Comprehensive Economic Development Strategy

2022 Annual Performance Report

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Indiana 15 Region Executive Summary

In 1973, Crawford, Dubois and Orange Counties sought to join together to form an organization to help plan and encourage economic development for the Patoka Lake area. They, along with the State of Indiana, formed the Patoka Lake Regional Planning Commission.

The counties of Perry and Spencer joined the commission by resolution in 1974 and Pike County followed in 1993. The name was changed in 1978 to the Indiana 15 Regional Planning Commission.

The Indiana 15 region has been established not only through State of Indiana Statute, but also as an economic development district by designation of the US Department of Commerce – Economic Development Administration (EDA).

Indiana 15 Regional Planning Commission assembles a Comprehensive Economic Development Strategy (CEDS) that compiles an array of projects identified within each county in the six-county region. Regional priorities are also listed. The concerns and needs are a result of meetings to assist in collaborating together to solve unique and common issues. Indiana 15 and the individual communities use this document to track and prioritize projects.

The commission utilized economic cluster and demographic data developed for the CEDS document to identify and determine our region's economic strengths/challenges and gain a better perspective on current conditions and opportunities.

The Indiana 15 region's economy is rich with forest and wood product business at ten times more concentration than the national average. Other strong clusters in the region are agribusiness and advanced materials-including primary metals and transportation equipment that support the regional supply chain.

The Indiana 15 region also has mature industries in the computer and electronic manufacturing and tourism and visitor clusters, transforming energy industry and technology and telecom clusters. The clusters identified in this section show opportunity for growth, have a presence in some regional counties, have regional impact and were used to dive deeper into the regional data. The needs of the strong clusters were used to develop the goals of this report.

This CEDS will serve as a roadmap for future economic development efforts of the Indiana 15 Region. Key regional stakeholders embrace a spirit of regionalism to support this initiative. Implementing the action items described within this document will strengthen the ability of the Indiana 15 Region to secure its economic future and position it as a competitive region. This plan reflects a planning process with active participation and foundational investment from business, civic, and community leaders. Significant research and discussions have led to the development of this plan.

Introduction

Regional Collaboration

The CEDS was supported by several key decision makers in the region whose input was invaluable throughout the process. Those active in developing this plan were representatives from Indiana 15 Regional Planning Commission staff and Board members, State, County, City and Town elected officials, business owners, youth organizations, Purdue Extension, Community Foundations, local utilities, United States Department of Agriculture (USDA), Chambers of Commerce, disadvantaged organizations, farming, transportation, Economic Development, manufacturing, education, Indiana Office of Community and Rural Affairs (OCRA), Indiana Association of Regional Councils (IARC), recreation and local residents. The list of the Indiana 15 Region – CEDS Committee is in Appendix A.

Community Forum – October 29, 2015

A draft of the CEDS was mailed specifically to Local Economic Development Officials for input. The CEDS was also made available on the Indiana 15 RPC website and news articles were placed in newspapers throughout the six-county region for the 30-day comment period.

A link to the CEDS draft was also sent to the Indiana 15 RPC Board Members and presented and discussed at the April 2022 Board meeting.

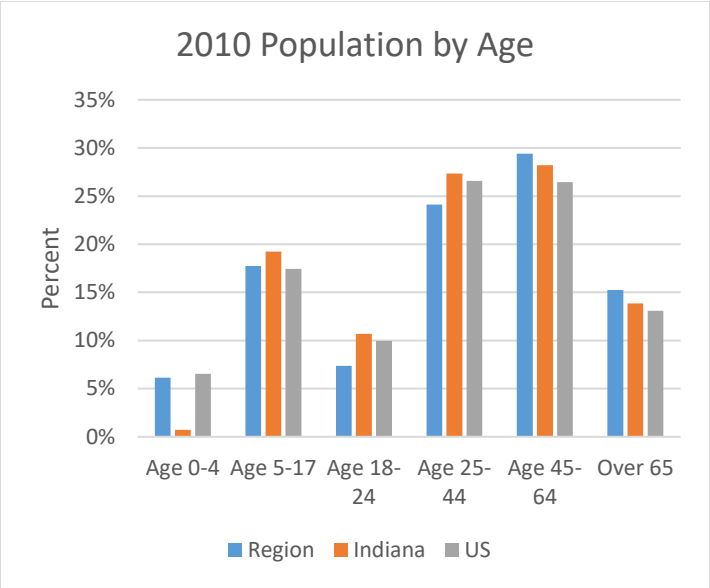
Evidence Basis for Plan

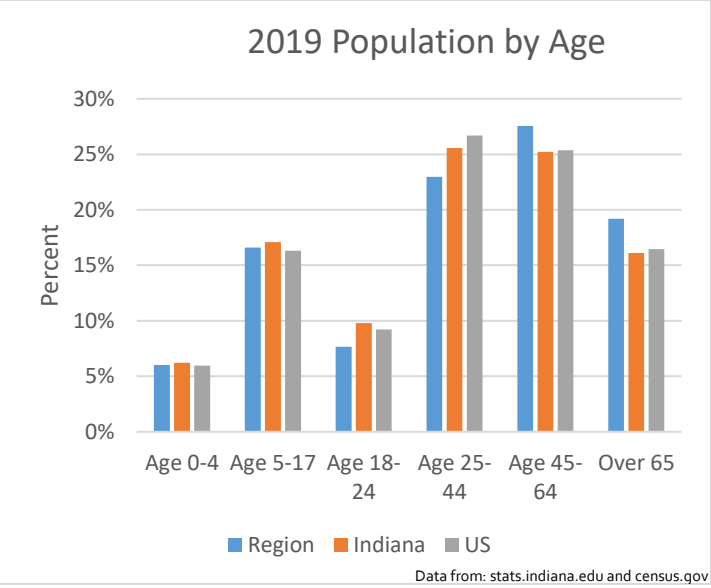
Regional Demographic Data

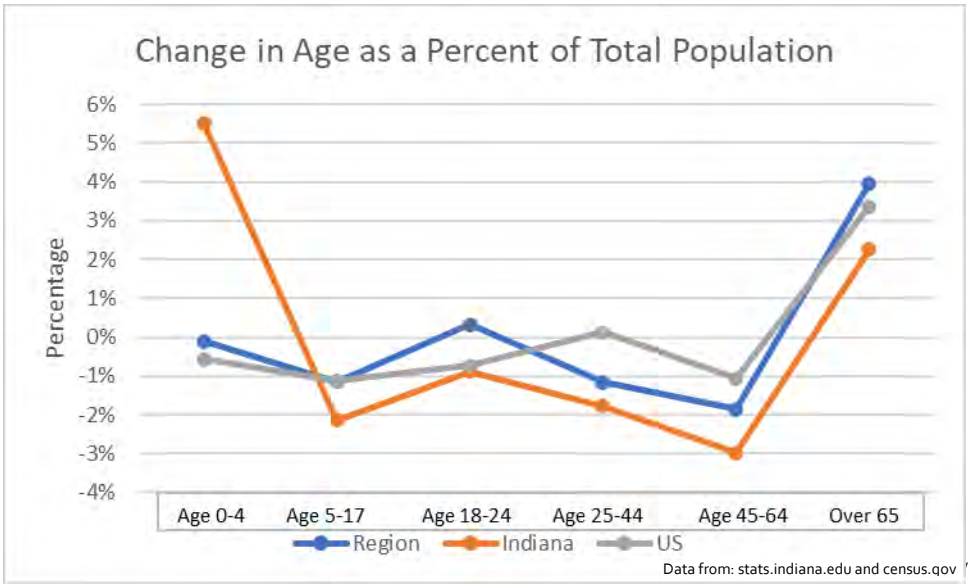
The 2010 census showed the population of the Indiana 15 Region at 125,577 reflective of a 2.97% increase from the 2000 census. The 2019 census shows a decrease in population of .25% for the region. The State of Indiana and the US population both show population increases in 2010 and 2019.

Data from: stats.indiana.edu and census.gov

The Indiana 15 region experienced a higher population change from 2010-2019 as a percent of total population than both the State of Indiana and the US in two categories - age 18-24 and over 65. The State of Indiana had a population change as a percent of total population higher than both the Indiana 15 region and the US in age 0-4.



