READI grant as a possible solution and the Harrison County Regional Sewer District met with engineers and provided cost estimates for the improvements to their collection system and an expansion of the Treatment Plant.

The anchor institutions in Harrison County

Harrison County Government - Approved a Resolution to support the EDC participation with SWIDC/Indiana First READI plan and approved funding for infrastructure to support business development and workforce housing. Members of the Commissioners and County Council also serve on the EDC Board of Directors so they were involved in the project planning. The County initiated the planning for the Regional Sewer District about 15 years ago and they continue to support the RSD. The County Engineer was involved in the planning of both of our projects and spoke at public hearings about the highway impact and other matters regarding the developments.

Harrison County Economic Development Corporation - The EDC initiated the connection with SWIDC officials and participated in all of the READI planning activities. Matching funds were needed to support the planning process and the EDC provided these funds to support the region. The EDC participates in many regional marketing and development projects and was involved in all of the planning for the two projects proposed in the SWIDC/Indiana First READI Plan.

Harrison County Community Foundation - The Foundation has a member on the EDC Board and was involved in the planning of the projects. The Executive Director was provided updates on the projects and wrote a letter of support from the Foundation. Infrastructure funding is not a typical priority for the Foundation so they were not involved in the plan financially.

Chamber of Commerce of Harrison County - Members of the Chamber of Commerce Board also serve on the EDC Board and they participated in the planning for the projects. The Chamber of Commerce President also provided a letter of support for the projects.

Town of Lanesville - The Town Utility provides Wastewater Treatment for the Lanesville Business Park and the Town Council President and their staff and Engineer were involved in the planning for the project to prepare for new business development.

Indiana Utilities - This private company is the only natural gas provider in the county and they participated in the project planning because they needed to extend service to the Lanesville Business Park to potentially recruit a distribution center company. The gas company also serves the Housing Development and they were

involved in the planning to provide natural gas to the Workforce Housing expansion project.

Harrison REMC - The Electric provider for the Lanesville Business Park is one of the closest partners to the EDC and they provide assistance toward many of our development projects. The local manager is on the EDC board and he provided a letter of support for the Lanesville Business Park project.

Ramsey Water Company - They are the largest water company in our county and they serve the Lanesville Business Park. Management Staff met with EDC representatives to discuss needs to provide adequate fire protection for the proposed distribution center project and for future growth in the area of the Business Park. The water company also serves the Workforce Housing project area and was involved in the planning for that development project.

Harrison County Regional Sewer District - The organization serves the area where both of our projects will take place. The RSD will begin the process of a major expansion project to accommodate the Workforce Housing project and to expand their service in the area around the Lanesville Business Park. Elected officials appoint all members of the RSD board and 2 elected officials serve on the RSD board.

Town of Corydon - Indiana's first State Capitol and the largest municipality in Harrison County, Corydon is clearly an anchor in our community. However, both of the projects submitted for the SWIDC/Indiana First Plan are in other parts of the County so with the exception of Elected Leaders from Corydon being involved in planning and decision making, the Town was not directly involved in these projects.

Anchor Institutions

"Anchor institutions are large, usually nonprofit organizations tethered to their communities, like universities, medical centers, or local government entities. They have significant economic and social impact on their communities, and they also have an economic self-interest in making sure these communities are healthy and safe."

From the US National Academies Press, report issued by the National Academies of Sciences, Engineering, and Medicine, the National Academy of Engineering, the National Academy of Medicine, and the National Research Council

Knox County

The Knox County approach to organizing and developing initiatives for the READI grant opportunity has been collaborative, regional, and inclusive. The core steering team (see attached biography sheet) was organized by local county, municipal, and economic development leadership, with a focus on industry-oriented needs, such as industry attraction, talent retention + attraction, and quality of place + opportunity projects.

As the steering team identified key stakeholders and anchor institutions, multiple subcommittees were formed to help develop and prioritize the projects and programs which were ultimately submitted for regional consideration. Anchor institutions and sectors engaged in the effort include, business leaders, Knox County Council and Commissioners, the Cities of Vincennes and Bicknell, Knox County Indiana Economic Development, Vincennes University, Good Samaritan Hospital, The Pantheon, Purdue University, Knox Chamber of Commerce, local school corporations, and the Knox County Visitors and Tourism Bureau, among others. Representatives from each of the listed organizations served as committee members and contributors to the plan, assisting in the development of project/program details and budgets.

Identification and prioritization of the projects + programs evolved during the process, with ongoing guidance provided by the core steering team. Communication with the IEDC and the Indiana First regional planning committee was constant during the course of the process, which helped refine our decision making.

Throughout the planning period, a number

of public and media opportunities were used to disseminate information about the READI program, and to solicit input. Local and regional newspaper + broadcast media have reported on our efforts, and multiple public council meetings included updates and discussion of the plan.



Perry County

How did your county form their committee?

The Perry County Commissioners determined to select a committee of 7 of representatives of public and private entities that would represent the various activities that yield economic, social, education and social development for the county. This was increased to 9 organizations when it was determined some areas were not being well represented. The organizations were represented by their top administrative person or a surrogate as determined by the organization. The organizations are:

- 1. Perry County Community Foundation
- 2. Perry County Development Corporation
- 3. Perry County Convention and Visitors Bureau
- 4. Perry County Port Authority
- 5. Tell City Redevelopment Commission
- 6. Perry County Chamber of Commerce
- 7. Ivy Tech, Tell City Campus
- 8. PSC Fiber Optics
- 9. Tell City Regional Arts Council

How did your county engage with the public during this process?

The county engaged through these 9 organizations which represented the vast number of organizations and individuals they work with to determine the projects that are meeting the goals of the READI program, which is to increase population growth in local communities and the state.

How did your county identify the projects that Who are the anchor institutions in your county? were submitted?

The members of the Perry County committee met to develop a comprehensive list of initiatives happening in the community and each committee member was assigned a focus area to reach other local partner entities. Information was collected and compiled by the committee members. The committee selected those projects submitted by the members of the committee and other institutions and individuals that were reached out to that fit the goals of the READI program. Once assembled, the committee held three work-sessions to identify prospective programs and projects to be included within the Indiana First Region's READI application. The group considered quality of place & quality of life, innovation & entrepreneurship and talent development and attraction within the context of our county, being cognizant of recent and upcoming developments as well as various barriers that if removed, have the potential to accelerate local and regional population growth. We also considered local untapped assets and opportunities.

The Committee also relied upon the involvement of committee members in other relevant areas including local comprehensive planning efforts, health and wellness initiatives, organizations and committees focused on improving local quality of life and place, child-care, etc.

Indiana 15 Regional Planning Commission was also involved in the committee's project selection process as they are aware of a wide array of previously identified programs and projects included in the CEDS.

The Perry County anchor institutions were identified as 8 of the 9 Committee member entities with the exclusion of PSC. This core group represents those organizations that have been instrumental in the planning and execution of projects and programs promoting economic growth and access to opportunities for our area citizens.

Additional anchor institutions are Tell City-Troy Township Municipal School Corporation. Perry Central Municipal School Corporation and Perry County Memorial Hospital which were involved through the outreach of the committee members.

How/were these institutions involved in the process?

Each organization leader was asked for input on current and future initiatives and those that are projected to be in development in the near future. Each entity also collaborated with other influential organizations in their service area. As an example, Ivy Tech corresponded with and represented the county school systems to cover all formal education factors. Perry County Memorial Hospital was included in conversations so the medical community was not left out of the planning activity.

Pike County

How did your county form their committee?

Our committee was formed through Pike County Economic Development Corporation's Executive Board. This body is made up a good combination of local business leaders and elected county and city officials that know the pulse of our community and region.

How did your county engage with the public during this process?

The projects and programs that were selected to be in Pike County's READI application include well-thought projects that were analyzed by the public through Petersburg's Comprehensive Plan that was completed in 2019 and the Pike County I-69 Interchange Master Plan that was completed in 2018. Both planning and design processes entailed numerous public and stakeholders input meetings to gauge different needs of the community.

How did your county identify the projects that were submitted?

Pike County identified the projects and programs based on the level of need to achieve success for population growth and economic development initiatives.

Who are the anchor institutions in your county?

Pike County Economic Development Corporation, Pike County Progress Partners, Elmer Buchta Entrepreneur & Technology Center, AES, Bowman Family Holdings, Southwest Indiana Megasite, Sisson Steel, Discover Downtown Petersburg, Parsifal Corporation, GPC, WIN Energy REMC, German American, Midwestern Engineers, Pike County

Community Foundation, Pike County Library, Pike County School Corporation, Ivy Tech, Vincennes University, and of course Pike County Government, City of Petersburg, Town of Spurgeon and Town of Winslow.

How/were these institutions involved in the process?

Representatives from every organization participated in identifying needed projects, programs, and /or infrastructure. Several of these entities participated during the planning process and then gathering the needed data and budgetary items to move forward in the READI application selection.



Spencer County

How did your county form their committee?

The Spencer County committee was formed through Lincolnland Economic Development Corporation's (LEDC) Executive Director Valerie Schmidt. Valerie reached out to her board of directors, the Spencer County Commissioners, the Spencer County Council, and the Spencer County Regional Chamber of Commerce. The three-person taskforce was established as Valerie Schmidt (LEDC), Kathy Reinke (Chamber), and Heather Gries (Spencer County Commissioner & LEDC board member). With our communications and reach throughout our county and regional partners, there is extensive knowledge of county needs and plans to incorporate into the READI opportunity.

How did your county engage with the public during this process?

Community leaders and area stakeholders were brought to the table for engaging conversations and to discuss priorities for Spencer County, as well as ideas of what could spur additional collaborative efforts throughout the region.

How did your county identify the projects that were submitted?

The Spencer County Alliance (LEDC/Chamber/Community Foundation/Visitors Bureau) identified a comprehensive list of possibilities to increase population growth, enhance quality of life, and spur economic development. The list of initiatives included those in progress and those that are still a dream. Considering previous studies, plans, and surveys, the alliance was able to include efforts throughout all of Spencer County. The alliance team reached out to the partners and stakeholders to better understand

the stage of each project and encourage its submission for READI consideration.

Who are the anchor institutions in your county?

Lincolnland Economic Development Corporation, Spencer County Regional Chamber of Commerce, Spencer County Community Foundation, Spencer County Visitors Bureau, Saint Meinrad Archabbey, Spencer County Public Library, Lincoln Heritage Public Library, Oakland City University, Ivy Tech, North Spencer School Corporation, South Spencer School Corporation, Santa Claus Industrial Park, as well as Spencer County Government, and the Town municipalities Santa Claus, Dale, Grandview, Richland, Chrisney & Gentryville, and the City of Rockport.

How/were these institutions involved in the process?

Spencer County has conducted various planning processes and community-wide surveys through awesome initiatives such as the Hometown Collaboration Initiative, Connect Spencer County Broadband Initiative, REDI (Rural Economic Development Innovation Initiative w/ USDA), LEDC Strategic Plan, Spencer County Housing Study, Purdue Extension and their role with Leadership Spencer County, as well as Spencer County Coalition for better mental & physical health. We extracted data from each of these initiatives and multiple conversations to springboard the READI submissions.

SWOT ANALYSIS

Focus Group meetings were held throughout the day on July 19, 2021, to help identify the strengths, weaknesses, opportunities, and threats (SWOT) of the region. There were fourteen meetings in total which happened every hour and lasted for approximately 45 minutes. Many of the people invited to attend these meetings and share their thoughts were stakeholders, business owners, residents, representatives of various groups and organizations for the counties, cities, and towns across the region, government officials in local offices, and school representatives.

Strengths

The Indiana First Region has several strengths including the small town character of many of its rural communities, the existing tourism base that Holiday World, Grouseland, George Rogers Clark National Memorial, Indiana Military Museum, and the Hoosier National Forest bring in, safety within the communities, available land for development and bringing in businesses, and quality education opportunities for students. Quality of place is a selling point for many who may enjoy living in these small-town communities and be able to experience the natural beauty the region has to offer.

Vincennes University is a staple of the region that offers students a higher education. Several high school programs have started integrating training programs into their curriculum for workforce development opportunities. These programs were created to help students get a job out of high school. One of the goals of these programs is to not only educate and provide students with a new skill set to be able to join the workforce after graduation, but to help retain and stabilize a slowly aging and declining population. This will provide several of the understaffed trade jobs and businesses with a skilled workforce.

The region is a large manufacturer and provider of several resources and materials. In particular, the region has a strong agricultural presence across the state and is one of the top producers of fruits and vegetables in the U.S. and animal husbandry. Patoka Lake is the second largest reservoir in Indiana and provides water to 11 counties, many of which fall into the Indiana First Region. Additionally, the region is a large suppler of wood, is home to many automobile clusters, and has started placing an emphasis on expanding their electronic and technology industries.

Weaknesses

Across the groups who participated in the focus group interviews, there were two main weaknesses discussed within each group: affordable and quality housing and access to broadband services. Housing was determined to be a leading reason as to why the region is having a difficult time attracting families to move there. Many homes across the region were built in 1990 or before, and several homes have fallen into disrepair. It was also discussed that housing prices between \$120 to \$180 thousand were lacking, as well as workforce housing. Although there are many factors in recent years that may contribute to the lack of construction of new housing such as the increase in lumber prices, many individuals noted that the extension of utilities and lack of broadband access were part of the reason as well. Many communities have seen an increase in overall interest for people to move and settle down, but the lack of housing availability is deterring people from moving.

Broadband is a leading concern for rural communities not just in the Indiana First Region but across the nation. Several communities during the COVID-19 pandemic with little to no access to internet struggled because of the shift from going to work and school in person to having to work and learn from home. Rural communities have been left behind when it comes to the quality of service, they can be provided in comparison to what would typically be seen in more urbanized communities. The region came together to start a program that would supply broadband to many of these underserved areas. Without quality internet services which is now a necessity for every household, people may not move to the area which may contribute to the overall population decline, and aging population, the region is facing.

The aging population is a large concern, and a threat to the future of the region. Young professionals and families are not moving to the region. While this in part is due to the housing shortage, other reasons addressed includes quality jobs and opportunities for professionals to grow and expand their businesses.

There is an abundance of jobs available across the region which is good for the unemployed who are seeking work, but unfortunately these jobs continue to remain unfilled. This is not an issue just about the region, but a national issue that has seen a higher unemployment rate and people who may not want to work. While the work ethic of the population that exists in the region is great, the region is concerned that people are actively choosing to not work within some of the industries that need more employees, and that jobs opportunities for those with a more professional background are limited. Similarly, with the advancements in the technology and automation industries, a skilled, educated workforce is a concern for many businesses which could lead to individuals not applying for jobs if they do not meet those qualifications.

Opportunities

There are multiple opportunities for the region to expand on. Regional tourism is a draw for both Perry and Spencer Counties. With Holiday World being a huge summer attraction for families across the State and greater Midwest, and Hoosier National Forest offering activities such as hiking, kayaking and canoeing, camping, bird watching, fishing, and hunting for guests of all ages, the opportunity to expand attractions across the region is huge as there is already a tourism base that be drawn from and expanded. Several ideas including regional trail development may encourage people to travel across the counties and help boost the local economies of several cities and towns.

Another opportunity for the region would be to capture commuters who live outside the region but work inside the region to live there, and vice versa, capture the jobs of people living within the region but working outside of it. Finding a way of providing quality homes and offering jobs within a short distance of one another is something many counties can focus on. It helps keep the local economy stimulated and is convenient for residents and employees.

The expansion of affordable childcare services is an opportunity for every community across the region to work towards. Many of these

communities have very little childcare support and cannot serve much of the population who need it. The lack of affordable childcare services within the region leave many parents with having to chose between going to work or staying home to care for their child(ren). With the expansion of childcare services, the region will be able to not only increase job opportunities within the industry but allow parents to find jobs and return to work.

Downtown development in many of the communities across the Indiana First Region is a priority that was brought up in several of the meetings. While not regionally beneficial from one community to the next, each community can take time to build upon their existing assets and destinations to increase density, increase housing options, increase and support local businesses, renovate buildings, and focus on historic preservation of buildings or landmarks that may be designated as an attraction. Downtown revitalization directly affects local economies, increases property values, and attracts tourists. Through the beautification and enhancement of these downtown spaces, communities can expand upon and enhance open spaces which can be used for leisurely activities and events.