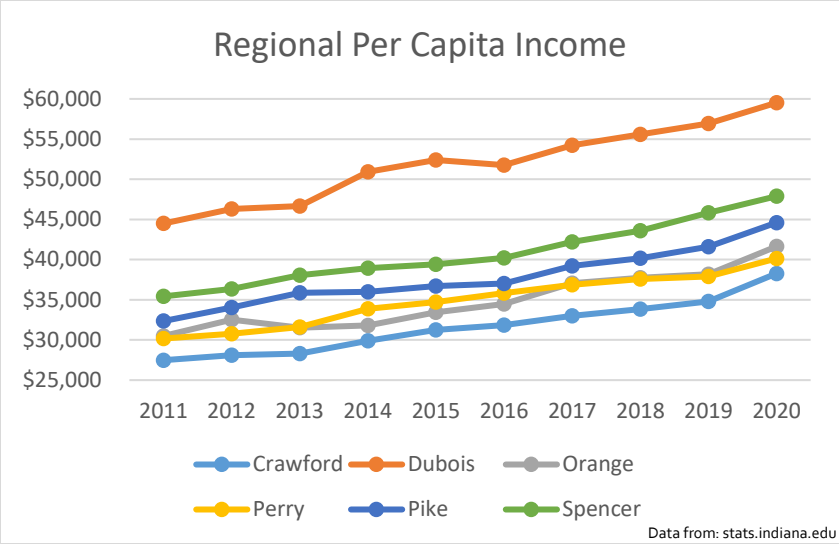


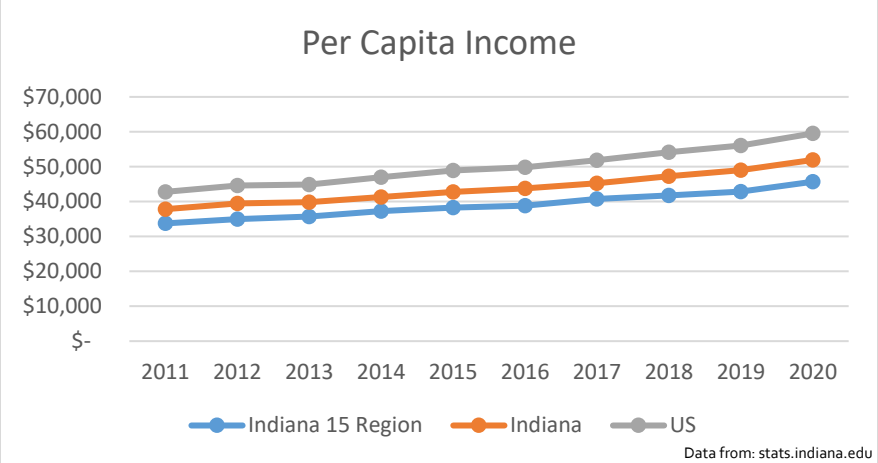


Discussions in progress with Indiana First and Radius, Regional Economic Acceleration and Development Initiative (READI) regions through the Indiana Economic Development Corporation have identified initiatives to increase population by attracting talent, new housing opportunities and other quality of life projects. A Recovery and Resiliency Plan is currently under development that incorporates attracting businesses, people and talent to our region.

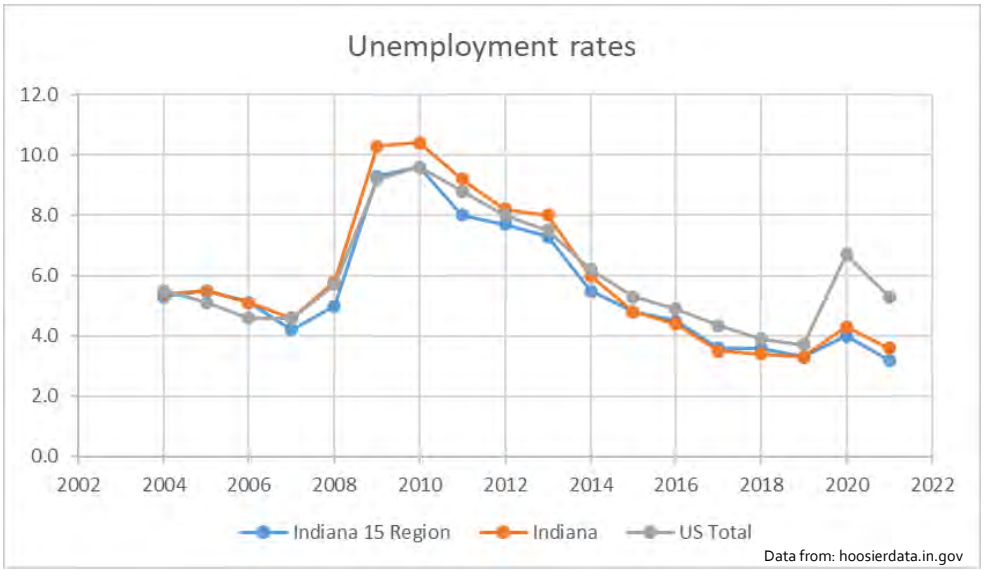
Regional Economic Data

The per capita personal income in the Indiana 15 region increased $13,739 from 2010-2020. During the same timeframe, the State of Indiana per capita personal income increased $16,227 ($2,488 or 15% more than the region) and the US increased $18,820 ($5,081 or 27% more than the region).

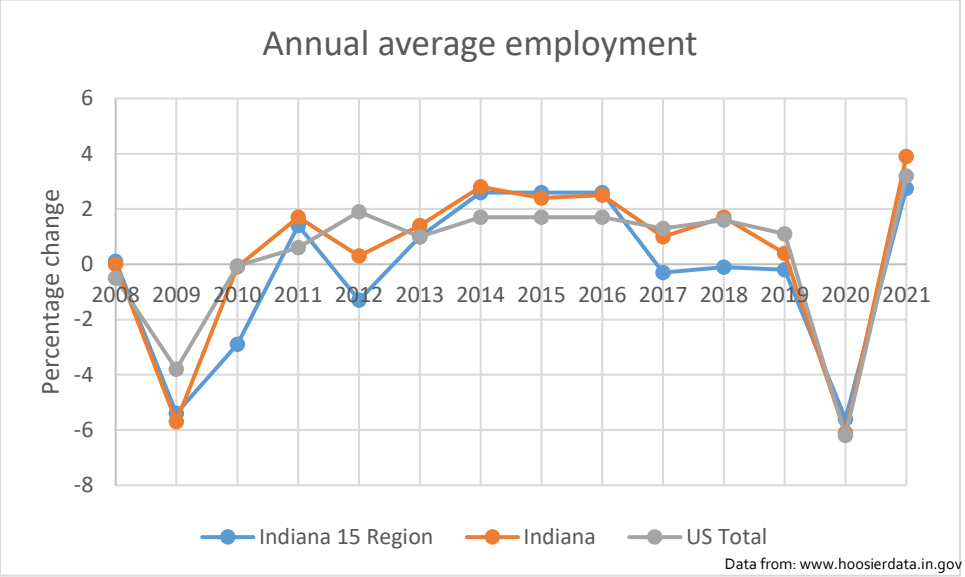




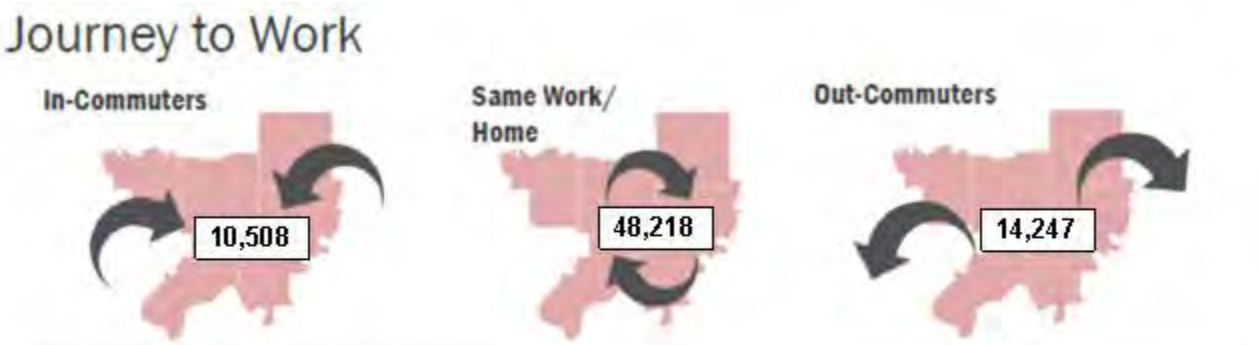
Unemployment in the Indiana 15 region was equal to the Indiana state average from 2004-2006. In 2007-2017 unemployment was lower in the Indiana 15 region than in the rest of the state. In 2018, the US, state and regional unemployment rates are setting new series lows, with the region (3.6%) narrowly above the state (3.4%). In 2019, each rate was even lower with the region and state even at 3.3%. The US experienced a jump in unemployment from 3.7% in 2019 to 6.7% in 2020 in unemployment.