Threats

As discussed previously, the declining population and aging population is likely the largest threat facing the region. While there is a lot the region can offer in terms of quality of place, affordability, and slower lifestyle, it must be recognized that not all people want this lifestyle, or at least would like to have amenities and attractions nearby. Multiple factors have been identified for how the region can work to attract people and reverse the declining trend, but until the population increases the region is facing a serious problem.

Without a steady population or increasing population, it could discourage businesses and future residents from moving to many of the communities. The lack of young families and professionals in the region is a major concern if the region wants to continue to grow and diversify. Without this demographic, the community will continue to age leaving little workforce availability for businesses, and several

communities with weakened local economies. To prevent this, communities need to invest in quality of life assets and amenities such as trails and local or regional events and a variety of shops and restaurants for people to visit. Rural communities have many features that contribute to the overall quality of life offerings for people and visitors, but improvements can and should still be a focus if it will enhance, beautify, and increase the appeal of the community.

Another one of the biggest threats to the region is the loss of the coal mining industry. Several people will be left without jobs in the region that have to be replaced. One fear, however, is that this loss of jobs will pull those employees out of the region to work elsewhere. Additionally, the former space where the mining was taking place will be left unused and come with multiple challenges to repurpose for future development opportunities.

RESOLUTIONS

HARRISON COUNTY RESOLUTION

NO. 2021-05

A RESOLUTION OF THE HARRISON COUNTY COMMISSIONERS SUPPORTING PARTICIPATION IN THE SOUTHWEST INDIANA DEVELOPMENT COUNCIL REGIONAL READI GRANT PROGRAM

WHEREAS, the Indiana General Assembly in 2021 enacted, effective upon passage, the Regional Economic Acceleration and Development Initiative (READI) Fund pursuant to IC 5-28-41-7, et seq. which establishes the Regional Economic Acceleration and Development Initiative Fund to provide grants or loans to an eligible regional economic acceleration and development organization; and

WHEREAS, House Enrolled Act 1001 provides the Indiana Economic Development Corporation (IEDC) with the authority to spend \$500,000,000 under the READI Fund by providing up to \$50,000,000 in funds to regional organizations with the mission of accelerating efforts to attract and retain talent by working together to create high quality, vibrant, and dynamic places that stand out from a crowded field of options; and

WHEREAS, thirteen counties in southwest Indiana (Crawford, Daviess, Dubois, Gibson, Harrison, Knox, Martin, Orange, Perry, Pike, Spencer, Vanderburgh, and Warrick) now known as the Southwest Indiana Development Council (SWIDC) have been working together to advance economic prosperity in the region for more than 30 years; and Harrison County is a member of this regional organization; and

WHEREAS, IC 5-28-41-4 provides that a "qualified nonprofit organization" formed as a partnership between regional stakeholder entities and led by the private sector that includes two or more adjacent counties may apply for said funds; and

WHEREAS, Harrison County is strategically placed in Indiana and belongs to multiple regional organizations depending on economic and social geography; and

WHEREAS, Harrison County, after an evaluation process with multiple regional opportunities and deliberation and input from County officials and the Harrison County Economic Development Corporation Board of Directors has prioritized that Southwest Indiana Development Council (SWIDC) and its partners are the primary and top priority as a region to join in an application for READI funds.

Resolution - Harrison County



NOW, THEREFORE, BE IT RESOLVED, the undersigned Harrison County Commissioners shall join in the Southwest Indiana Development Council (SWIDC), READI regional effort as desired herein.

This Resolution shall be effective on September 7th, 2021.

RESOLVED this 7^{th} day of September, 2021 by the County Commissioners of Harrison County, Indiana.

Charles Crawford, President

Harrison County Board of Commissioners

Attest:

Chal Se:

Chad Shireman, Harrison County Auditor

KNOX COUNTY RESOLUTION

NO. 2021-7

A RESOLUTION OF THE KNOX COUNTY COMMISSIONERS SUPPORTING PARTICIPATION IN THE SOUTHWEST INDIANA DEVELOPMENT COUNCIL REGIONAL READI GRANT PROGRAM

WHEREAS, the Indiana General Assembly in 2021 enacted, effective upon passage, the Regional Economic Acceleration and Development Initiative (READI) Fund pursuant to IC 5-28-41-7, et seq. which establishes the Regional Economic Acceleration and Development Initiative Fund to provide grants or loans to an eligible regional economic acceleration and development organization; and

WHEREAS, House Enrolled Act 1001 provides the Indiana Economic Development Corporation (IEDC) with the authority to spend \$500,000,000 under the READI Fund by providing up to \$50,000,000 in funds to regional organizations with the mission of accelerating efforts to attract and retain talent by working together to create high quality, vibrant, and dynamic places that stand out from a crowded field of options; and

WHEREAS, thirteen counties in southwest Indiana (Crawford, Daviess, Dubois, Gibson, Harrison, Knox, Martin, Orange, Perry, Pike, Spencer, Vanderburgh, and Warrick) now known as the Southwest Indiana Development Council (SWIDC) have been working together to advance economic prosperity in the region for more than 30 years; and

WHEREAS, IC 5-28-41-4 provides that a "qualified nonprofit organization" formed as a partnership between regional stakeholder entities and led by the private sector that includes two or more adjacent counties may apply for said funds; and

WHEREAS, Knox County is strategically placed in Indiana and belongs to multiple regional organizations depending on economic and social geography; and

WHEREAS, Knox County, after an evaluation process with multiple regional opportunities and deliberation and input from County officials and the Knox County Economic Development Corporation Board of Directors has prioritized that Southwest Indiana Development Council (SWIDC) and its partners are the primary and top priority as a region to join in an application for READI funds.

NOW, THEREFORE, BE IT RESOLVED, the undersigned Knox County Commissioners shall join in the Southwest Indiana Development Council (SWIDC), READI regional effort as desired herein.

This Resolution shall be effective on September 29, 2021.

RESOLVED this 29 day of September, 2021 by the County Commissioners of Knox County, Indiana.

Trent Hinkle, President

Knox County Board of Commissioners

Attest:

Micheal Morris, Knox County

Auditor

Resolution - Knox County



RESOLUTION NO. 2020- 01 RESOLUTION OF THE PERRY COUNTY PORT AUTHORITY REGARDING A COMMITMENT OF FUNDS FOR THE BRIDGE REPLACEMENT AND CAPACITY ENHANCEMENT (BRACE) PROJECT OF PERRY COUNTY, INDIANA ECONOMIC DEVELOPMENT ADMINISTRATION (EDA) PROJECT

WHEREAS, the PERRY COUNTY PORT AUTHORITY recognizes the need to stimulate growth and to maintain a sound economy; and

WHEREAS, the Economic Development Administration provides grants to local units of government and non-profits to meet the economic development needs; and

WHEREAS, the Economic Development Administration requires assurance from the PERRY COUNTY PORT AUTHORITY that non-Federal funds of the project cost are committed and available as needed from eligible sources for the project; and

WHEREAS, the PERRY COUNTY PORT AUTHORITY supports the proposed project and finds that sufficient funds are unrestricted, unencumbered and available towards the non-Federal funds of the project costs for the BRIDGE REPLACEMENT AND CAPACITY ENHANCEMENT (BRACE) PROJECT: and

WHEREAS, if the Perry County Port Authority's application for the BRIDGE REPLACEMENT AND CAPACITY ENHANCEMENT (BRACE) PROJECT in the amount of \$4,520,968 is approved, the PERRY COUNTY PORT AUTHORITY commits funds in the amount of One Million, One Hundred Thirty Thousand, Two Hundred Forty Two Dollars (\$1,130,242) to the non-Federal funds of the project cost and agrees to have said funds available under the terms set forth below.

NOW, THEREFORE, BE IT HEREBY RESOLVED by the PERRY COUNTY PORT AUTHORITY for the BRIDGE REPLACEMENT AND CAPACITY ENHANCEMENT (BRACE) PROJECT, that:

If the Perry County Port Authority's application to the Economic Development Administration for funding for the BRIDGE REPLACEMENT AND CAPACITY ENHANCEMENT (BRACE) PROJECT is approved:

- The PERRY COUNTY PORT AUTHORITY hereby commits funds in the amount of One Million, One Hundred Thirty Thousand, Two Hundred Forty-Two Dollars (\$1,130,242) to the non-Federal funds of the project cost and agrees to have said funds as needed and unencumbered. These costs will be derived from a loan financed by operations income.
- Furthermore, the PERRY COUNTY PORT AUTHORITY supports this project and supports seeking Economic Development Administration grant funds. If awarded Chairman William Goffinet has the ability to commit the local match to the EDA grant and Chairman William Goffinet is the Authorized Representative.

Passed and adopted this 13th day of April 2020.

1

PERRY COUNTY PORT AUTHORITY

By: Bill Soffenet, Chairman

By: Stales

By: 1020/19

Ву:

ATTEST: Please

2



PIKE COUNTY BOARD OF COMMISSIONERS RESOLUTION 2021- 23

A RESOLUTION OF THE COMMISSIONERS OF PIKE COUNTY, INDIANA SUPPORTING THE SOUTHWEST INDIANA DEVELOPMENT COUNCIL'S CREATION OF A READI REGIONAL PLAN & APPLICATION FOR FUNDS

WHEREAS the Indiana General Assembly in 2021 enacted, effective upon passage, the Regional Economic Acceleration and Development Initiative (READI) Fund pursuant to IC 5-28-41-7, et seq. which establishes the Regional Economic Acceleration and Development Initiative Fund to provide grants or loans to an eligible regional economic acceleration and development organization; and

WHEREAS, House Enrolled Act 1001 provides the Indiana Economic Development Corporation (IEDC) with the authority to spend \$500,000,000 under the READI Fund by providing up to \$50,000,000 in funds to regional organizations with the mission of accelerating efforts to attract and retain talent by working together to create high quality, vibrant, and dynamic places that stand out from a crowded field of options; and

WHEREAS, eleven counties in southwest Indiana, now known as the Southwest Indiana Development Council (SWIDC), have been working together to advance economic prosperity in the region for many years; and

WHEREAS, the SWIDC counties form a region replete with talent and resources, established industries and creative entrepreneurs, all with exceptional growth potential to meet the mission of this initiative; and

WHEREAS, IC 5-28-41-4 provides that a "qualified nonprofit organization" formed as a partnership between regional stakeholder entities and led by the private sector that includes two or more adjacent counties may apply for said funds; and

WHEREAS, SWIDC is a qualified nonprofit organization as defined by IC 5-28-41-4 and led by its Board of Directors with a mission to advance economic and community prosperity in the eleven counties of the SWIDC which includes Crawford, Daviess, Dubois, Harrison, Knox. Martin, Orange, Perry, Pike, Posey & Spencer counties; and

WHEREAS, Pike County, along with Harrison, Knox, Perry, and Spencer counties desire to partner with SWIDC and declare primary county status in the creation of a READI Regional

Plan, known as the Indiana First Region, to submit to the Indiana Economic Development Corporation by the September 30, 2021, deadline; and

WHEREAS, Pike County, has a desire to utilize the Southwest Indiana Development Council (SWIDC), a qualified nonprofit organization as defined by IC 5-28-41-4, to enter a READI application.

NOW, THEREFORE, BE IT RESOLVED, the undersigned Pike County Commissioners shall join in the Southwest Indiana Development Council READI effort as defined herein.

This Resolution shall be effective on MUNICY //a , 2021.

RESOLVED this // day of August, 2021 by the Pike County Board of Commissioners, Pike County, Indiana.

Pike County Board of Commissioners

Pike County Auditor

Resolution - Pike County



SPENCER COUNTY BOARD OF COMMISIONERS RESOLUTION 2021-07

WHEREAS, the Indiana General Assembly in 2021 enacted, effective upon passage, the Regional Economic Acceleration and Development Initiative (READI) Fund pursuant to IC 5-28-41-7, et seq. which establishes the Regional Economic Acceleration and Development Initiative Fund to provide grants or loans to an eligible regional economic acceleration and development organization; and

WHEREAS, House Enrolled Act 1001 provides the Indiana Economic Development Corporation (IEDC) with the authority to spend \$500,000,000 under the READI Fund by providing up to \$50,000,000 in funds to regional organizations with the mission of accelerating efforts to attract and retain talent by working together to create high quality, vibrant, and dynamic places that stand out from a crowded field of options; and

WHEREAS, ten counties in southwest central Indiana, working as the Indiana First Region, will be working together to advance economic prosperity in the region; and

WHEREAS, the area covered by the Indiana First Region is a region replete with talent and resources, established industries and creative entrepreneurs, all with exceptional growth potential to meet the mission of this initiative; and

WHEREAS, IC 5-28-41-4 provides that a "qualified nonprofit organization" formed as a partnership between regional stakeholder entities and led by the private sector that includes two or more adjacent counties may apply for said funds; and

WHEREAS, Lincolnland Economic Development Corporation ("LEDC") and Region 15
Regional Planning Commission ("Region 15") are working with the Indiana First Region with a mission to advance economic and community prosperity in the ten counties of the Indiana First Region which includes Perry, Spencer, Harrison, Pike, Dubois, Crawford, Knox, Orange, Daviess and Martin counties; and

WHEREAS, LEDC and Region 15 have engaged with stakeholders throughout the Indiana First Region to build upon the work already in progress by our proud partners; and WHEREAS, Spencer County, a partner in the Indiana First Region, desires to move forward with LEDC and Region 15 in the creation of a READI Regional Plan to submit to the Indiana Economic Development Corporation by the August 31, 2021, deadline.

WHEREAS, Spencer County, after much deliberation and input, has a desire to support the Southwest Indiana Development Council (SWIDC), a qualified nonprofit organization as defined by IC 5-28-41-4, in their effort to enter a READI application.

NOW, THEREFORE, BE IT RESOLVED, Spencer County through the undersigned Board of Commissioners shall join in the LEDC and Region 15/Indiana First Region READI regional effort as stated herein.

This Resolution shall be effective on August 17, 2021.

 ${\bf RESOLVED}$ this 17^{th} day of August, 2021 by the Board of Commissioners of Spencer County, Indiana.

BOARD OF COMMISSIONERS SPENCER COUNTY, INDIANA

ATTEST:

10m Brown

Melissa Bunner, Auditor

im Seiler

Heather Gries



LETTERS OF SUPPORT

Throughout this process, the Indiana First Committee members were crucial in identifying and submitting projects and gathering support from the community. Multiple letters of support have been collected which show the support of many projects across the region.



Chamber of Commerce of Harrison County

111 West Walnut Street • Corydon, Indiana 47112 812-738-0120 • 812-738-0500 (F) www.harrisonchamber.org

Darrell Voelker Harrison County EDC 111 West Walnut Street Corydon, IN 47112

September 20, 2021

RE: Support for Harrison County and the Indiana First Regional Development Plan and READI submission.

Dear Darrell;

I am pleased to support our neighbors and the collaborative effort of the Indiana First Regional Development projects whose members include the counties of Harrison, Perry, Pike, Spencer, and Knox and all of the South West Indiana Region. This bold effort is to improve our region with funding from the READI Intitative. We are excited about the potential this could bring to the entire Southwest Indiana region.

I express my full and favorable support for the entire Regional Development Plan of Indiana First and the South West Indiana Development Council which includes many great projects that will spur population and economic growth throughout our region. Specifically, I support the Harrison County project to improve infrastructure at the Lanesville Interchange area. The expansion of Wastewater capacity, Water service, and the extension of Natural Gas to the area will contribute to the regional strategy and provide opportunities for future growth.

The Chamber of Commerce of Harrison County understands the often-overlooked value of this critical infrastructure in the progressive development of our communities. This project fits cohesively with efforts the Chamber has supported to expand infrastructure in the region such as broadband internet and combined sets the stage for smart growth in the future.

Implementation of the Indiana First Plan will provide opportunities for all of our regional citizens to participate in all of our regional growth. My support of this Plan is inclusive of the overall strategies and projects and I ask that you please consider supporting this project through the READI Initiative. The requested financial support will encourage economic growth for years—and decades—to come.

Please do not hesitate to contact me at <u>Hong@harrisonchamber.org</u> or (812) 736-0248 if you have any questions

Sincerely

Lisa M. Long, MSM, ION



September 20, 2021

RE: Support for Harrison County and the Indiana First Regional Development Plan and READI submission.

Dear Darrell:

I am pleased to support our neighbors and the collaborative effort of the Indiana First Regional Development projects whose members include the counties of Harrison, Perry, Pike, Spencer, and Knox and all of the South West Indiana Region. This bold effort is to improve our region with funding from the READI Initiative. We are excited about the potential this could bring to the entire Southwest Indiana region.

I express my support for the entire Regional Development Plan of Indiana First and the South West Indiana Development Council which includes many great projects that will spur population and economic growth throughout our region. Specifically, I support the Harrison County project to improve infrastructure at the Lanesville Interchange area. The expansion of Wastewater capacity, Water service, and the extension of Natural Gas to the area will contribute to the regional strategy and provide opportunities for future growth.

Implementation of the Indiana First Plan will provide opportunities for all of our regional citizens to participate in all of our regional growth. My support of this Plan is inclusive of the overall strategies and projects and I ask that you please consider supporting this project through the READI Initiative. The requested financial support will encourage economic growth for years—and decades—to come.

Please do not hesitate to contact me if you have any questions.

Sincerely,

David Lett CEO

P.O. Box 517, Corydon, iN 47112 • www.harrisonremc.com • Phone: (812) 738-4115 or (812) 951-2323 • Fax: (812) 738-2378



September 16, 2021

Darrell Voelker Harrison County Economic Development Corporation 111 West Walnut Street Corydon, IN 47112

Dear Harrison County Economic Development Corporation:

On behalf of the Harrison County Community Foundation (HCCF), I am writing this letter to support Harrison County Economic Development Corporation request for a READI grant for the proposed project at the Lanesville Interchange. This letter is in support for the Regional Development Plan of Indiana First and the South West Indiana Development Council.

HCCF recognizes importance of projects like this which can improve the infrastructure at the Lanesville Interchange area. The ability to expand wastewater capacity, water service and the extension of natural gas are pivotal to economic growth spearheaded by Harrison County Economic Development Corporation.

HCCF has a strong history of partnering with the Harrison County Economic Development Corporation. If approved this plan in partnership with the South West Indiana Development Council can help create population and economic growth throughout the region.

Thank you for your consideration of this grant application.

Sincerel

Julie K. Moormai President & CEO

1523 Foundation Way NE P.O. Box 279 Corydon, IN 47112 (812) 738-6668 (812) 738-6864 fax hccfindiana.org



Letter of Support - Harrison County



Indiana Utilities Corporation 123 W. Chestnut St Corydon, In. 47112

September 16, 2021

Darrell Voelker Harrison County Economic Development Corp 111 W. Walnut St. Corydon, IN 47112

Dear Darrell:

I am pleased to support our neighbors and the collaborative effort of the Indiana First Regional Development projects whose members include the counties of Harrison, Perry, Pike, Spencer, and Knox and all of the South West Indiana Region. This bold effort is to improve our region with funding from the READI Initiative. We are excited about the potential this could bring to the entire Southwest Indiana region.

I express my support for the entire Regional Development Plan of Indiana First and the South West Indiana Development Council which includes many great projects that will spur population and economic growth throughout our region. Specifically, I support the Harrison County project to improve infrastructure at the Lanesville Interchange area. The expansion of Wastewater capacity, Water service, and the extension of Natural Gas to the area will contribute to the regional strategy and provide opportunities for future growth.

Implementation of the Indiana First Plan will provide opportunities for all of our regional citizens to participate in all of our regional growth. My support of this Plan is inclusive of the overall strategies and projects and I ask that you please consider supporting this project through the READI Initiative. The requested financial support will encourage economic growth for years — and decades — to come.

Please do not hesitate to contact me if you have any questions.

Sincerely,

Frank Czacabin Precident

Ramsey Water Company, Inc.

415 State Road 64 NW P.O. Box 245 Ramsey, IN 47166-0245 Hours: 8:00 - 4:00 Mon. thru Fri. Phone: (812) 347-2551 Fax: (812) 347-2589

September 20, 2021

Darrell Voelker Harrison County Economic Development Corp 111 West Walnut Street Corydon, IN 47112

RE: Support for Harrison County and the Indiana First Regional Development Plan and READI submission.

Dear Darrell:

I am pleased to support our neighbors and the collaborative effort of the Indiana First Regional Development projects whose members include the counties of Harrison, Perry, Pike, Spencer, and Knox and all of the South West Indiana Region. This bold effort is to improve our region with funding from the READI Initiative. We are excited about the potential this could bring to the entire Southwest Indiana region.

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Implementation of the Indiana First Plan will provide opportunities for all of our regional citizens to participate in all of our regional growth. My support of this Plan is inclusive of the overall strategies and projects and I ask that you please consider supporting this project through the READI Initiative. The requested financial support will encourage economic growth for years—and decades—to come.

Please do not hesitate to contact me if you have any questions.

Sincerely.

Dave Seacat General Manager

OUR MISSION

Ramsey Water Company's Mission is to provide quality water and quality service at an affordable cost to our customers.

Letter of Support - Harrison County



HARRISON COUNTY REGIONAL SEWER DISTRICT

P.O. Box 266 CORYDON, INDIANA 47112

Officers:

September 17, 2021

Tom Tucker Commissioner Rep. President

Darrell Voelker

Gary Davis Council Rep.

Treasurer

Tony Combs Board of Health Secretary

Board Members: Scott Flickner Town of Corydon

Charlie Crawford Commissioner Rep

Darin Duncan, P.E. Commissioner Rep.

Daniel Lee, P.E. Council Rep.

Bill Byrd Town of Milltown

Terry Schmelz Town of Lanesville

Council:

Chris Byrd Board Attorney

Harrison County Economic Development Corp

111 W. Walnut St. Corydon, IN 47112

Dear Darrell:

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Please do not hesitate to contact me if you have any questions.

Sincerely,



Town of Lanesville Lanesville Utilities

7346 Main Street, PO Box 6, Lanesville, IN 47136

812-952-2057 866-299-5743

Hours: 8:00-5:00 M-Th

September 20, 2021

Darrell Voelker Harrison County Economic Development Corp 111 W. Walnut St. Corydon, IN 47112

Dear Darrell:

I am pleased to support our neighbors and the collaborative effort of the Indiana First Regional Development projects whose members include the counties of Harrison, Perry, Pike, Spencer, and Knox and all of the South West Indiana Region. This bold effort is to improve our region with funding from the READI Initiative. We are excited about the potential this could bring to the entire Southwest Indiana region.

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Please do not hesitate to contact me if you have any questions.

Het Schneide Town council president

"This institution is an equal opportunity provider and employer"

Letter of Support - Harrison County





September 14, 2021

Dear READI Steering Committee Members:

Grouseland Foundation, home of William Henry Harrison, Vincennes, Indiana, Knox County, represented by the SWIDC, is excited about the prospect of partnering with Corydon, Indiana and the Benjamin Harrison Home in telling the story of our Indiana Capital Cities. When Harrison arrived in Vincennes, he looked around and said, "This is some of the most beautiful and fertile territory I've ever seen" and built his home here in the Indiana Territory along the Wabash River, naming it Grouseland. It is still nerecurrently undergoing restoration to Harrison's original intent.

We couldn't agree with you more, POTUS #9, with Indiana's rich agriculture and beautiful Hoosier National Forest; it is a fertile and beautiful place to live. Remarkably, you farmed in Corydon as well and were an entrepreneur. Your grandson, Benjamin, with his home in Indianapolis, campaigned to become our 23rd U.S. President, making the two of you the only grandfather, grandson Presidential pair in our nation's history.

We believe the stories of the evolution of the Indiana Territory into statehood, the political and military careers of the Harrisons, who descend from a Signer of the Declaration of Independence and the move of the capital from Vincennes to Corydon and on to Indianapolis tells the important history of our state. Every time you open a history book, a little of our Indiana truth story falls out, and shares the legacy of our great Hoosier State.

Better yet, visiting the sites and experiencing the actual history from the contentious meetings of Harrison and Tecumseh over land cessation, the Territorial Governor's home, Grouseland, Indiana's first college, the Constitutional Elm tree, the original capital building and the Governor's house in Corydon and the campaigning of Indiana's own President and his beautiful home near our Indiana State House in Indianapolis unfold the story before the visitor in a way that textbooks could never convey.

We hope you will consider the idea of funding the development of a tour package of these capital cities. Help us show the cultural amenities that sites like these provide and that quality of life enhancements can help attract talent to our State and expand its economy. When visitors tour they learn not only what has happened in the past, but how that legacy has contributed to the successes of today ~a story we are proud to tell.

Respectfully

Lisa Ice-Jones

Grouseland Executive Director

3 WEST SCOTT STREET . VINCENNES, INDIANA 47591 . (812) 882 2094 - www.GROUSELANDFOUNDATION.org



Dr. Jennifer McCormick Superintendent of Public Instruction

Working Together for Student Success

February 28, 2020

Members of the Grant Review Committee:

I am the STEM Specialist for the Indiana Department of Education and I am pleased to write a letter of support for Purdue University's proposal to the Department of Defense entitled STEM Education in Rural America (SERA), The Indiana Department of Education released the Indiana STEM Six-Year Strategic Plan in the fall of 2018. This plan is aligned with the Federal STEM plan. The vision for Indiana's plan is that; All Indiana students in grades K-12 will graduate with critical thinking skills and be prepared for an innovation-driven economy by accessing quality, world-class STEM education every day in the classroom by 2025.

Indiana's vision for quality STEM education is rigorous. Achieving this vision is vital to Indiana's future success and will require the support of community partners as well as Indiana's institutions of higher education. Rural schools face a greater challenge with implementing innovative programs as they often have fewer resources and a smaller variety of community partners who are crucial to extending educational opportunities in STEM.

A specific challenge is in funding an engaging, evidence-based, STEM curriculum and with training teachers to effectively implement the curriculum. The proposed SERA program is excellent in that the curriculum is being developed to meet this need and will include a comprehensive teacher training component. Both the curriculum and teacher training program will be evaluated by Purdue's Evaluation and Learning Research Center. This will result in continued improvements being made to the curriculum and training program for teachers and will also lend the program to be scalable by programs across the state and nation.

I fully support this proposal from Purdue University for the SERA program. Achieving Indiana's vision requires a strong commitment to coordinating and reorienting resources across the state to ensure that Indiana teachers are prepared to provide every student in grades K-12 with an evidence-based, effective STEM education.

Sincerely,

Dr. Christina L. Hilton STEM Specialist

zivi opecialist

115 W. Washington Street ■ South Tower, Suite 600 ■ Indianapolis, Indiana 46204 317.232.6610 ■ www.doe.in.gov

Letter of Support - Knox County

Letter of Support - Knox County



Principal - Man Sandefer Assistant Principal - Mark Dillon Secretary - Janice Mundy

Treasurer - Cendy Joslin ECA Treasurer - Debbie McCallum



Assistant Principal / Athletic Director - Kent Doades

Guidance - Dawn Elkins

Student Services - Pat Hutchison

Guidance Secretary - Alice Skinner

10890 N. St. Rd. 159 - Bicknell, IN 47512 - Ph. (812) 328-2154, 328-2147, 735-2990 & Fax 328-2155

February 25, 2020

Prof. James M. Caruthers **Purdue University** West Lafayette, IN 47906

Dear Prof. Caruthers,

North Knox Jr/Sr High School would like to support the proposal to the Department of Defense entitled Invigorating STEM Education in Rural and Small Town America for the Future DoD Workforce that is being led by Purdue University.

North Knox Jr/Sr High School is located in northern rural Knox County. One of the challenges for schools today is engaging students in the STEM curriculum. Implementing STEM curriculum is an important aspect for our students' education as well as the future of our community. The hands-on approach to curriculum incorporated in programs such as Hardware Store Science and Maker Math provides students with an engaging new look at science and math.

We are excited that the program proposal includes significant teacher training programs as part of this project. Providing new curriculum opportunities to our teachers are crucial to the continued development of a well-rounded school program. We are especially excited that the proposal includes a part-time educational consultant located in Knox County for these programs and that there will be some limited financial support for our teachers that participate in the

Finally, we are encouraged that the Pantheon is a partner in these educational activities. Having local partners adds validity to the educational opportunity. The fact that the Pantheon is a partner in the proposed education program will help ensure that the program remains focused on the needs of our students and the community as a whole.

We are excited about the proposed educational opportunity and look forward to exploring this exciting partnership in the future.

Sincerely, Matt 5

Matt Sandefer

Principal NKJSHS

Web: www.nknox.k12.in.us

South Knox School Corporation

6116 E. State Road 61 Vincennes, Indiana 47591

Phone No. 812-726-4440 FAX No. 812-743-2110

www.sknox.k12 in us

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SCOTT A. STAGGS

RYAN D. THACKER

TIMOTHY M. MARSEE

February 18, 2020

Prof. James M. Caruthers Purdue University West Lafayette, IN 47906

Dear Prof. Caruthers.

The South Knox School Corporation would like to support the proposal to the Department of Defense entitled Invigorating STEM Education in Rural and Small Town America for the Future DoD Workforce that is being led by Purdue University.

The South Knox School Corporation is located in Knox County and is located six miles from Vincennes, IN. A major challenge for our students is gaining opportunities for engagement in the STEM disciplines that are important for both our student's future and the future of our community. Hardware Store Science for physical science and Maker Math for pre-algebra provides a much-desired hands-on approach to STEM education vs. the traditional textbook and worksheet approach that are currently being used.

A very important aspect of this proposal includes the plan that there will be significant teacher training programs as part of this project. Helping the teachers with offering new curriculum is critical. We are especially pleased that there will be a full time educational consultant for these programs in the Vincennes area and that there will be some limited financial support for our teachers that participate in the programs.

Finally, the fact that the Pantheon is a key partner in these educational activities is particularly encouraging. Programs such as is being proposed here specifically, and education in general, is only effective if it actively involves the parents as well as the local business, government and community leaders. The fact that the Pantheon is a key partner is the proposed education program will help ensure that the program stays focused on the local needs of our students and our community.

In summary, we are enthused about the proposed educational activities and look forward to beginning this exciting partnership.

Timothy A. Grove Superintendent

South Knox School Corporation.

Letter of Support - Knox County

Letter of Support - Knox County



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812 82 1444

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GREGORY T. PARSLEY SUPERINTENDENT DEBBIE GROVES CORFORATION TREASURE MARY BETH GAVNEY ADMINISTRATIVE ASSISTANT TO THE SUPERINTENDENT

February 18, 2020

Prof. James M. Caruthers Purdue University West Lafayette, IN 47906

Dear Prof. Caruthers.

The Vincennes Community School Corporation would like to support the proposal to the Department of Defense entitled Invigorating STEM Education in Rural and Small Town America for the Future Department of Defense Workforce that is being led by Purdue University.

The Vincennes Community School Corporation is located in Knox County and is the primary nucleus to Vincennes, IN. One of our challenges is engaging our students in the STEM disciplines that are important for both our student's future and the future of our community. The hands-on approach of Hardware Store Science for physical science and Maker Math for pre-algebra provides a different approach to STEM education vs. the traditional textbook and worksheet approach that are often used.

I am most pleased that there will be significant teacher training programs as part of this project. Helping the teachers with offering new curriculum is critical. We are especially pleased that there will be a full-time educational consultant for these programs in the Vincennes area and that there will be some financial support for our teachers that participate in the programs.

The versatility of the program could be suited for both our middle school and high school and if awarded the grant, we welcome the discussion of where this curriculum makes most sense for the Vincennes Community School Corporation.

Finally, I am encouraged that the Pantheon has the potential to be a key partner in educational activities for our community. Education is only effective if it actively involves the parents as well as the local business, government and community leaders. In other words, it takes all of us working together. The fact that the Pantheon is a key partner is the proposed education program will help ensure that the program stays focused on the local needs of our students and our community.

In summary, I am enthused about the proposed educational activities and look forward to beginning this exciting partnership should you be successful with your grant.