Discussion throughout the plan development process included hearing from manufacturing firms about jobs that go unfilled and the difficulty in locating and retaining workers. Manufacturers have increased the recruitment area, incentives/benefits and made changes to rehiring policies in an effort to alleviate the need for workers.



There are 72,973 workers in the Indiana 15 region. 48,218 workers – representing 82.1% of the total - live and work in the region. Labor shed workers account for 10,508 workers that commute into, but live outside the region. Commute shed workers account for 14,247 workers that live in but commute outside the region to work. This leaves the net commute workers at a negative 3,739 workers. The commute shed workers are employed in the surrounding counties as well as Daviess, Martin, and Vanderburgh counties in Indiana and Hancock, Daviess and Breckinridge counties in Kentucky.



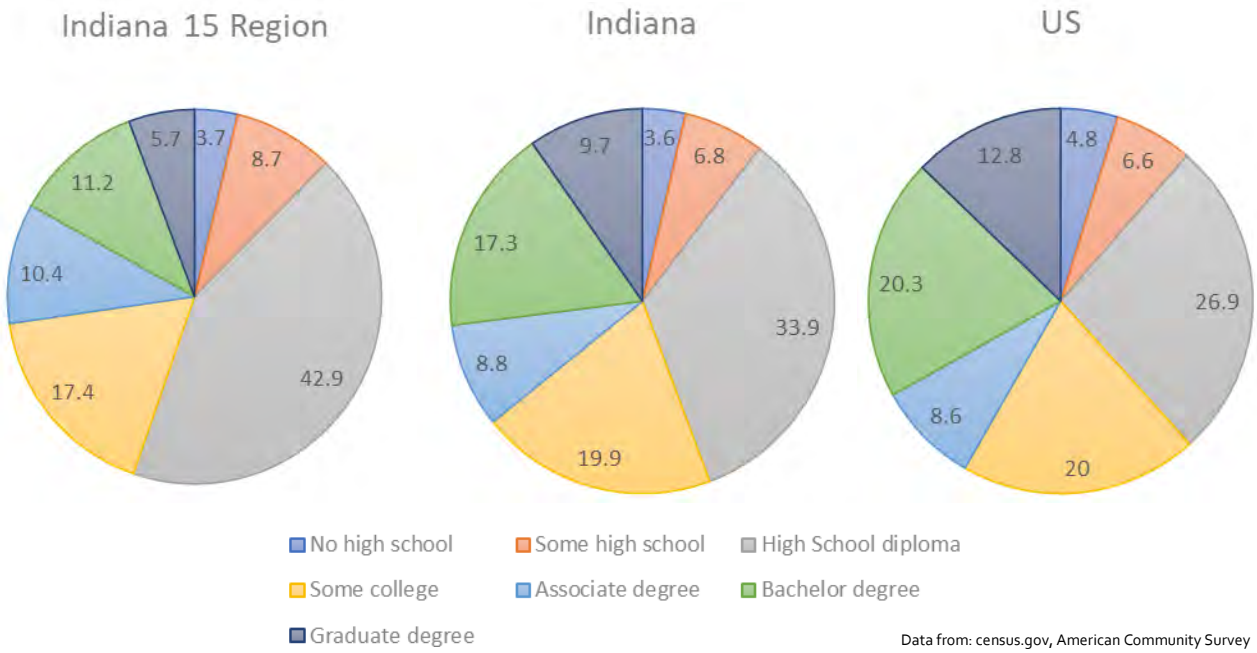
Population	2019 Jobs	Proportion
Employed in Region	58,726	100.0%
Employed in Region but Living Outside	10,508	17.9%
Employed and Living in Region	48,218	82.1%

Population	2019 Jobs	Proportion
Region Residents	62,465	100.0%
Employed Outside Region but Living in Region	14,247	22.8%
Employed and Living in Region	48,218	77.2%

Data from: www.hoosierdata.in.gov

The Indiana 15 region has a higher percentage of population with some High School, High School Diploma and Associates Degrees than the State of Indiana and the US. The region trails the state in percentage of population with Bachelor/Graduate degrees by 37.4% and the US by 55.5%.

Educational attainment as a percent of population, 2019



Data from: census.gov, American Community Survey

The education attainment relates to the top industries in the region of manufacturing, retail, accommodation/food service and construction.

Largest 2-digit NAICS Industries by Employment in Qtr 3 2021

2-Digit NAICS	Employment	% of Total	Annualized Earnings per Job	Relative to Total
00 Total	52,014	100.0%	$44,979	100.0%
31-33 Manufacturing	14,546	28.0%	$54,734	121.7%
44-45 Retail Trade	5,118	9.8%	$29,838	66.3%
72 Accommodation and Food Services	4,507	8.7%	$24,622	54.7%
62 Health Care and Social Services	4,046	7.8%	$50,409	112.1%
23 Construction	2,773	5.3%	$54,354	120.8%
92 Public Administration	2,095	4.0%	$35,747	79.5%
61 Educational Services	2,041	3.9%	$36,122	80.3%
42 Wholesale Trade	1,985	3.8%	$56,647	125.9%
48-49 Transportation & Warehousing	1,708	3.3%	$53,870	119.8%
81 Other Services (Except Public Administration)	1,081	2.1%	$35,855	79.7%

- statsamerica.org

Regional Assets

Our six-county region is comprised of beautiful, natural and historic resources that include forestry, agricultural, farmland, rivers, manufacturing, and various points-of-interest for tourism. It is well-known as one of the most breathtaking areas in the state of Indiana.

One of our greatest assets is the accessibility to outdoor recreation. The region contains over 60,000 acres of Hoosier National Forest that is complimented with state parks and lakes, hiking trails, and many historic features.

With several job opportunities available, we have significant auto-machinery, aerospace, and forestry-product major manufacturing sectors nestled in pockets throughout the six counties. Our region boasts a manufacturing supercluster at three times the national rate.

The region has a long history of woodworking that dates back to the early settlers. These settlers brought skills from their homeland that started our furniture manufacturing businesses. The transportation related manufacturers are inter-related by creating a raw product, further refining or retooling that product and all being part of the same supply chain. The availability of land in close proximity of these manufacturers was a draw for them to locate here.

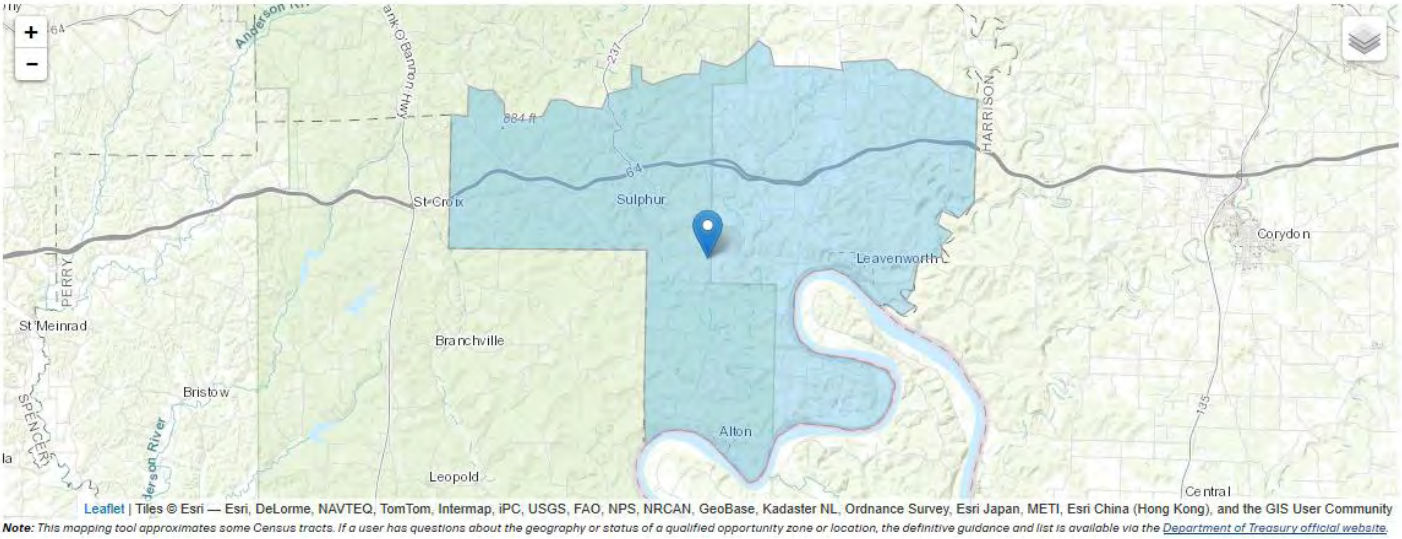
Major road infrastructure links these sectors, as well as schools, and points of interest horizontally and vertically. This allows residents and visitors ease of access throughout the region to work, live and play. These are all pivotal areas for quality of life in our rural communities.