Sincerely

Greg Parsley Superintendent

Vincennes Community School Corporation

PURDUE@WESTGATE

February 26, 2020

Prof. James M. Caruthers Purdue University West Lafayette, IN 47906

Dear Prof. Caruthers,

The Purdue Foundry, located in WestGate@Crane Technology Park, serving the Naval Surface Warfare Center – Crane Division (NSWC Crane) ecosystem, is pleased to support the proposal to the Department of Defense entitled STEM Education in Rural America.

The Foundry's mission at WestGate is to build, activate, and enable the innovation ecosystem around NSWC Crane. This is done through network and workforce development and cultivating and supporting innovation initiatives, including those that lead to new business formation and commercialization of DoD technology. Transferring military technology to broader civilian uses can benefit the DoD by reducing costs because of an expanded customer base and the continual upgrading of the technology.

One of the key challenges to the NSWC Crane ecosystem is the availability of a highly trained STEM workforce. This includes current and forecasted shortages in BS/MS degreed engineers and scientists as well as the production workforce that is essential in the manufacture and operation of the high technology products and services of the NSWC Crane ecosystem. It is often difficult to recruit individuals to move to Crane, IN, therefore improving both the quantity and quality of STEM-enabled individuals that are already located near Crane is an important component of enhancing the area's technical workforce.

We believe that the hands-on curriculum that is being developed as part of the proposed STEM Education for Rural America (SERA) led by Purdue University is an important step in the right direction. Too many of our young people do not have the basic 'making' and problem solving skills that we need in our future employees. Curriculum that introduces both 'making' and critical thinking into the basic science and math courses in middle school and high school is needed.

The Foundry at WestGate is pleased to the support the SERA proposal and its objective of improving the STEM capabilities of the DoD workforce.

Sincerely.

Jason Salstrom PhD

Director, Purdue Foundry, WestGate

Purdue Research Foundation

WestGate@Crane Technology Park

Letter of Support - Knox County

Letter of Support - Knox County





Mr. Bob Lechner President, Knox County Council 111 North 7- Street Vincennes, Indiana 47591

Sept. 29, 2021

RE: Letter of Support for Regional Renewable Energy Project

Dear Mr. Lechner:

Origis Energy would like to express its support for the Indiana First Region's pilot program for development and expansion of Renewable Energy in southern Indiana. Southern Indiana provides tremendous opportunity to site and locate solar energy projects that generate home-grown, renewable energy, while preserving clean air and water. Indiana's 21- Century Energy Task Force has projected a need to diversify Indiana's energy mix. In 2010, only 4.7 percent of Indiana's electrical power generation came from wind and solar.

In decades past, Southern Indiana has provided significant coal resources for electric generation. With the closure of coal mining fields in southern Indiana, significant opportunities exist in Knox and Pike County and other Indiana First Region counties to bring solar energy to market, especially with the region's stated goal of increasing wind and solar energy to 30 percent of energy generation within the next fifteen years.

With the potential State commitment through the READI Program, the estimated \$106 million¹ private investment in our Solar Facility, with an estimated direct local spending of approximately \$50 to \$54 million over the life of the project in the regional economy, and the \$5.4 million in tax abatement Knox County has made to support the project, there will be a long-term, sustainable economic benefit to the region and the entire state. Our project will create local employment opportunities by creating up to 300 peak jobs during the construction of our project. The partnership with Origis Energy will allow technicians to be trained locally in Pike County at the Elmer Buchta Technology Center. The economic impact of the project facility constructed could provide approximately \$12.23 million over the life of the

Note:

Letter of Support - Knox County

1- Investment based on industry standard and subject to final design.

waupaca waupaca

WAUPACA FOUNDRY, INC. Plant 5 9856 State Highway 66 Tell City, IN 47586 HOME (812) 547-0700 WEEL WaupacaFoundry.com

September 17, 2021

Ms. Katle King Tell City Career and Technology Center Director Ivy Tech Community College 1034 31st Street Tell City, IN 47586

RE: Robotics Program - Letter of Support

Dear Ms. King,

Waupaca Foundry, Inc. is pleased to offer this letter of support to obtain a robotics program at the Tell City by Tech campus to meet the local industry growing needs.

As a background, Waupaca Foundry, Inc. currently has 30+ robots within the facility and has a robust robotic program and policy. The policy itself requires training on various levels depending the interaction of the employee to the robotic actions from production employees to maintenance employees. Currently, we send our employees out of state to meet the training requirements of our own policy.

Waupaca Foundry, Inc. intends to expand the use of robots within the facility as well. This is due to robots playing an integral role in our process by reducing injuries, improving quality and efficiency of the process and filling the ongoing worker shortage. Please keep in mind, robots are not put in use to reduce the workforce as skilled labor is required to service the robots through electrical and mechanical maintenance as well as programmers. This is where having a local presence in training will have a huge impact. By having the training local, Waupaca Foundry, Inc. as well as other local employers who use robots will be able to optimize training for their workforce as well as reduce travel costs and time employees are away from the facility.

If Waupaca Foundry, Inc. can be of further assistance in launching the program, please let me know.

Sincerely,

WAUPACA FOUNDRY, INC.

Gary Greubel

Human Resources Manager Waupaca Foundry, Inc., Plant 5

Letter of Support - Perry County





Vanta E. Coda II Ports of Indiana 150 W. Market St., Suite 450 Indianapolis, IN 46204

July 21, 2021

The Honorable Pete Buttigieg
Secretary of the United States Department of Transportation
1200 New Jersey Ave., SE
Washington, D.C. 20590

Dear Secretary Buttigieg:

On behalf of the Ports of Indiana, I am writing to offer our support for the Tell City/Perry County Port Authority's Tell City River Port Added Capacity Enhancement (PACE) Project to construct a permanent in-place, ground-level pier. This new facility will supplement and complement the current movable floating barge facility with river-bank ramp that is used to unload barges currently.

The proposed enhancement will improve the ability to unload current customer barges during high and low river stages and advance product movement with the capability to lift directly from barge to trucks located at the top of the bank with greater safety and dependability. Currently the port does not do any barge loading. PACE will provide the Port the ability to load from truck onto barge in a safe and efficient manner whether it is bulk, crated or large parcels. This advancement will help the port gain more customers.

The Tell City River Port operation is owned and operated by the Perry County Port Authority d/b/a Hoosier Southern Railroad and Tell City River Port (PCPA). The Tell City River Port is located on property owned by the City of Tell City and leased to the PCPA. Spanning rural Perry and Spencer

150 W Market Street, Suite 450, Indianapolis, IN 46204 | 317.232.9200 | portsofindiana.com

Letter of Support - Perry County

PERRY COUNTY PORT AUTHORITY

Perry County

P. O. Box 423 Tell City, IN 47586 812-547-3586



Erin Emerson Perry County Development Corporation 601 Main Street, Suite A Tell City, IN 47586

September 28, 2021

Re: Support for Perry County and Indiana First Regional Development Plan and READI application.

Executive Director Emerson:

The Perry County Port Authority is pleased to support Perry County's and Indiana First's READI application and the collaborative, regional effort to enhance and improve the region's future development and growth of population and occupational skills of the population. This growth is necessary to meet the needs of current employers and future employers necessary for a vibrant future.

The Perry County Port Authority was formed in 1989 to provide, maintain and operate the rail and port infrastructure necessary for the industrial growth of Perry County and Spencer County. These remain the primary objective with the operations of the Hoosier Southern Railroad (with its 22 miles of mainline track), Tell City River Port, 100 9th Street Building, Troy Rail Yard and its Spencer County rail yards at Evanston, Lamar and Santa Claus and interchange at Lincoln City with Norfolk Southern Railroad.

This collaborative effort of Indiana First counties with Indiana 15 Regional Planning Agency combined with the financial support of the Indiana Economic Development Corporation through the READI program will ensure the success of the planned necessary projects to continue and enhance the PCPA's ability to serve Perry and Spencer Counties.

The State of Indiana should be commended for recognizing the need to support projects that allow rural counties to accomplish the projects that will cause population growth, enhancement of employee skills and support of the business and industrial companies that currently exist and those that will locate in the region to enjoy these improvements. Likewise, the wisdom of Perry County and its Indiana First partners are commended for their efforts in these necessary improvements.

Respectfully

Olhon C Mans

Alvin C Evans
President and CEO
Perry County Port Authority
d/b/a Hoosier Southern Railroad
d/b/a Tell City River Port
812-547-3586 office
812-719-4000 mobile

Letter of Support - XX County





September 29, 2021

Indiana Economic Development Corporation 1 North Capitol Ave., Suite 700 Indianapolis, IN 46204

Dear Selection Committee:

On behalf of Pike County's READI Team, I want to thank you for your consideration of the Indiana First Region for the READI Program. Please accept this letter of strong and full support of the Indiana First Region applying for this unprecedented opportunity for rural, Pike County and southwest Indiana. Our community and region have spent tireless hours preparing our READI application and we are *ready* to put these regional programs and projects into action. You will discover in our READI plan this has allowed our region a unique opportunity to springboard housing, quality-of-life, and economic development initiatives forward, which without this opportunity would take several years. Please accept our full support and we consider IEDC a valued partner as we ramp up population growth in our Indiana First region!

Best regards,

Ashley Polen Willis, Executive Director

Pike County Economic Development Corporation



Mr. Mark Wasky Indiana Economic Development Corporation 1 North Capitol Ave., Suite 700 Indianapolis, IN 46204

READI Review Committee,

As Chancellor of the Ivy Tech Community College Evansville Campus, I am writing to express my support of the READI project proposal submitted by the Pike County Economic Development Corporation (PCEDC). Ivy Tech is proud to partner with PCEDC as the organization moves the needle in workforce development and entrepreneurship at the Elmer Buchta Technology Center. As a leader in developing the I-69 innovation corridor I can attest that through the technology center, Pike County is creating opportunities for individuals throughout several counties to build skills, retrain for new opportunities, and develop innovative business models.

In order to reach its full potential, the technology center needs resources to secure stateof-the-art training equipment for training and development. Grant funding for this project will be critical in meeting the needs of our rural community.

I am supportive of this plan because it is closely aligned with the needs and objectives of Indiana's industry focus and Ivy Tech's mission and goals. The demand for a skilled workforce is well documented nationally and will support Indiana's continued growth. Ivy Tech will work with PCEDC to work towards filling that need through certificate programs that best meet the need of industry in Pike county and adjacent communities.

3501 N FIRST AVENUE EVANSVILLE, INDIANA 47710 www.ivytech.edu/evansville

Ivy Tech is an accredited, equal opportunity, affirmative action community college.

Letter of Support - Plateri Conu City unty

Letter of Support - Plater Conuctounty





Vanta E. Coda II Ports of Indiana 150 W. Market St., Suite 450 Indianapolis, IN 46204

July 21, 2021

The Honorable Pete Buttigieg Secretary of the United States Department of Transportation 1200 New Jersey Ave., SE Washington, D.C. 20590

Dear Secretary Buttigieg:

On behalf of the Ports of Indiana, I am writing to offer our support for the Tell City/Perry County Port Authority's Tell City River Port Added Capacity Enhancement (PACE) Project to construct a permanent in-place, ground-level pier. This new facility will supplement and complement the current movable floating barge facility with river-bank ramp that is used to unload barges currently.

The proposed enhancement will improve the ability to unload current customer barges during high and low river stages and advance product movement with the capability to lift directly from barge to trucks located at the top of the bank with greater safety and dependability. Currently the port does not do any barge loading. PACE will provide the Port the ability to load from truck onto barge in a safe and efficient manner whether it is bulk, crated or large parcels. This advancement will help the port gain more customers.

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150 W Market Street, Suite 450, Indianapolis, IN 46204 | 317.232.9200 | portsofindiana.com



8800 N. Gainey Drive, Suite 250, Scottsdale, AZ 85258

September 28, 2021

Pike County Economic Development Corporation Attn: Ms. Ashley Willis, Director P.O. Box 204 3401 N. SR. 61 Petersburg, Indiana 47567

Subject: Letter of Support

Dear Ms. Willis:

Arevon Energy, Inc. (Arevon) is a leading renewable energy company with a history as one of the largest renewable energy asset managers in the United States. Arevon is sending this letter in support of the Renewable Solar Training Program in Pike County.

Arevon is bringing online several solar farms across the state of Indiana, including the planned capital investment of \$110 million in the Ratts 1 Solar Park. This project will increase Pike County's tax base and assessed value as well as create hundreds of construction jobs and a handful of permanent jobs.

Sending new and existing employees to the training facility at the Elmer Buchta Technology Center for the new Renewable Solar Technician Program is a great opportunity. Arevon will support employee attendance and will recommend attendance to future engineering, procurement, and construction contractors.

Regards,



Anand Narayanan Vice President of Asset Management

Letter of Support - XX County



Letter of Support - Pike County



To: Indiana First Region: Southwest Indiana Development Council
Objective: Single Family Housing Development - 150-200 lots

From: Jagoe Homes

Jagoe Homes is excited to potentially partner with the Indiana First Region: Southwest Indiana Development Council (SWIDC) to develop a 150 – 200 lot single family residential development with an anticipated price point of approximately \$250,000 - \$300,000 per home.

Jagoe Homes is third-generation homebuilder and community developer based in Owensboro, Kentucky, that has built over 10,000 homes across Western Kentucky and Southern Indiana. We have been nationally recognized for high quality homes, efficient building practices, and community design.

Based on the most recent housing studies and economic potential for the area, we see a significant need for single family homes to address workforce housing shortages in southwest Indiana specifically Knox, Perry, Spencer, Pike, and Harrison Counties and would be honored to be your preferred developer to develop a project in one of the counties.

In order to accomplish this new development project, the following terms would be preferred:

- Incentives of \$4 \$5M depending on site development costs. These incentives can take multiple forms
 - o Land
 - o Infrastructure (On-Site and Off-Site Utilities, Streets, Sidewalks)
 - Tax Increment Financing
 - o Down Payment Assistance for Homebuyers
- · Flexibility in lot size and configuration
- Flexibility in home size and price point
- . No limitations on a refinance or sale
- . No repayment of incentives provided by the state / region

Jagoe Homes appreciates the opportunity to work with Indiana First Region: Southwest Indiana Development Council (SWIDC) on this potential project to address the critical needs of the region.

Sincerely,

Brent Vorst - VP of Land Acquisition

Letter of Support - Regional Housing

3624 Wathens Crossing • Post Office Box 23019 • Owensboro, Kentucky 42304-3019 Phone: 1-800-264-4663 • (270) 684-0639 • Fax: (270) 683-8288



Cultivating Communities.

To: To Whom It May Concern

Objective: READI Approval to build 150-250 multi-family units

From: Mark Muselman, President of M2 Investments

Thank you for your willingness to partner with us to build 150 to 250 multifamily units in the Indiana First Region: Southwest Indiana Development Council (SWIDC).

M2 Is a full service multifamily owner and operator of apartments across the state of Indiana. Our family of businesses has approximately 1,400 apartment units in Anderson, Fort Wayne, Noblesville, Dillsboro, Marion, Kokomo, Rochester, Berne, Decatur, and Winchester. We also have developed self-storage units in Decatur and Winchester, IN totaling 1,500 self-storage units.

We see a huge need for apartments to address the workforce housing shortages in the Indiana First Region. Southwest Indiana Development Council (SWIDC) including Knox, Perry, Spencer, Pike, and Harrison Counties and would be honored to be your preferred developer to build one project in one of the counties.

We would prefer the opportunity to build our property in (1) Vincennes, (2) Petersburg, and (3) Tell City but will consider any opportunity.

In order to accomplish a new construction property the following terms would be needed:

- Incentives of 25% of total cost. For example if the project cost is \$20m, an incentive package of \$5m would be needed.
- No restrictions on rental rates
- . No limitations on a refinance or sale once the project is complete
- . No repayment of the incentives provided by the state / region

We appreciate your interest in partnering with M2 Investments on this potential project. We are looking to working with you to accomplish this project together and to meet the needs of the region, providing excellent workforce housing.