A region with strong community involvement, the Indiana 15 region offers parks, recreation, multi-cultural festivities, local attractions, music, artisans, wineries, sporting events, theater and historical landmarks to attract future visitors, along with assets that engage current residents in our society's roots. The region's canvas is far from blank, with much more opportunity to grow and explore.

Opportunity Zones

The Indiana 15 region has five designated opportunity zones: Crawford County, Dubois County, Orange County, Perry County and Pike County.

Crawford County Opportunity Zone - Tract 9521



Note: This mapping tool approximates some Census tracts. If a user has questions about the geography or status of a qualified opportunity zone or location, the definitive guidance and list is available via the Department of Treasury official website.

www.statsamerica.org/opportunity/

The Crawford County Opportunity Zone, located in the Leavenworth area, has Interstate 64 and Ohio River access. It includes an industrial park just North of the Interstate exchange that is designated an Indiana Site Certified Silver. The Commission has an EDA project in the development stage within this Opportunity Zone.

Crawford County Opportunity Zone Key Metrics

Crawford County, IN Tract 9521.00

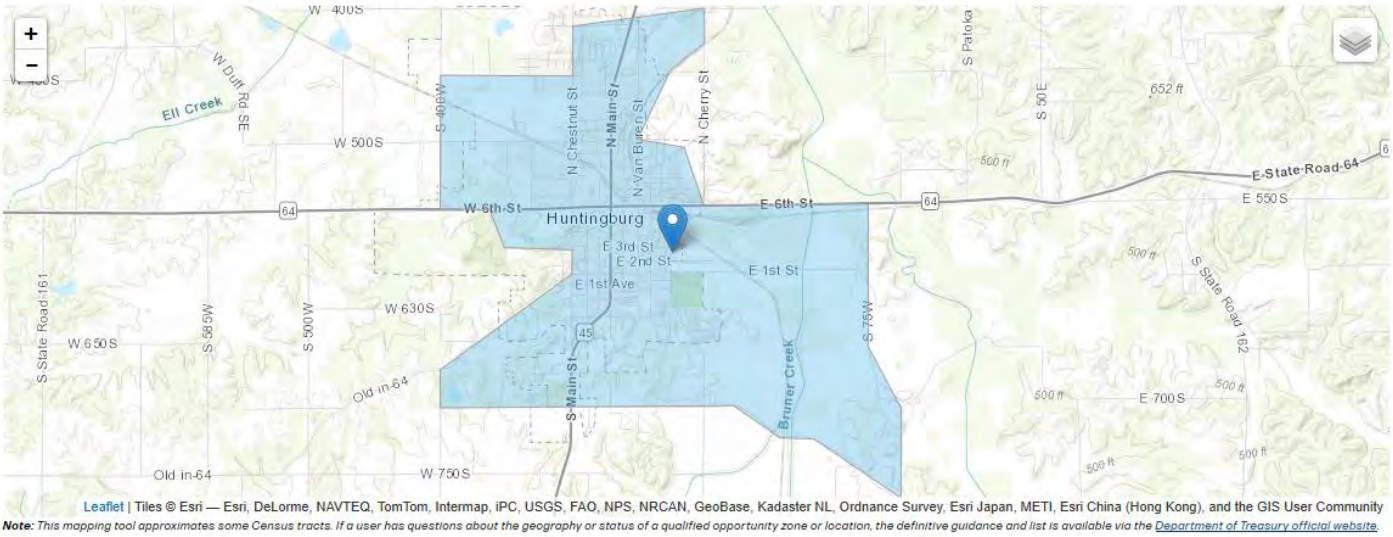
Located In: Crawford County, IN
Nearest City: Leavenworth town, Indiana

Opportunity Zone Key Metrics

	This OZ	Average of All OZs	Rank out of all 8,764 OZs
Population	2,656	3,997	6,337
Land Area	117.0 sq. miles	71.8 sq. miles	551
Labor Force	983	1,824	6,970
Labor Force Participation Rate	46.2	57.6	7,292
Unemployment Rate	4.0	8.7	7,216
Per Capita Money Income	$22,685	$22,129	3,170
Poverty Rate	19.2	26.8	6,067

Source: *U.S. Census Bureau: American Community Survey*

Dubois County Opportunity Zone - Tract 9538



Note: *This mapping tool approximates some Census tracts. If a user has questions about the geography or status of a qualified opportunity zone or location, the definitive guidance and list is available via the Department of Treasury official website.*

www.statsamerica.org/opportunity/

The Dubois County Opportunity Zone, located in the City of Huntingburg, has a vibrant downtown that is designated an Indiana Main Street community. The Commission has an EDA project in the development stage within this Opportunity Zone.

Dubois County, IN Tract 9538.00

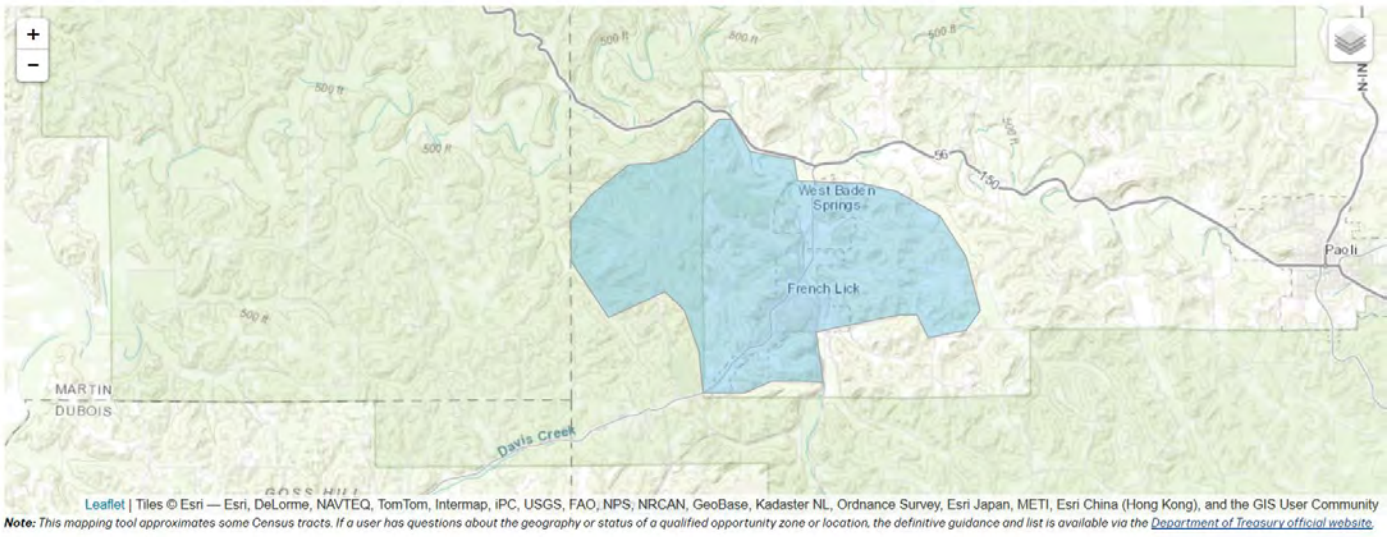
Located In: Dubois County, IN
Nearest City: Huntingburg city, Indiana

Opportunity Zone Key Metrics

	This OZ	Average of All OZs	Rank out of all 8,764 OZs
Population	5,704	3,997	1,518
Land Area	7.0 sq. miles	71.8 sq. miles	2,044
Labor Force	2,567	1,824	1,694
Labor Force Participation Rate	63.1	57.6	2,631
Unemployment Rate	4.9	8.7	6,549
Per Capita Money Income	$22,811	$22,129	3,115
Poverty Rate	17.8	26.8	6,456

Source: *U.S. Census Bureau: American Community Survey*

Orange County Opportunity Zone - Tract 9515



Note: *This mapping tool approximates some Census tracts. If a user has questions about the geography or status of a qualified opportunity zone or location, the definitive guidance and list is available via the Department of Treasury official website.*

www.statsamerica.org/opportunity/

The Orange County Opportunity Zone, located in the French Lick and West Baden Springs area, has large tourist attractions in the way of the French Lick Hotel and Casino, West Baden Springs Hotel and a Pete Dye Golf Course. The area has a housing project in the development stage within this Opportunity Zone.

Orange County, IN Tract 9515.00

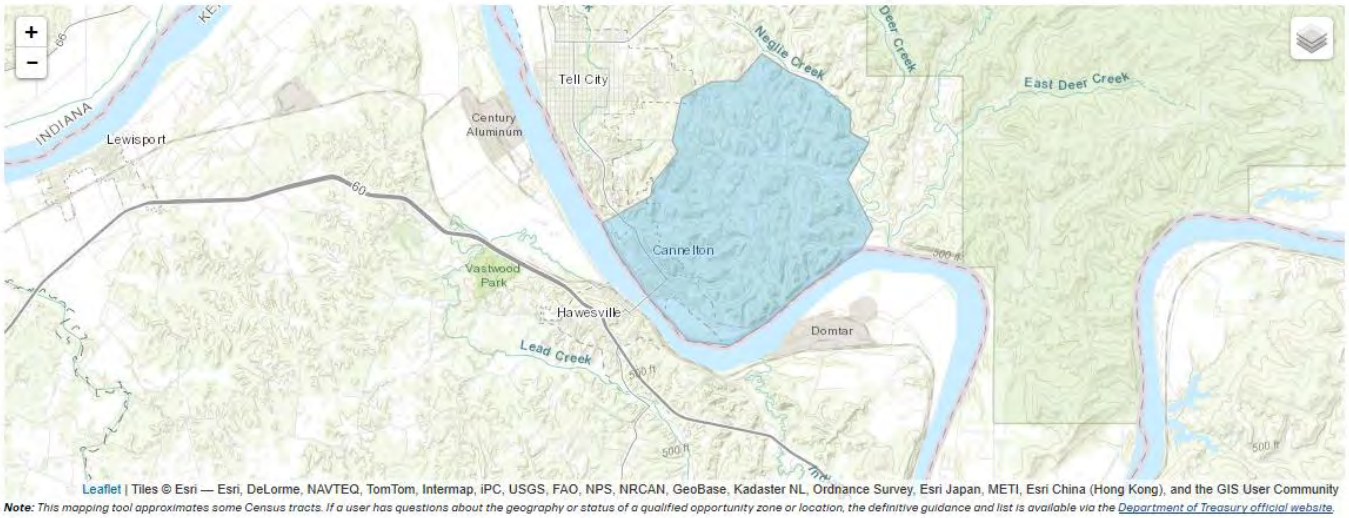
Located In: Orange County, IN
Nearest City: French Lick town, Indiana

Opportunity Zone Key Metrics

	This OZ	Average of All OZs	Rank out of all 8,764 OZs
Population	3,174	3,997	5,382
Land Area	15.0 sq. miles	71.8 sq. miles	1,623
Labor Force	1,488	1,824	4,990
Labor Force Participation Rate	59.5	57.6	3,785
Unemployment Rate	3.7	8.7	7,405
Per Capita Money Income	$23,308	$22,129	2,943
Poverty Rate	16.0	26.8	6,935

Source: *U.S. Census Bureau: American Community Survey*

Perry County Opportunity Zone - Tract 9526



Note: This mapping tool approximates some Census tracts. If a user has questions about the geography or status of a qualified opportunity zone or location, the definitive guidance and list is available via the Department of Treasury official website.

www.statsamerica.org/opportunity/

The Perry County Opportunity Zone, located in the City of Cannelton, has Ohio River access with a bridge connecting to Kentucky. It includes an Indiana Main Street community and the historic downtown is listed on the National Register. The Commission has a potential Historic Preservation project within this Opportunity Zone.

Perry County Opportunity Zone Key Metrics

Perry County, IN Tract 9526.00

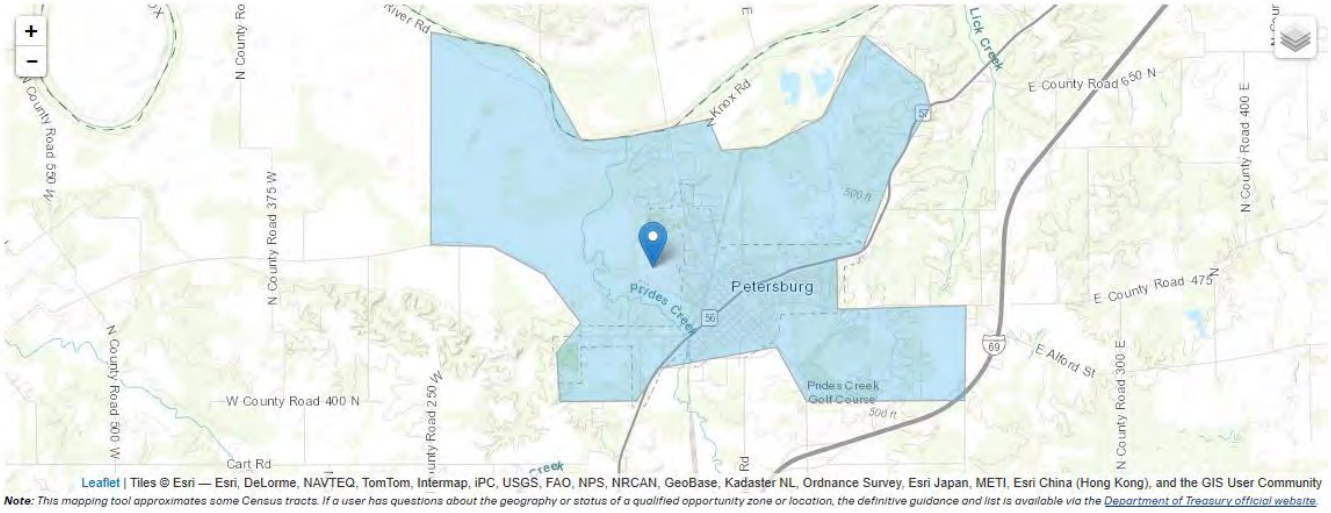
Located In: Perry County, IN
Nearest City: Cannelton city, Indiana

Opportunity Zone Key Metrics

	This OZ	Average of All OZs	Rank out of all 8,764 OZs
Population	2,074	3,997	7,358
Land Area	12.0 sq. miles	71.8 sq. miles	1,749
Labor Force	965	1,824	7,042
Labor Force Participation Rate	56.5	57.6	4,771
Unemployment Rate	5.2	8.7	6,314
Per Capita Money Income	$23,679	$22,129	2,787
Poverty Rate	21.9	26.8	5,355

Source: *U.S. Census Bureau: American Community Survey*

Pike County Opportunity Zone - Tract 9540



Note: This mapping tool approximates some Census tracts. If a user has questions about the geography or status of a qualified opportunity zone or location, the definitive guidance and list is available via the Department of Treasury official website.

www.statsamerica.org/opportunity/

The Pike County Opportunity Zone, located near the City of Petersburg, includes an Indiana Main Street community. The Commission has a potential USDA/EDA water improvement project in development.

Pike County Opportunity Zone Key Metrics

Pike County, IN Tract 9540.00

Located In: Pike County, IN
Nearest City: Petersburg city, Indiana

Opportunity Zone Key Metrics

	This OZ	Average of All OZs	Rank out of all 8,764 OZs
Population	3,087	3,997	5,542
Land Area	7.0 sq. miles	71.8 sq. miles	2,044
Labor Force	1,399	1,824	5,329
Labor Force Participation Rate	55.8	57.6	4,997
Unemployment Rate	2.0	8.7	8,298
Per Capita Money Income	$24,974	$22,129	2,306
Poverty Rate	14.6	26.8	7,283

Source: *U.S. Census Bureau: American Community Survey*

Potential Barriers and Related Strategies

During the strategy sessions, the top five challenges to the strategic plan were identified. The first barrier in the region is the lack of affordable housing. Housing stock is aging quickly in most areas of the region and there is a strong need for quality affordable housing to attract new residents. Specifically, workforce housing needs to be addressed. A large number of employees commute to their work place because of the lack of acceptable housing located near their employer. Several communities have conducted housing studies to help identify their needs.