March Maselman

President

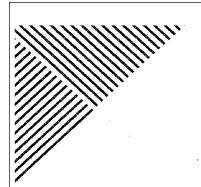
M2 Investments

P.O. Box 656. Noblesville, IN 46061

IVESTIMZ.COM | MZCOMMUNITHES.COM

Letter of Support - Regional Housing





Town of Richland

PO Box 123 Richland, IN 47634 212-555-0199

September 30, 2021

Dear Darrell:

The Town of Richland is excited to support our neighbors and the collaborative effort of Indiana First Region: Southwest Indiana Development Council (SWIDC) Regional Development Plan and the associated projects whose members include the counties of Harrison, Perry, Pike, Knox, and Spencer and I of the Southwest Indiana Region. This bold effort is to improve our region with funding from the READ! Initiative. We are excited about the potential this could bring to the entire Southwest Indiana region.

The Town of Richland supports the entire Indiana First Region: Southwest Indiana Development Council (SWIDC) which includes many projects that will attract new population and unlock significant economic growth throughout our region. Specifically, we support the Spencer County projects to grow new population and address critical. infrstructure.

Implementation of the Indiana First Region: Southwest Indiana Development Council (SWIDC) Regional Development Plan will provide opportunities for all of our regional citizens to participate in all of our regional growth. My support of this Plan is inclusive of the overall strategies and projects, and the Town of Richland asks that you please consider supporting this plan through the READI Initiative. The requested financial support will spur growth and prosperity in the region and state for generations.

Please do not hesitate to contact me if you have any questions.

Warm Regards, .

Dan Kincaid Town Board President 812.686.1115

www.townofrichland.com | dkincaid@kincaidins.com





To: Indiana First Region: Southwest Indiana Development Council

Objective: Single Family Housing Development - 150-200 lots

From: Jagoe Homes

Jagoe Homes is excited to potentially partner with the Indiana First Region: Southwest Indiana Development Council (SWIDC) to develop a 150 – 200 lot single family residential development with an anticipated price point of approximately \$250,000 - \$300.000 per home.

Jagoe Homes is third-generation homebuilder and community developer based in Owensboro, Kentucky, that has built over 10,000 homes across Western Kentucky and Southern Indiana. We have been nationally recognized for high quality homes, efficient building practices, and community design.

Based on the most recent housing studies and economic potential for the area, we see a significant need for single family homes to address workforce housing shortages in southwest Indiana specifically Knox, Perry, Spencer, Pike, and Harrison Counties and would be honored to be your preferred developer to develop a project in one of the counties.

In order to accomplish this new development project, the following terms would be preferred:

- Incentives of \$4 \$5M depending on site development costs. These incentives can take multiple forms
 - o Land
 - o Infrastructure (On-Site and Off-Site Utilities, Streets, Sidewalks)
 - o Tax Increment Financing
 - o Down Payment Assistance for Homebuyers
- Flexibility in lot size and configuration
- · Flexibility in home size and price point
- · No limitations on a refinance or sale
- No repayment of incentives provided by the state / region

Jagoe Homes appreciates the opportunity to work with Indiana First Region: Southwest Indiana Development Council (SWIDC) on this potential project to address the critical needs of the region.

Sincerely,

Brent Vorst - VP of Land Acquisition

3624 Wathens Crossing • Post Office Box 23019 • Owensboro, Kentucky 42304-3019 Phone: 1-800-264-4663 • (270) 684-0639 • Fax: (270) 683-8288

Letter of Support - Spencer County

Letter of Support - Regional Housing





Cultivating Communities.

To: To Whom It May Concern

Objective: READI Approval to build 150-250 multi-family units

From: Mark Muselman, President of M2 Investments

Thank you for your willingness to partner with us to build 150 to 250 multifamily units in the Indiana First Region: Southwest Indiana Development Council (SWIDC).

M2 Is a full service multifamily owner and operator of apartments across the state of Indiana. Our family of businesses has approximately 1,400 apartment units in Anderson, Fort Wayne, Noblesville, Dillsboro, Marion, Kokomo, Rochester, Berne, Decatur, and Winchester. We also have developed self-storage units in Decatur and Winchester, IN totaling 1,500 self-storage units.

We see a huge need for apartments to address the workforce housing shortages in the Indiana First Region. Southwest Indiana Development Council (SWIDC) including Knox, Perry, Spencer, Pike, and Harrison Counties and would be honored to be your preferred developer to build one project in one of the counties.

We would prefer the opportunity to build our property in (1) Vincennes, (2) Petersburg, and (3) Tell City but will consider any opportunity.

In order to accomplish a new construction property the following terms would be needed:

- Incentives of 25% of total cost. For example if the project cost is \$20m, an incentive package of \$5m would be needed.
- No restrictions on rental rates
- No limitations on a refinance or sale once the project is complete
- . No repayment of the incentives provided by the state / region

We appreciate your interest in partnering with M2 Investments on this potential project. We are looking to working with you to accomplish this project together and to meet the needs of the region, providing excellent workforce housing.

Max A Muselman

President

M2 Investments

P.O. Box 656, Noblesville, IN 46061

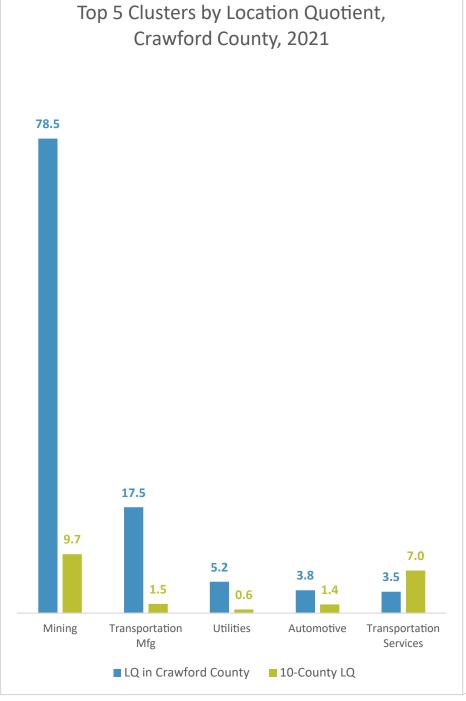
NVESTM2.COM | MZCOMMUNETIES.COM

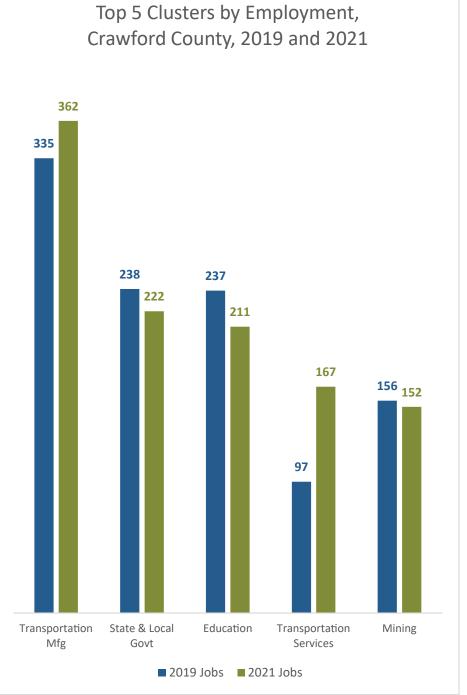
Letter of Support - Regional Housing

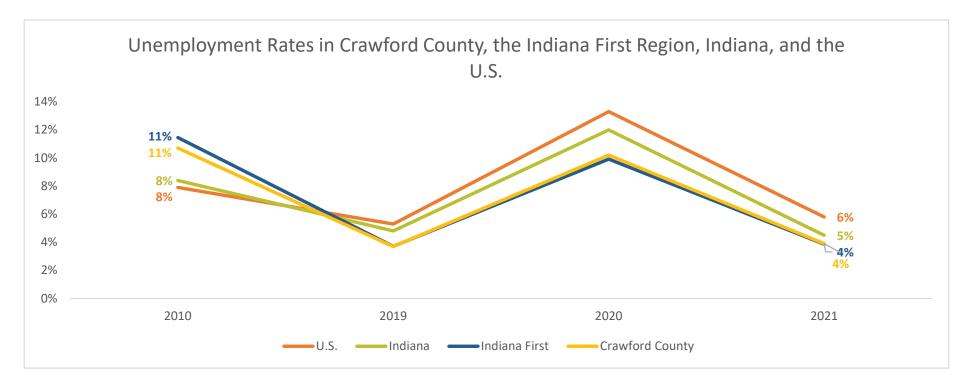
DEMOGRAPHIC AND ECONOMIC ANALYSIS

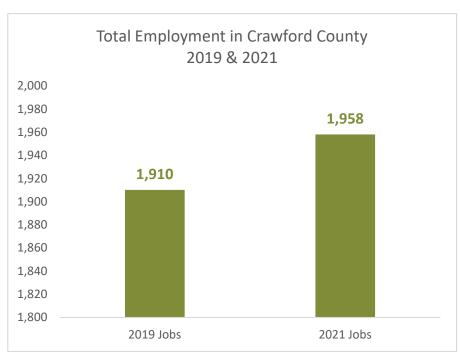
CRAWFORD COUNTY

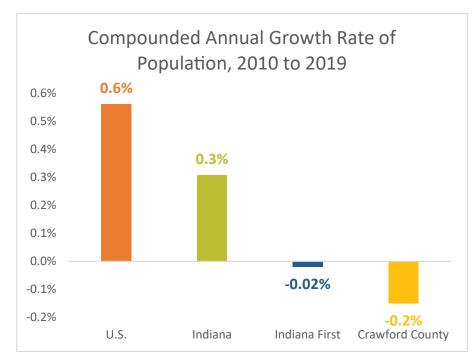
- Crawford County employs a higher proportion of people in certain industries than the nation does. These are the Mining, Transportation Manufacturing, Utilities, Automotive, and Transportation Services industries.
- In the last three years, the industries that employed the highest number of people in Crawford County are the Transportation Manufacturing, State and Local Government, Education, Transportation Services, and Mining industries.
- Crawford County has seen about the same trend in unemployment rates as the average county in the Indiana 15 Regional Planning Commission. In 2021, Crawford County (and the Indiana-15 region) had a lower unemployment rate than the state of Indiana and the U.S.
- Crawford County's employment sector has bounced back from the pandemic, with current levels (2021) of employment exceeding pre-pandemic (2019) levels.
- While the population in the U.S. and in Indiana has been growing, Crawford County's population has been falling at a rate of 0.2% per year. This is about 10 times faster than the population decline faced by the Indiana First Region, which is 0.02% per year.





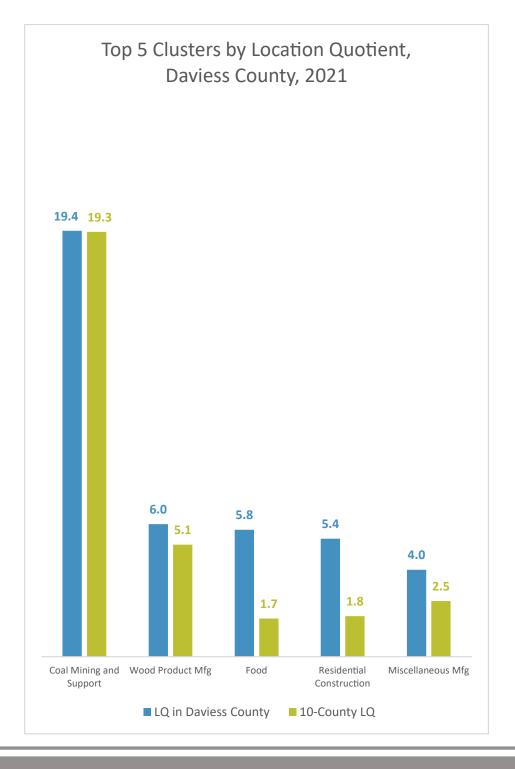


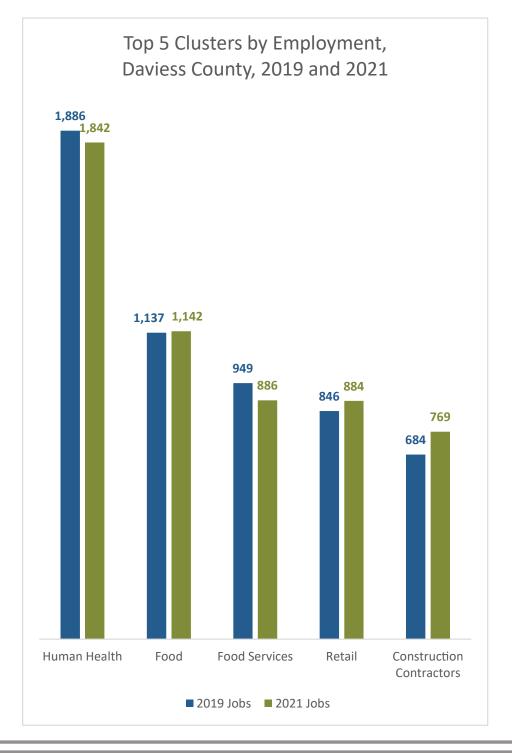


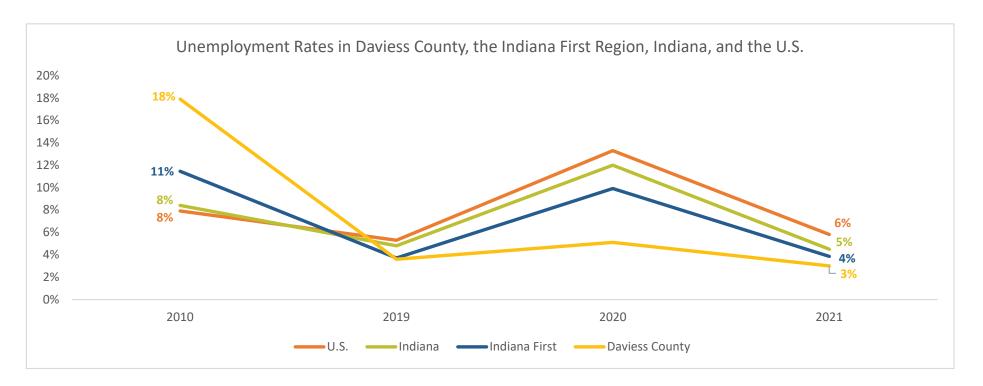


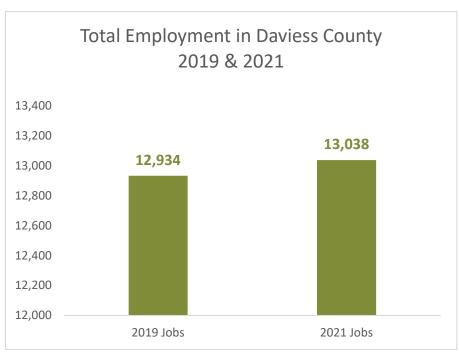
DAVIESS COUNTY

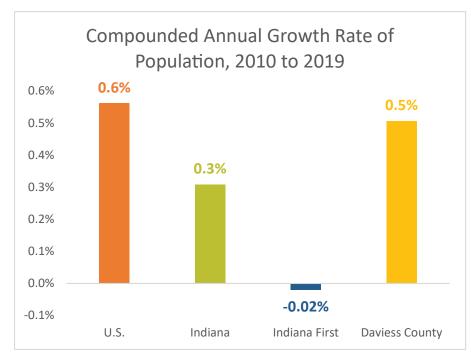
- Daviess County employs a higher proportion of people in certain industries than the nation does. These are the Coal Mining and Support, Wood Product Manufacturing, Food, Residential Construction, and Miscellaneous Manufacturing industries.
- In the last three years, the industries that employed the highest number of people in Daviess County are the Human Health, Food, Food Services, Retail, and Construction Contracting industries.
- Daviess County had a high unemployment rate relative to the state and nation in 2010, but by 2021, Daviess County's unemployment rate is half the size of the national unemployment rate, at 3%.
- Current employment in Daviess County exceeds pre-pandemic levels of employment. This signals a strong recovery from the pandemic.
- Daviess County is one of the only counties in the region to experience a positive growth in population over the last 10 years. Daviess County's population has grown at a rate of 0.5% per year, while the region's population has fallen at 0.02% per year.