While the work ethic is strong, the region is in need of a more skilled workforce. The region needs to address the job skills training and education elements to support the region's employers. The region also has not been successful in retaining post high school students (age 20-29) to remain in, return to or move to the region for employment after they complete their education.

Substance abuse and mental health continue to be a concern in the communities. The region lacks the adequate amount of support needed to deal with the substance abuse and mental health issues. Alcohol abuse among minors and the increased use of methamphetamines are the biggest abuses facing the region. In 2015, 49 clandestine meth labs were seized by law enforcement in the region. This issue could also contribute to the lack of qualified workers, due to failed drug tests or lack of good role models.

Local governments need to invest in improved infrastructure to their residents as a result of the decrease in revenue. The quality of education is very good. A few schools have consolidated to meet operating and facility demands.

The manufacturers and businesses in the region have positions that go unfilled because of issues raised above and the inability to keep workers. If these businesses do not fill open positions, they will find ways to operate without them such as replacement with robotics, or move to areas with willing workers.

An overarching challenge for the region is to actively work regionally. It is easy to come up with projects for individual counties, but more focus needs to be put on projects that enhance the region to become more competitive.

Regional Economic Goals

The team identified strengths, weaknesses, opportunities and threats (SWOT) of the region. The team then utilized its resources to identify four regional economic goals.

Regional Economic Development Plan

Goal 1: Help Businesses Succeed

Promote the development of an economy that enhances the success of Forest and Wood Product businesses, Agri-Business operations and Advanced Materials manufacturers that creates and sustains jobs in order to maintain a quality standard of living.

Regional Economic Benefits

This goal recognizes that the region has to provide information on qualifications needed for open positions and employment opportunities for potential community workforce; improve the flow; strengthen connectivity; create a regional strategy of business attraction; and expand exporting capacity of existing businesses throughout the region to succeed in continuing economic growth.

Actions/Activities	Key Contacts	Timeline	Status	Responsible Party	Measurements
Objective A: Reduce the number of unfilled positions in existing businesses within the Indiana 15 region.					
1) Implement workforce training with IVY Tech to develop business skills, soft skills and workforce education	Businesses, schools, Local companies, LEDOs, WorkOne	2016-2018	Complete	Tell City IVY Tech director	Number of certificates issued (25 certificates issued)
2) Host one business job fair	Businesses, media, schools, LEDOs, WorkOne	Ongoing	In progress	WorkOne	Number of businesses attending and jobs filled
3) Encourage vocational training in regional high schools	School counselors, businesses, state	Ongoing	In progress	High School Counselors	Number of students in career technical classes (newspaper spotlight)
4) Create internships and externships	Schools, businesses	Ongoing	In progress	School Counselors	Host job fair (2019 Crawford & Perry)
5) Create a mentoring program for young workers	SBDC, schools, SCORE, WorkOne	Ongoing	In progress	School Counselors	Ten internships in first year
6) Childcare for workers (24-hour)	LEDOs, factories	2023	In progress	LEDOs	Number of workers assisted.
Objective B: Promote the effective flow of people and materials within the Indiana 15 region.					
1) Enhance traffic flow within the region	INDOT, municipalities, LTAP, IN15	2018	Completed	INDOT Vincennes District	Attend INDOT Road Asset Management training
2) Enhance traffic flow from the region to other economies	Businesses, INDOT, municipalities	2030	Long-term	INDOT Vincennes District	Mid-States corridor (RDA planning meetings ongoing with INDOT)
3) Improve transportation infrastructure that facilitates the expansion of existing businesses and attracts new, higher-wage industry sectors	Businesses, LEDOs, Ports, INDOT, SWIDC, municipalities	2023	Planning	INDOT Vincennes District	Expand two businesses and attract two new businesses (expansions occuring in three counties and prepared Community Crossings applications)
4) Promote ride-share programs	Businesses, local government	2023	Development	Business HR	Creation of park & ride opportunities

Objective C: Strengthen the synergy and connectivity among existing businesses.					
1) Host industry sector summits	Chambers, LEDOs, Purdue Extension	2018-2022	Planning	LEDOs	Host one summit in 2022
2) Facilitate access to business assistance resources	Chambers, LEDOs, Purdue Extension, SBDC	2018-2022	Planning	Chamber directors	Host one panel discussion and/or facilitate two individual consultations
Objective D: Creating a regional strategy of attracting businesses.					
1) Enhance cooperation among regional LEDO/Chambers	LEDOs, Chambers, SWIDC, Radius	Ongoing	In progress	SWIDC Board	One regional project per three-year period
2) Recruit businesses to fill leakages (see chart-Appendix D)	LEDOs, Chambers	Ongoing	Development	LEDOs	One business leakage firm lead contacted per year
3) Create a "Business Inventory" for the Indiana 15 region that includes a survey for feedback	LEDOs, Chambers, SWIDC, Radius	2022	Planning	SWIDC Board	Survey created representing the entire six-county region
4) Engage local leaders on programs that support business development	LEDOs, Chambers	2022	Development	Chamber directors	Submit six small business funding assistance grants by 2021
Objective E: Expand exporting capacity of existing businesses.					
1) Educate existing businesses on export fundamentals	IEDC, PCRD	2023	Development	IEDC Director	Host one workshop by 2023
2) Educate existing businesses on export opportunities	Chambers, LEDOs, IEDC	2023	Development	LEDOs	Host one workshop by 2023

Key Partners:

- Crawford County – Chamber, Economic Development, schools, Community Foundation
- Dubois County – Dubois Strong, Dubois County Chamber, Jasper Chamber, schools
- Orange County – Economic Development, schools
- Perry County – Chamber, Development Corporation, schools, Port Authority
- Pike County – Economic Growth Council, Chamber, schools, Progress Partners
- Spencer County – Lincolnland Economic Development, Regional Chamber, schools
- Ivy Tech, SWIDC, INDOT, IEDC, Radius, SBDC, WorkOne, Purdue, Ball State, EDA

Target Outcomes:

- Reduce the number of unfilled positions by 25% by December 2022 within the Indiana 15 region.
- Steady workforce with little turnover measured by the qualitative information shared by LEDOs.
- Each of the Indiana 15 counties updating their asset management plan of roads, streets and bridges by July 2020.
- Prepare at least one Community Crossings road assistance application annually.
- Increase business connections by 20% by 2019.
- Reduce business leakages by 10% by 2025.
- One business with added export activity by 2019.

Short Term:

- **Visit business leaders to discuss needs (workforce, export, transportation, connectivity)**
  - 2018-Met with LEDO's during regional strategic planning session.
  - 2018-Met with five LEDO's individually to prioritize projects.
  - 2019-Met with five LEDO's individually to prioritize projects.
  - 2020-Met with one LEDO and contacted all cities and towns to priortize projects.
  - 2021-Contacted all cities and towns to prioritize and update projects.
- **Attend regional transportation asset management workshop**
  - 2018-Two staff attended the Community Crossings "train-the-trainer" sessions.
  - 2018-Held two Community Crossings application training sessions.
  - 2019-One staff attended a Community Crossings update training.
- **Engage county LEDOs and chambers to host an industry sector summit**
  - 2021-Crawford County held a housing summit.
- **Work with at least one community per year to update their road asset management plan**
  - 2018-Assisted the Towns of Marengo and Alton with their asset management plans.
  - 2019-Assisted the Town of Birdseye with their asset management plan.
  - 2020-Road Asset Management Plans completed for Crawford-Alton, Leavenworth, Milltown; Dubois-Ferdinand, Huntingburg, Jasper; Orange-French Lick, Orleans, Paoli, West Baden; Perry-Cannelton, Tell City, Troy; Pike-Petersburg, Winslow; Spencer-Dale, Gentryville, Grandview, Rockport, Santa Claus.
  - 2020-Bridge Asset Management Plans completed for Crawford, Orange, Perry and Spencer counties.
- **Prepare at least one Community Crossings road assistance application per year**
  - 2019-Assisted the Town of Marengo with their Community Crossings application.
  - 2021-Assisted the Town of Alton with their road inventory.
- **Assist with one internship and/or externship each year**
  - 2018-Indiana 15 Regional Planning Commission had a transportation summer intern.
  - 2019-Indiana 15 Regional Planning Commission had a transportation summer intern.
  - 2020-Indiana 15 Regional Planning Commission had a transportation summer intern**.**