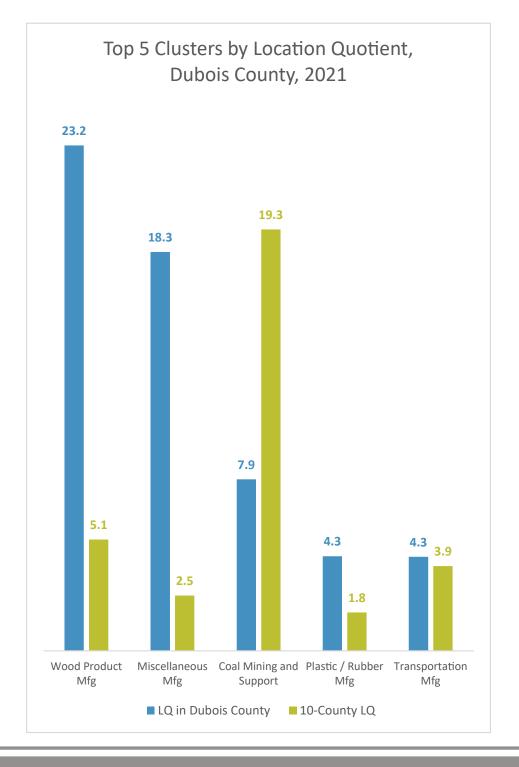


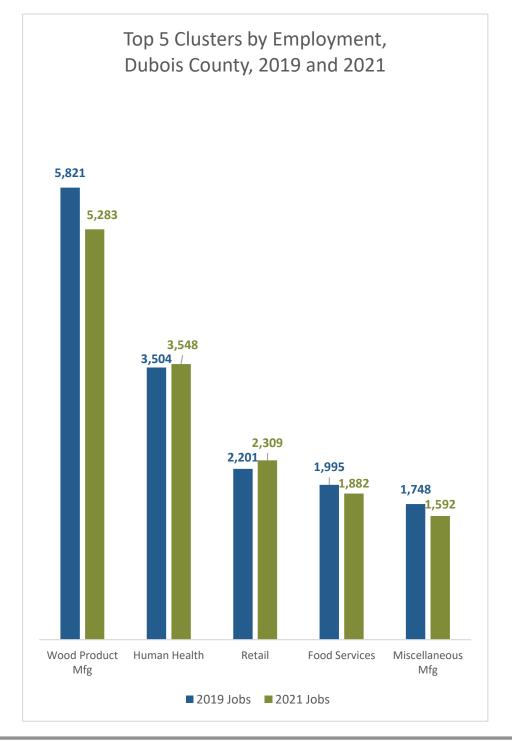


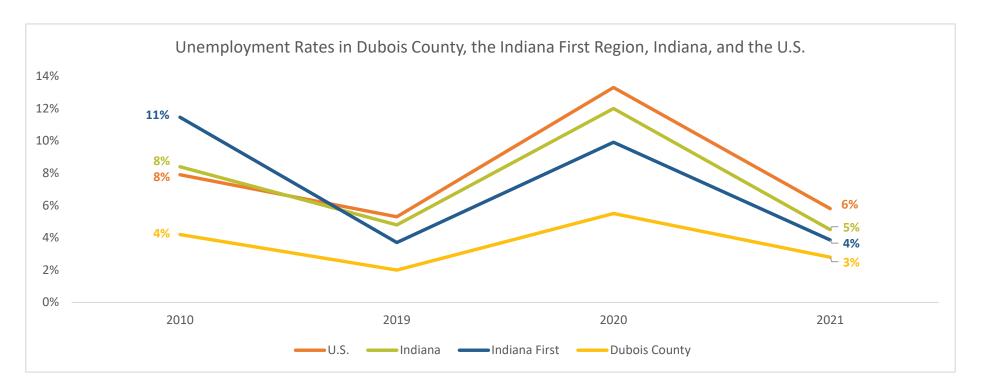


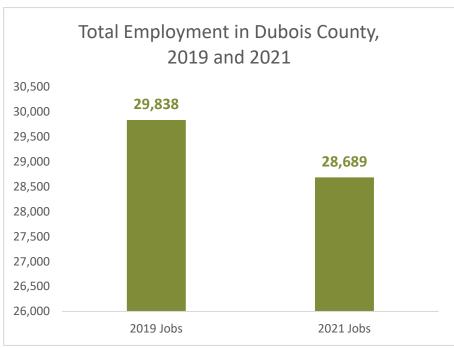
DUBOIS COUNTY

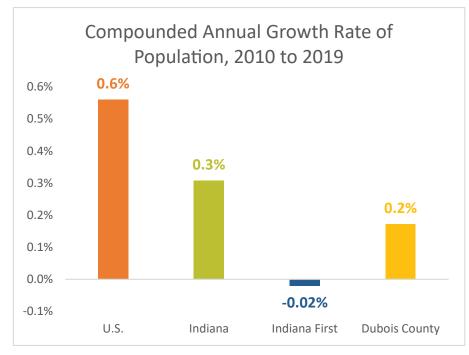
- Dubois County employs a higher proportion of people in certain industries than the nation does. These are the Wood Product Manufacturing, Miscellaneous Manufacturing, Coal Mining and Support, Plastic/Rubber Manufacturing, and Transportation Manufacturing industries.
- In the last three years, the industries that employed the highest number of people in Dubois County are the Wood Product Manufacturing, Human Health, Retail, Food Services, and Miscellaneous Manufacturing industries.
- Dubois County has maintained low unemployment rates relative to the nation, the state of Indiana, as well as the Indiana 15 Regional Planning Commission, and has done so since 2010 and even during the pandemic. The unemployment rate in Dubois County was 3% in 2021, which is half the rate in the nation, which is 6%.
- Current employment in Dubois County is lower than pre-pandemic levels of employment. Over 1,000 jobs in the county were lost and have not yet been recovered.
- Dubois County is one of the only counties in the region to experience a positive growth in population over the last 10 years. Dubois County's population has grown at a rate of 0.2% per year, while the region's population has fallen at 0.02% per year.







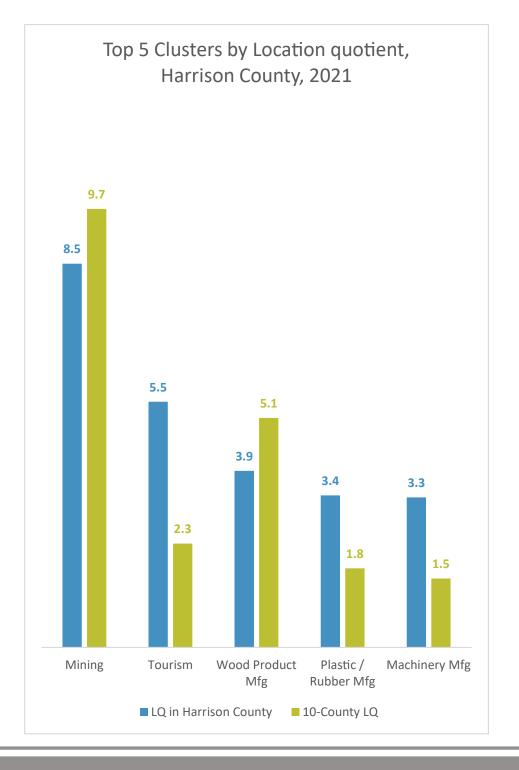


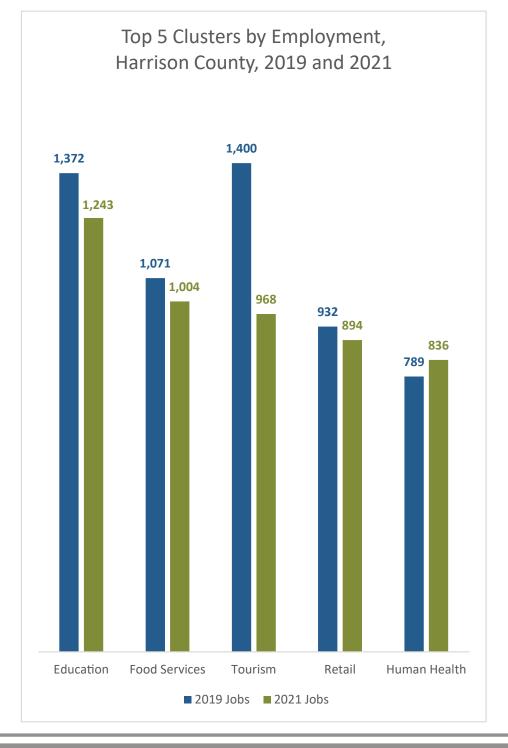


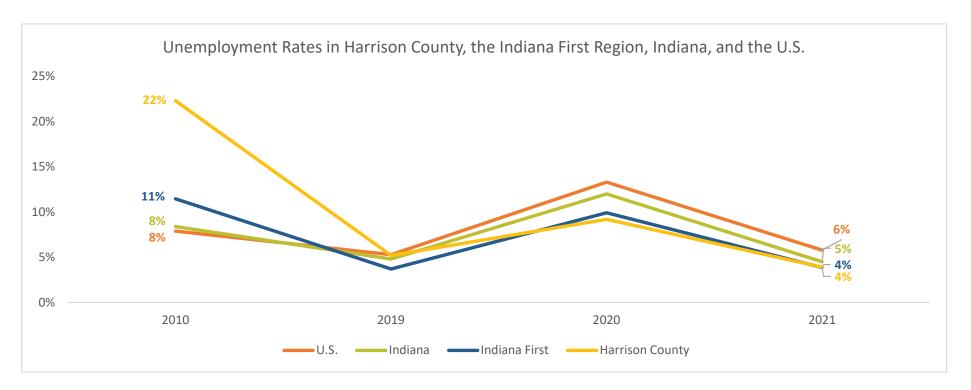


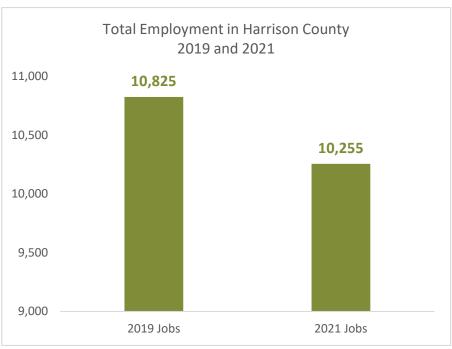
HARRISON COUNTY

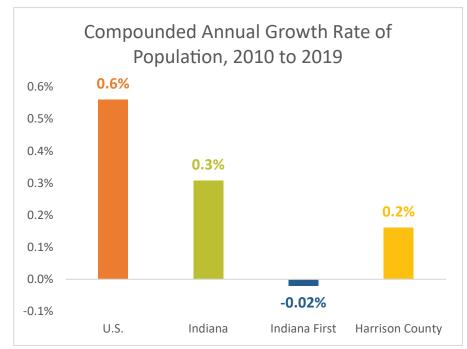
- Harrison County employs a higher proportion of people in certain industries than the nation does. These are the Mining, Tourism, Wood Product Manufacturing, Plastic/ Rubber Manufacturing, and Machinery Manufacturing industries.
- In the last three years, the industries that employed the highest number of people in Harrison County are the Education, Food Services, Tourism, Retail, and Human Health industries.
- Harrison County had a high unemployment rate relative to the state and nation in 2010, but by 2021, Harrison County's unemployment rate is lower than the national and state unemployment rates, at 4%.
- Current employment in Harrison County is lower than pre-pandemic levels of employment. Nearly 600 jobs in the county were lost and have not yet been recovered.
- Harrison County is one of the only counties in the region to experience a positive growth in population over the last 10 years. Harrison County's population has grown at a rate of 0.2% per year, while the region's population has fallen at 0.02% per year.





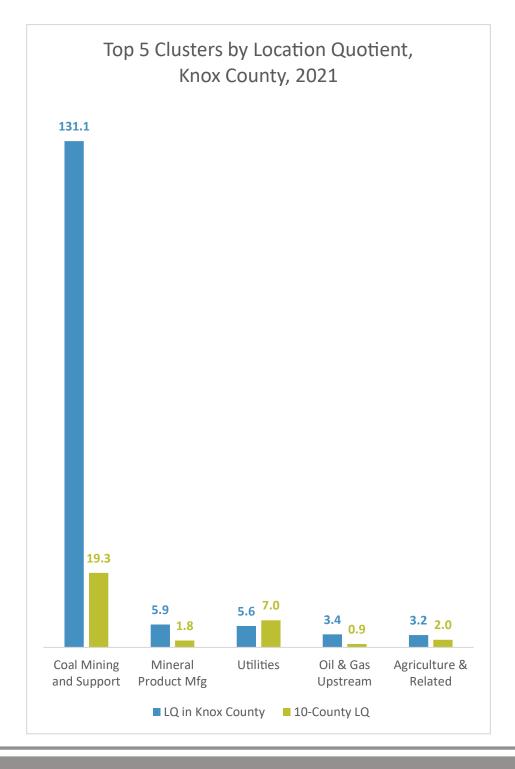


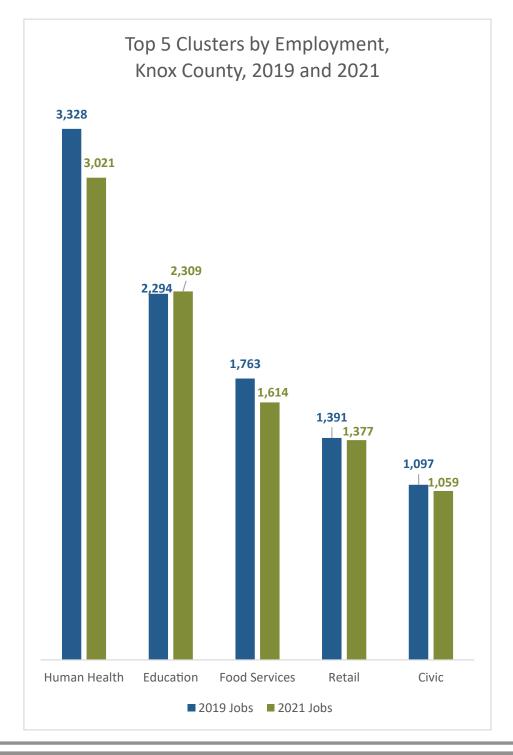


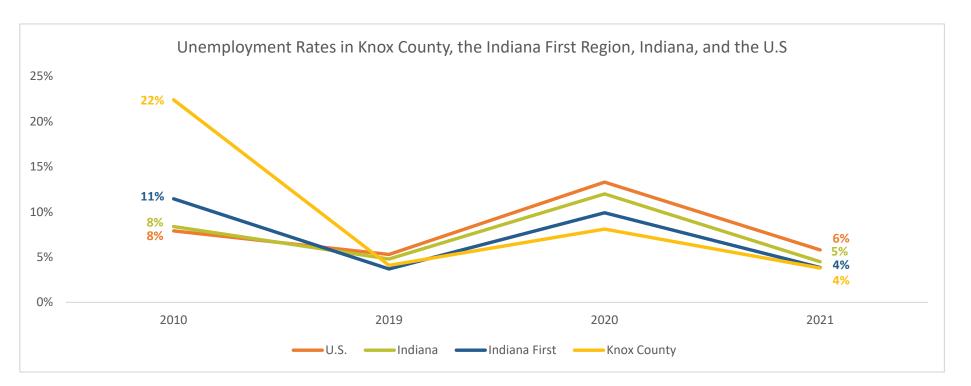


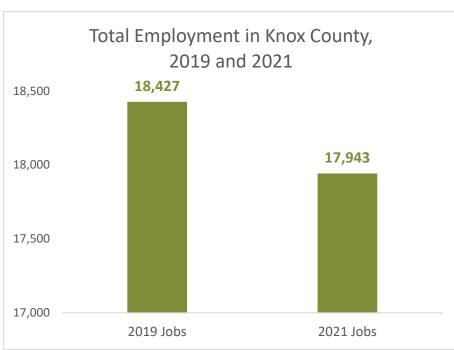
KNOX COUNTY

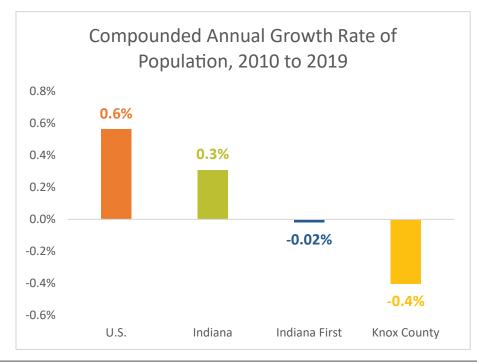
- Knox County employs a higher proportion of people in certain industries than the nation does. These are the Coal Mining and Support, Mineral Product Manufacturing, Utilities, Oil & Gas Upstream, and Agriculture industries.
- In the last three years, the industries that employed the highest number of people in Knox County are the Human Health, Education, Food Services, Retail, and Civic industries.
- Knox County had a very high unemployment rate relative to the state and nation in 2010, but by 2021, Knox County's unemployment rate is lower than the national and state unemployment rates, at 4%.
- Current employment in Knox County is lower than pre-pandemic levels of employment. Nearly 500 jobs in the county were lost and have not yet been recovered.
- Knox County experienced a severe decline in population levels in the last decade. Since 2010, Knox County's population has declined at a rate of 0.4% per year. At the same time, the Indiana-15 region's population has fallen at a rate of 0.02% each year, while the state of Indiana's population grew at 0.3% per year, and the nation's population grew at 0.6% per year.