Intermediate:

- **Increase soft skills in potential workforce**
  - 2018-Completed workforce training project with 25 certificates awarded**.**
- **Information on types of education/skills needed**
  - 2019-Career program at North Spencer Schools; Career fair at Tell City Schools.
  - 2019-2021-Perry Central High School Commodore Manufacturing, a work-based learning program for students interested in the Advanced Manufacturing and HIRE Tech pathways.
  - 2020-Pike County Progress Partners research on Advanced Manufacturing Technology.
  - 2021-PCDC hosted three regional job fairs-two in Perry County and one in Spencer County. The next event is scheduled for May 7th and will be a drive thru job fair.
  - 2021-Perry Central High School is working with Waupaca Foundry and Grow Southwest Indiana to develop an apprenticeship program. This program is in the process of expanding into other professions/businesses**.**
  - 2021-Paoli High School started a construction trades class.
  - 2021-Orleans High School started a State Earn and Learn (SEAL) CAN program for youth and adults.
- **Host industry sector summit**
  - 2019-Speaker at the Pike County Economic Summit held February.
  - 2019-Attended Dubois County Economic Summit held February.
  - 2019-Crawford County conducting industry survey Spring.
  - 2019-Team member Dubois County-ROI Quality of Life/Workforce Enhancement Plan held February.

- 2020-Attended Regional 21st Century Talent Attraction with Crawford, Dubois, Perry, Pike and Spencer Counties in Chrisney, Indiana**.**

Long Term:

- **Provide qualified workforce**
  - 2019-Regional Opportunities Iniative Ready Communities Program in Crawford County.
  - 2019-Quality of Place and Workforce Attraction Plan in Orange County.
  - 2019-Dubois Strong held a Workforce Retention Forum
  - 2020-Pike County Entrepreneurship & Technology Center
  - 2021-Ivy Tech started a program called “Ivy Spark” with Tell City and Heritage Hills High Schools to assist students with completing an Electric Maintenance Certificate.
- **Strengthen the synergy and connectivity among existing businesses**
  - 2019-Business Connection Event-Crawford County.
  - 2020-Participated in Opportunity Zone discussions in Crawford, Dubois, Orange, Perry and Pike counties**.**

Additional activities:

- 2018-2020-Administered the Crawford County Revolving Loan Program.
- 2019-Assisted the City of Tell City with promotion of their Revolving Loan Program.
- 2019-Construction began on the Pike County Entrepreneurship and Technology Center.
- 2019-PCDC held meetings to discuss ride share programs. They are still researching options.
- 2020-Assisted Dubois Strong with an application to recapitalize their RLF.
- 2020-Assisted with COVID Response funds to assist Orange County businesses.
- 2020-Compiled a list of partners and consultant to assist with a Regional Resiliency Plan.
- 2020-Assisted Dubois, Perry and Pike counties and the City of Jasper with COVID Response applications to assist businesses.
- 2020-Assisted Orange County with a COVID Response application to assist businesses and non-profits.
- 2020-Assisted the Town of English with a COVID Response application to assist a food pantry.
- 2020-Assisted LEDC with a USDA-RBDG application to establish the Spencer County RLF.
- 2021-Buchta Entrepreneurship & Technology Center construction completed.
- 2021-Perry County completed an early child care and education needs assessment.
- 2021-Worked with Perry County on plans for an Innovation Center & Community Kitchen.
- 2021-Paoli opened a Community Kitchen certified for wholesale/catering use.
- 2021-Assisted Pike County with COVID Response application to assist businesses and non-profits.
- 2021-Assisted Cannelton with a blight clearance application for the Can-Clay manufacturing site.
- 2021-Assisted the region with preparing a Regional Economic Acceleration and Development Initiative (READI) program through the Indiana Economic Development Corporation to make the region more resilient.
- 2022-Indiana First is preparing a childcare white paper study

Goal 2: Enhance Regional Connectivity

Ensure efficient utilities and infrastructure to support regional growth of Forest and Wood Product businesses, Agri-Business operations and Advanced Materials manufacturers and their employees.

Regional Economic Benefits

This goal will provide improvements and affordability to utilities; telecommunications; promote energy efficient heating and cooling options; and market the strengths of regional collaboration that will allow residents and business to grow.

Actions/Activities	Key Contacts	Timeline	Status	Responsible Party	Measurements
Objective A: Ensure that residents and businesses within the Indiana 15 region have access to affordable water, efficient wastewater treatment and stormwater drainage.					
1) Inventory utility needs of the region	Indiana 15 RPC, cities, towns, county's, utility providers	Annually	Ongoing	Indiana 15 RPC	Annual & Five year CEDS
2) Document future infrastructure needs of the region	Indiana 15 RPC, cities, towns, county's, utility providers	Annually	Draft in progress	Indiana 15 RPC	Annual & Five year CEDS (Updated with each CEDS-see Appendix E)
3) Seek funding to support infrastructure enhancements	Indiana 15 RPC, USDA, SRF, OCRA, EDA	2018-2022	Planning	Indiana 15 RPC	Six infrastructure improvement projects by 2020 (2017=3, 2018=4, 2020=4, 2021=4)
Objective B: Ensure that residents and businesses within the Indiana 15 region have access to efficient telecommunications.					
1) Take inventory of needs/wants and system options/limitations/ availability of telecom systems	Indiana 15 RPC, cities, towns, county's, telephone/internet providers	2019-2022	Planning	State tele-communications task force, Next Level Connections	Inventory report (Broadband studies for Dale and English/Marengo/Milltown complete)
2) Meet with providers to seek resolution to documented needs/wants/limitations	Indiana 15 RPC, cities, towns, county's, telephone/internet providers	2019-2022	Ongoing	Indiana 15 RPC	One new extension of service (All 6 counties continue to show improvement)
Objective C: Ensure that residents and businesses within the Indiana 15 region have efficient heating and cooling options.					
1) Educate and inform residents and businesses on energy efficient heating and cooling choices.	Utilities, Rural Electric Coops, AMP, LHDC, Tri-Cap	2022	Development	Utilities marketing	Energy efficiency for one community (Several communities have installed energy efficient lighting)
Objective D: Promote and market the strengths of regional collaboration.					
1) Promote Indiana 15 RPC's historical and current plans for regional collaboration.	Indiana 15 RPC	2018-2022	Planning	Indiana 15 RPC	Host regional meeting (Hosted dinner meeting in 2018 with information on CEDS and asked for input)
2) Report on current projects through a regional newsletter	Indiana 15 RPC	Annually	Ongoing	Indiana 15 RPC	Increase electronic distribution (Newsletter mailed annually in December and posted to the Commission website)

3) Enhance the regional website to include links to regional information	Indiana 15 RPC	2016	Complete	Indiana 15 RPC	Feedback and number of hits (Website update complete, quarterly tracking of hits shows increased traffic)
4) Connect leaders to discuss and learn about opportunities to partner on multi-jurisdictional needs	Indiana 15 RPC, county's, cities, towns, leadership academies	Ongoing	In progress	Indiana 15 RPC	Participation in CEDS Regional Planning underway

Key Partners:

- Crawford County – Cities and Towns and utilities
- Dubois County – Cities and Towns and utilities
- Orange County – Cities and Towns and utilities
- Perry County – Cities and Towns and utilities
- Pike County – Cities and Towns and utilities
- Spencer County – Cities and Towns and utilities
- Indiana 15 RPC, NADO, IARC, IUPUI, State Telecommunications Task Force, SWIDC, EDA, telecommunication companies

Target Outcomes:

- Improve two community's infrastructure (water, wastewater, stormwater) per year.
- Increase regional internet service by 5% by 2019.
- Improve energy efficiency in one community by 2019.
- Increase target audience by marketing regional success stories by fall of 2018.