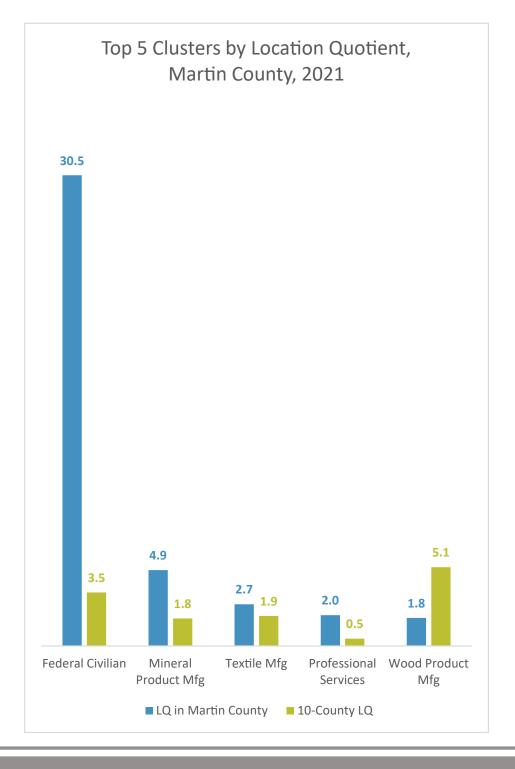


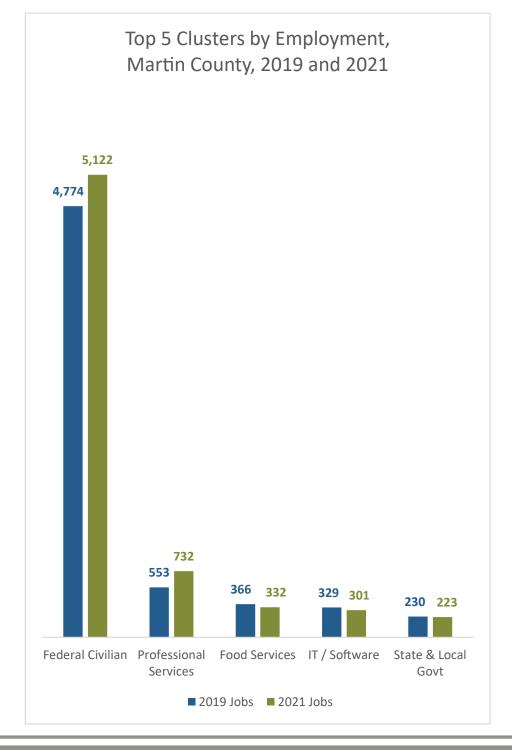


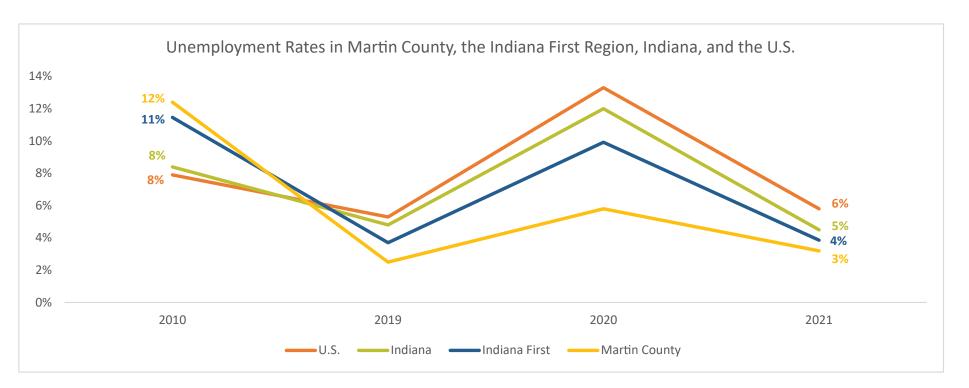


MARTIN COUNTY

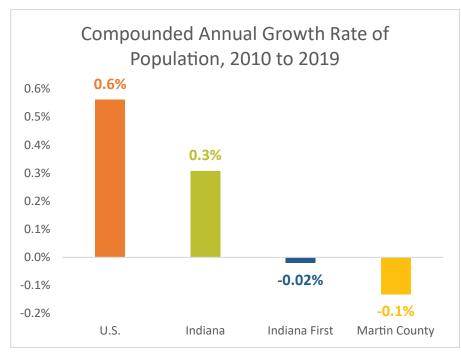
- Martin County employs a higher proportion of people in certain industries than the nation does. These are the Federal Civilian, Mineral Product Manufacturing, Textile Manufacturing, Professional Services, and Wood Product Manufacturing industries.
- In the last three years, the industries that employed the highest number of people in Martin County are the Federal Civilian, Professional Services, Food Services, IT/ Software, and State & Local Government industries.
- Martin County had a high unemployment rate relative to the state and nation in 2010, but by 2021, Martin County's unemployment rate is half as large as the national and state unemployment rates, at 3%.
- Current employment in Martin County has exceeded pre-pandemic levels of employment. With nearly 400 more jobs in 2021 than there were in 2019, this signals a strong recovery from the effects of the pandemic.
- Martin County experienced a decline in population levels in the last decade. Since 2010, Martin County's population has declined at a rate of 0.1% per year. At the same time, the Indiana-15 region's population has fallen at a rate of 0.02% each year, while the state of Indiana's population grew at 0.3% per year, and the nation's population grew at 0.6% per year.





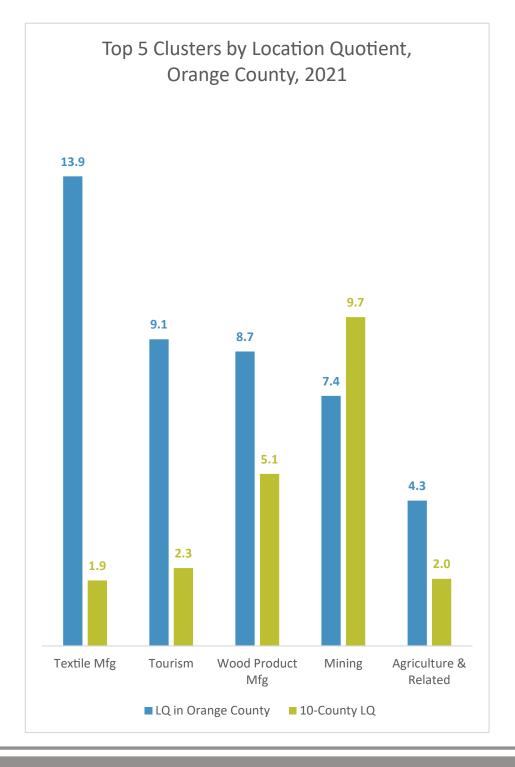


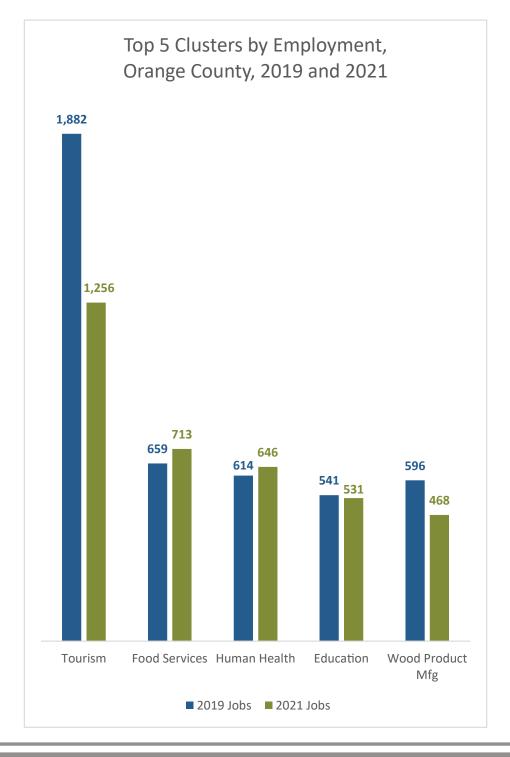


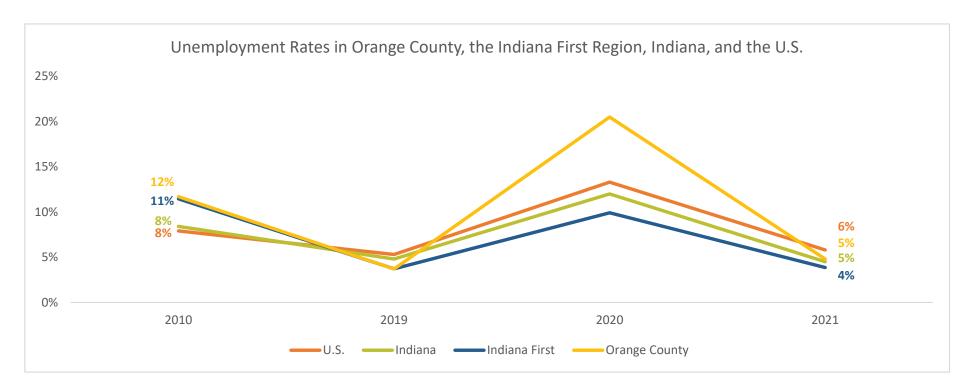


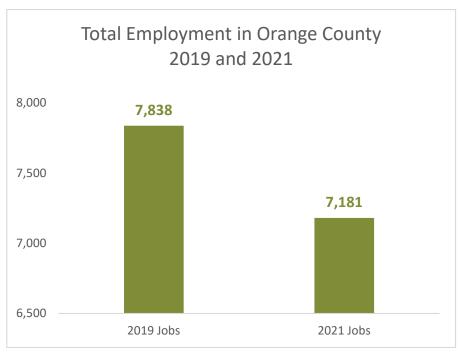
ORANGE COUNTY

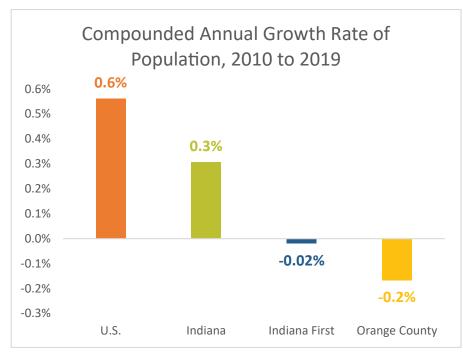
- Orange County employs a higher proportion of people in certain industries than the nation does. These are the Textile Manufacturing, Tourism, Wood Product Manufacturing, Mining, and Agriculture industries.
- In the last three years, the industries that employed the highest number of people in Orange County are the Tourism, Food Services, Human Health, Education, and Wood Product Manufacturing industries.
- Orange County had a high unemployment rate relative to the state and nation in 2010, but by 2021, Orange County's unemployment rate is lower than the national unemployment rate, at 5%. Orange County's unemployment rate is still slightly higher than the state's and the Indiana-15 region's unemployment rates.
- Current employment in Orange County is lower than pre-pandemic levels of employment. Nearly 700 jobs in the county were lost and have not yet been recovered.
- Orange County experienced a decline in population levels in the last decade. Since 2010, Orange County's population has declined at a rate of 0.2% per year. At the same time, the Indiana-15 region's population has fallen at a rate of 0.02% each year, while the state of Indiana's population grew at 0.3% per year, and the nation's population grew at 0.6% per year.





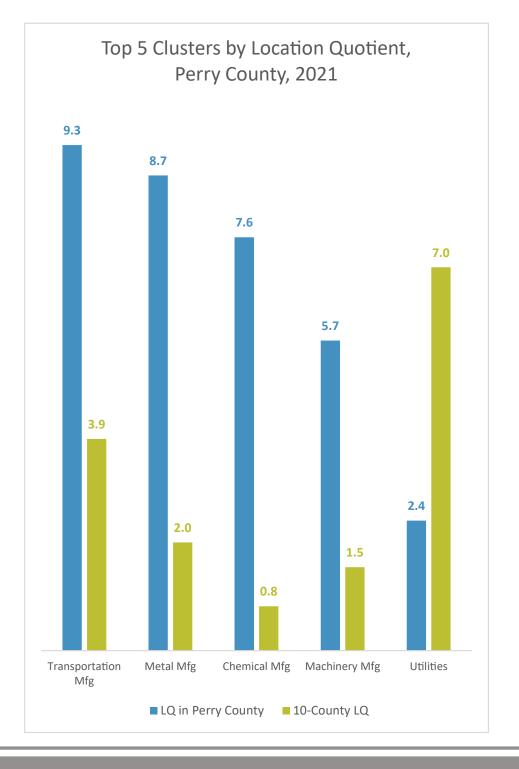


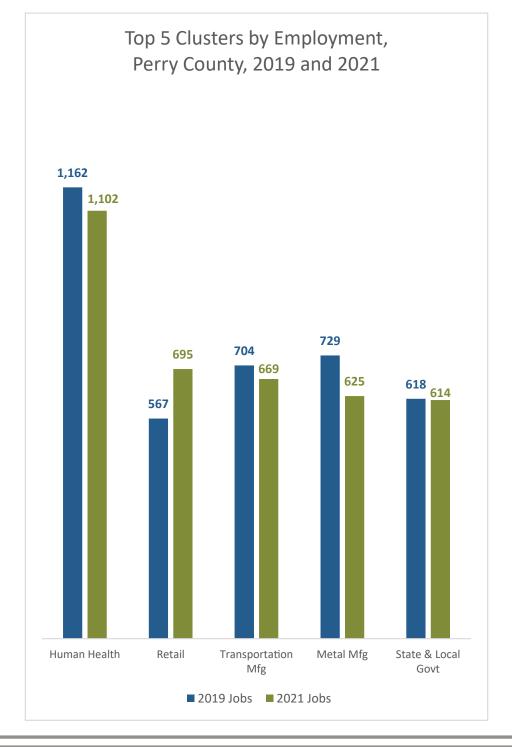


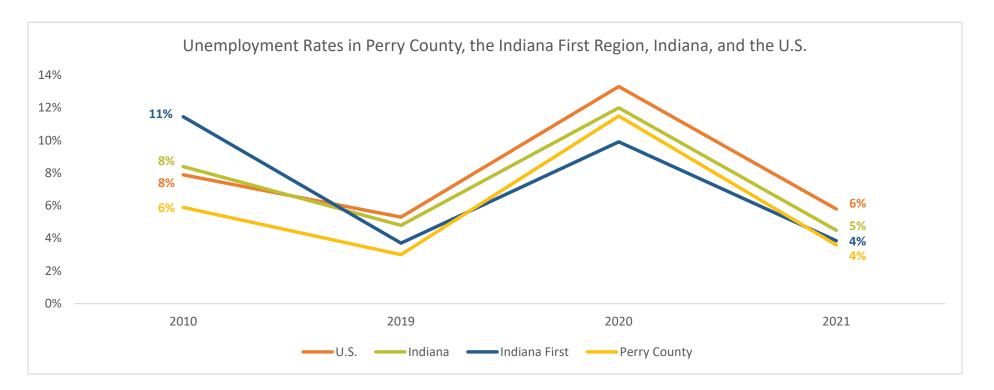


PERRY COUNTY

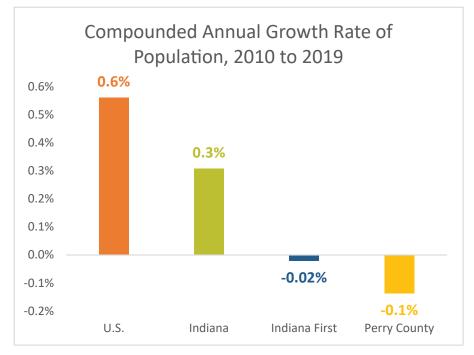
- Perry County employs a higher proportion of people in certain industries than the nation does. These are the Transportation Manufacturing, Metal Manufacturing, Chemical Manufacturing, Machinery Manufacturing, and Utilities industries.
- In the last three years, the industries that employed the highest number of people in Perry County are the Human Health, Retail, Transportation Manufacturing, Metal Manufacturing, and State & Local Government industries.
- Perry County has consistently maintained a lower unemployment rate than the nation and the state of Indiana. In 2021, Perry County's unemployment rate was 4%, while the nation was at 6% and the state of Indiana at 5%.
- Current employment in Perry County is lower than pre-pandemic levels of employment. Nearly 200 jobs in the county were lost and have not yet been recovered.
- Perry County experienced a moderate decline in population levels in the last decade. Since 2010, Perry County's population has declined at a rate of 0.1% per year. At the same time, the Indiana-15 region's population has fallen at a rate of 0.02% each year, while the state of Indiana's population grew at 0.3% per year, and the nation's population grew at 0.6% per year.







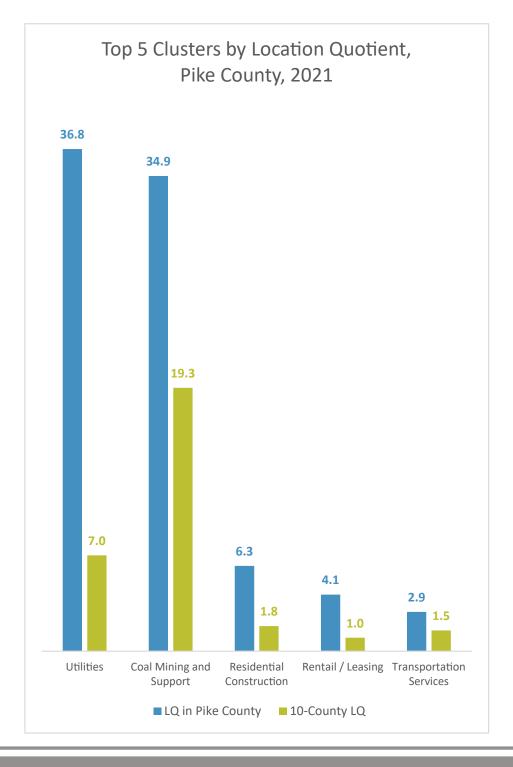


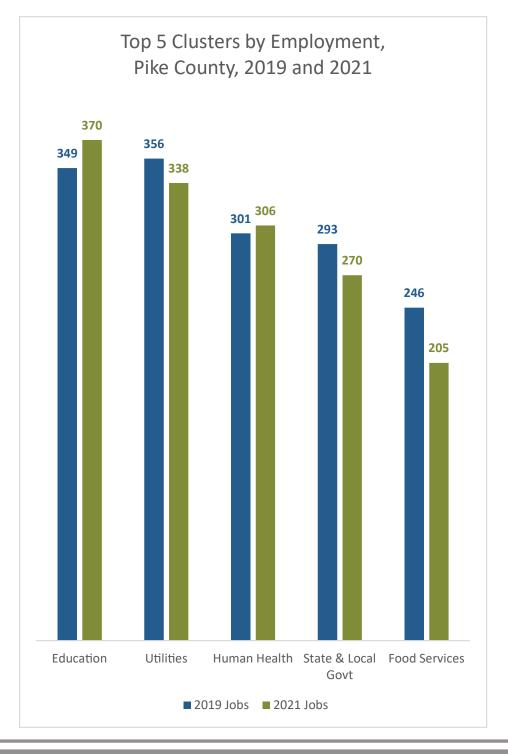


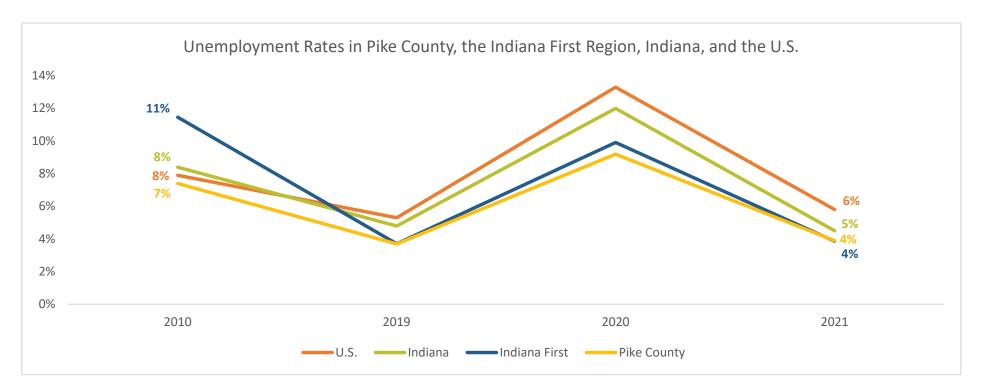


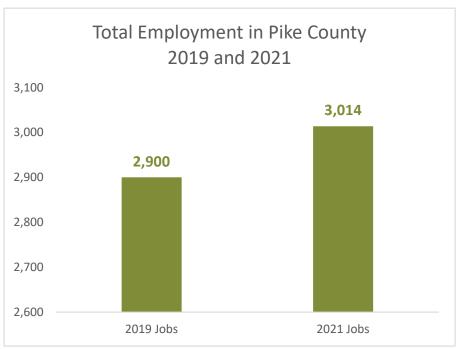
PIKE COUNTY

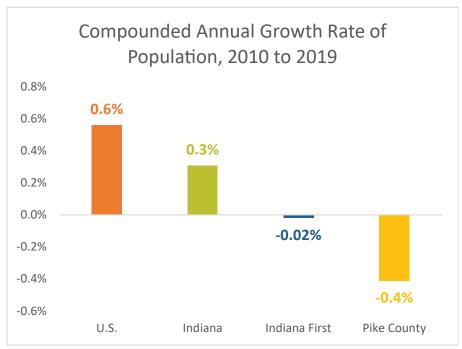
- Pike County employs a higher proportion of people in certain industries than the nation does. These are the Utilities, Coal Mining and Support, Residential Construction, Rental/ Leasing, and Transportation Manufacturing industries.
- In the last three years, the industries that employed the highest number of people in Pike County are the Education, Utilities, Human Health, State & Local Government, and Food Services industries.
- Pike County has consistently maintained a lower unemployment rate than the nation, the state of Indiana, and the Indiana-15 region. In 2021, Pike County's unemployment rate was 4%.
- Current employment in Pike County is higher than pre-pandemic levels of employment. With 100 jobs more in 2021 than there were in 2019, this signals a strong recovery from the effects of the pandemic.
- Pike County experienced a severe decline in population levels in the last decade. Since 2010, Pike County's population has declined at a rate of 0.4% per year. At the same time, the Indiana-15 region's population has fallen at a rate of 0.02% each year, while the state of Indiana's population grew at 0.3% per year, and the nation's population grew at 0.6% per year.







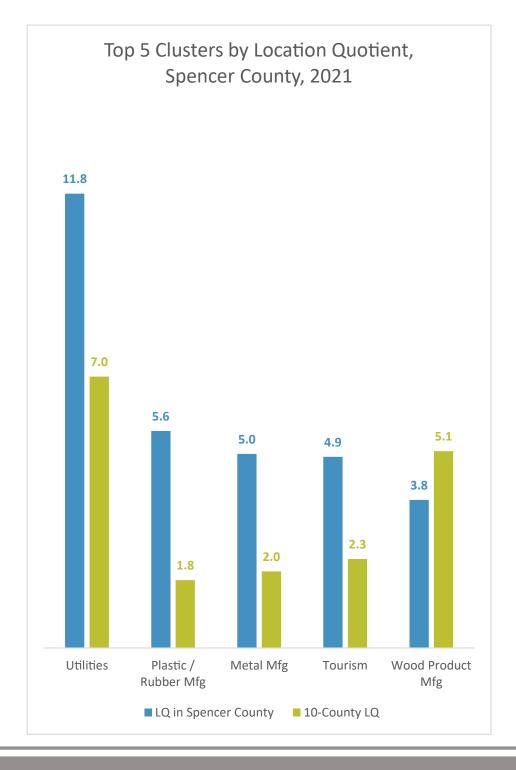


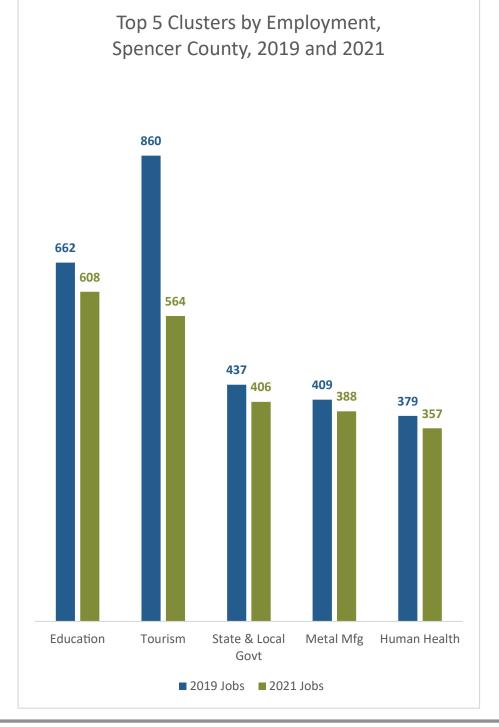


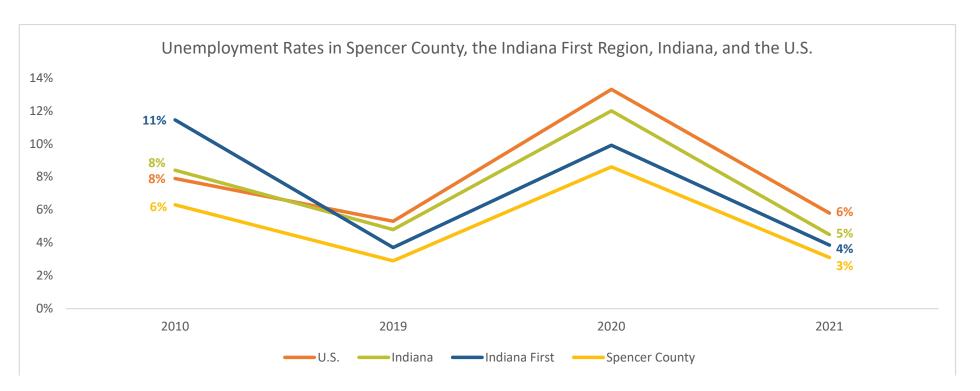


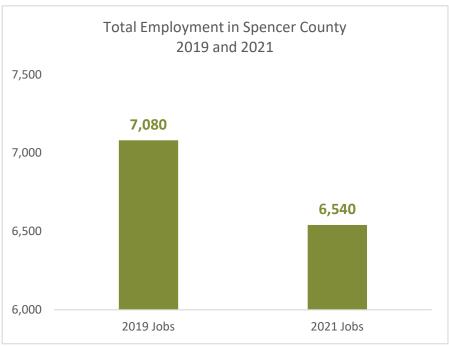
SPENCER COUNTY

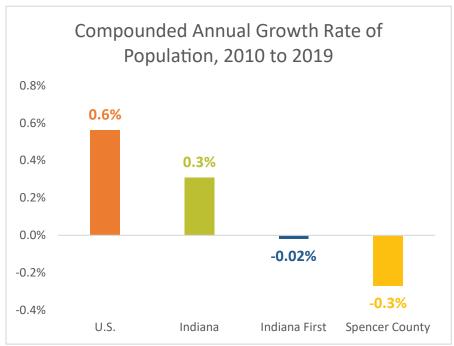
- Spencer County employs a higher proportion of people in certain industries than the nation does. These are the Utilities, Plastic/Rubber Manufacturing, Metal Manufacturing, Tourism, and Wood Product Manufacturing industries.
- In the last three years, the industries that employed the highest number of people in Spencer County are the Education, Tourism, State & Local Government, Metal Manufacturing, and Human Health industries.
- Spencer County has consistently maintained lower unemployment rates than the nation, the state of Indiana, as well as the Indiana-15 region. In fact, in 2021, Spencer County had the lowest unemployment rate of all the counties in the region, at 3%.
- Current employment in Spencer County is lower than pre-pandemic levels of employment. Nearly 500 jobs in the county were lost and have not yet been recovered.
- Spencer County experienced a severe decline in population levels in the last decade. Since 2010, Spencer County's population has declined at a rate of 0.3% per year. At the same time, the Indiana-15 region's population has fallen at a rate of 0.02% each year, while the state of Indiana's population grew at 0.3% per year, and the nation's population grew at 0.6% per year.











INDUSTRY CLUSTER DEFINITIONS

CLUSTER NAME	DESCRIPTION
Administrative Services	Office management and corporate headquarter services
Agriculture & Related	Animal or crop farming, logging, nurseries, fishing, and hunting
Alternative Energy	Non-petroleum/coal/gas sources of energy
Animal Health	Veterinarians and animal drug companies
Automotive	Processes between design and sale of motor vehicles.
Beverage	Beverage manufacturing
Chemical Manufacturing	Manufacturing of industrial chemicals.
Civic	Non-profits and other civic groups (public spaces, faith spaces, etc.).
Construction Contractors	Specialty construction workers, for example flooring contractors
Education	Schools and universities, public and private
Electronics Manufacturing	Electronics manufacturing.
Federal Civilian	Federal employment, non-military
Federal Military	Federal employment, military
Finance/Insurance	Finance and insurance services
Food	Food manufacturing and related activities, food wholesale and food retail
Food Services	Restaurants and other food services
Heavy Construction	Non-residential construction
Human Health	Hospitals and pharmaceuticals
Medical Manufacturing	Manufacturing of equipment for therapeutics, monitoring, diagnosis
IT/Software	IT, computer support, telecommunications
Machinery Manufacturing	Manufacturing of machinery.
Media	Newspapers, radio, other media
Metal Manufacturing	Metal and metal product manufacturing



CLUSTER NAME	DESCRIPTION
Mineral Product Manufacturing	Manufacturing from mineral based products (e.g., zinc, clay
Mining	Extraction of coal/other minerals from mines.
Miscellaneous Manufacturing	Other manufacturing not included in list.
Oil & Gas Downstream	Manufacturing from processed petroleum or support services for O & G
Oil & Gas Upstream	Oil extraction and related activities
Other	Other industries not included elsewhere
Plastic/Rubber Manufacturing	Plastic and rubber product manufacturing
Professional Services	Professional services not included in other clusters (e.g., pure engineering)
Recreation	Arts, culture, fitness centers
Regional HQ	Offices of bank-holding companies and corporate / regional managing offices.
Rental/Leasing	Rental and leasing services
Research	Research and development (R&D) services
Residential Construction	Home construction
Retail	Other retail, outside of food cluster
Retail Services	Other services involved in the retail process.
Sensors & Instruments	Sensor and precision instrument manufacturing
State & Local Government	State & local government employment
Support Services	Other support services (e.g., hair stylists)
Textile Manufacturing	Textile manufacturing
Tobacco	Tobacco manufacturing
Tourism	Tourism and hospitality industries (e.g., hotels, travel agents)
Transportation Manufacturing	Transportation equipment manufacturing (e.g., car manufacturing)
Transportation Services	Transportation services (e.g., air transportation)
Utilities	Utilities - water, gas, electric
Wholesale & Distribution	Other wholesale and logistics
Wood Product Manufacturing	Wood product manufacturing