Short Term:

- **Update regional infrastructure needs with IUPUI.**
- **Inform public on deployment progress of high-speed options as they become available**
  - 2019-Public hearings held in Crawford County and the Town of Dale releasing the findings of the studies.
- **Inform public of energy efficiency options in the region**
  - 2020-Met with energy consultant JMS and Town of Santa Claus.
- **Enhance Indiana 15 RPC regional website**
  - 2019-Indiana 15 RPC website update is complete.
  - 2020-Indiana 15 RPC website update is complete.

Intermediate:

- **Engage local officials, prioritize and share information on infrastructure needs throughout the region**
  - Project prioritization annual update is located in Appendix E. Indiana 15 worked with LEDO's and community representatives to finalize these lists.

Long Term:

- **Seek resources to fill infrastructure needs**
  - 2018-2022-Water improvement projects have taken place in Chrisney, Grandview, Holland, Birdseye, English, Paoli, Huntingburg, Leavenworth, Patoka Water, Petersburg, Jasper and Troy. Wastewater improvement projects have taken place in Grandview, Marengo, Milltown, Paoli and Spurgeon.
  - 2018-2020-Wastewater studies have taken place in Chrisney, Winslow, Dale and Milltown.
  - 2018-2020-A stormwater project took place in Cannelton.
  - 2019-Assisted the City of Tell City with labor standards for a wastewater project.

- 2019-Assisted the City of Huntingburg with labor standards for a water project.
- 2019-Assisted the Town of Chrisney with an environmental review for a water project.
- 2019-Performed an income survey for a sewer project in the Town of Spurgeon.
- 2019-Applications submitted & awarded for Milltown wastewater and Patoka Water Company water improvement construction.
- 2019-Construction began on a Perry County Port Authority railroad enhancement project.
- 2020-Assisted the Town of Dale with a wastewater improvement application.
- 2021-Asisted the Town of Leavenworth with a water improvement application.
- 2021-Assisted the Town of Spurgeon with a wastewater improvement application.

- **Provide high-speed, robust internet in the region**
  - 2019-Promoting the OCRA Next Level Connections Broadband program to communities
  - 2019-2020-Orange County REMC has installed over 650 miles of fiber to serve 1,500 households.
  - 2019-2020-Perry and Spencer County partnered with Perry Spencer Communications for a $23.6M project to provide broadband to unserved and under-served parts of the counties; fiber rollout began to Dale, Santa Claus, Chrisney, Gentryville and Grandview.
  - 2019-2020-Orange County REMC to serve Northeast Dubois County
  - 2020-Mainstream Fiber is installing broadband access to 1,041 unserved households, 128 unserved businesses and 25 anchor institutions in rural Crawford County.
  - 2021-Paoli & French Lick have WIFI hotspots installed by Smithville Commuinications.
  - 2021-Promoted the Indiana Broadband Strategic Partnership and the Indiana speet test.
- **Improve energy efficiency throughout the region**
  - 2019-Dale Community Center added energy efficient lighting.

Additional activities:

- 2018-A regional dinner meeting was held in 2018 to review projects and needs of the region.
- 2018-2020-A newsletter was sent to 327 community leaders highlighting projects taking place in the region.
- 2019-Assisted the City of Cannelton with a feasibility study on preserving an old gymnasium.
- 2019-Assisted the Town of Birdseye with a planning grant for a new fire station.
- 2019-Assisted the Town of Dale with a comprehensive plan.
- 2019-Assisted Perry County with a feasibility study on restoration of the Rome Courthouse.
- 2019-Assisted the City of Rockport on a Historical Preservation project for an old auto parts building.
- 2019-The City of Huntingburg completed a comprehensive plan.
- 2019-The Town of Santa Claus updated their comprehensive plan.
- 2019-The Town of Petersburg updated their comprehensive plan.
- 2019-Spencer County was awarded a grant for the USDA Rural Economic Development Innovation (REDI) process for long-range planning and assistance implementing Economic Development programs.
- 2019-Participating partner with the City of Cannelton’s AIA Sustainable Design Assessment Team Program (SDAT) for the CanClay District.
- 2020-Assisted Tell City with an application for a Comprehensive Plan.
- 2020-Perry County Port Authority was awarded EDA funding to replace two railroad bridges.

Goal 3: Enhance Quality of Life

Promote an increased general well-being of individuals in the Indiana 15 region to aid in recruitment, retention and overall enjoyment and stability of residents within Forest and Wood Product businesses, Agri-Business operations and Advanced Materials manufacturers.

Regional Economic Benefits

This goal seeks increased quality of life and entices people to live in the region by increasing safe and affordable housing; access to health care; access to recreation areas; and promoting regional assets thereby reducing the commutershed footprint.

Actions/Activities	Key Contacts	Timeline	Status	Responsible Party	Measurements
Objective A: Increase safe and affordable housing for all ages.					
1) Utilize information gained from the Purdue Housing Pilot Project to identify the housing needs within the region	Tri-Cap, LHDC, Hoosier Uplands, Purdue Extension, IHCDA	2017	Complete	Purdue University	Presentation early 2017 by IEDC
2) Ensure regional communities have adequate policies for safe housing	USDA RD, Tri-Cap, LHDC, Hoosier Uplands, Local Govt.	Ongoing	Ongoing	Tri-Cap, LHDC, Hoosier Uplands	Adopt and enforce unsafe building ordinances
3) Collaborate with community housing development organizations	Tri-Cap, LHDC, Hoosier Uplands, IHCDA, SIDC	Ongoing	Ongoing	Tri-Cap, LHDC, Hoosier Uplands, SIDC	Decrease the number of substandard housing units
4) Investigate successful best approach for addressing the affordable housing issue.	Tri-Cap, LHDC, Hoosier Uplands, Purdue Extension, IHCDA, OCRA	2016	Complete	Purdue University	Report outlining best practices
Objective B: Increased accessibility to rural health care.					
1) Aggregate information on available health care, mental health care and substance abuse agencies	Area hospitals, Southern Hills, Healthcare agencies, IRHA	2018-2022	Planning	County Health Departments	Available via website and social media
2) Convene mental health care agencies to discuss needs	Southern Hills, Healthcare agencies, County Judges	Meet bi-annually	Planning	Southern Hills, Tri-Cap	Greater understanding of mental health & substance abuse needs.
3) Collaborate to ensure that EMA staffing and ambulatory needs are met-especially in rural areas.	EMA, counties	Ongoing	Plan implementation in progress	EMA directors	Decrease response times by 10% by 2018 (3 counties have expanded ambulatory services)
Objective C: Increased access and amenities at parks, trails and recreation areas.					
1) Mapping existing parks, trails, and public water access sites	Indiana 15 RPC, Park Boards, Army Corp, DNR, HNF	2022	Planning	Indiana 15 RPC	Complete map of existing and proposed regional parks

2) Increased connectivity of trails within communities and the region	Indiana 15 RPC, Park Boards, IDNR, trail groups	2022	Planning	Park Boards, County Highway, City & Town Street Departments	Add one mile of trail in 2019 and one mile in 2020 in the Indiana 15 region (2018-Added 3 miles of trail; 2019-added 1 mile of trail)
3) Promote ride bicycles to work opportunities	Indiana 15 RPC, Park Boards, Cities/Towns	2022	Planning	Park Boards	Map of bike paths for commuters (8 communities are performing improvements)
4) Establish a regional trails focus group to include representatives from each county	Indiana 15 RPC, Park Boards, trail groups	2023	Development	Park Boards	Development of Regional Trails group and regular meeting schedule
5) Promote youth activities	YMCA, Youth Organizations, Mentors for Youth, Girls on the Run	2018-2022	Development	YMCA Marketing	Schedule of youth year-round events
Objective D: Promoting regional assets.					
1) Create an asset marketing packet (education, work ethic, low crime, job availability, etc)	Purdue, CVBs, Chambers, OCRA HCI	2022	Ongoing	Purdue University	A marketing packet with all listed information
2) Enhance Indiana 15 RPC website to be used as a regional resource	Indiana 15 RPC, counties	2017	Complete	Indiana 15 RPC	Update website with community information and local ordinance codification

Key Partners:

- Crawford County – Local governments, EMA, Park Boards, medical providers and County Judge
- Dubois County – Local governments, EMA, Park Boards, medical providers and County Judge
- Orange County – Local governments, EMA, Park Boards, medical providers and County Judge
- Perry County – Local governments, EMA, Park Boards, medical providers and County Judge
- Pike County – Local governments, EMA, Park Boards, medical providers, SIDC and County Judge
- Spencer County – Local governments, EMA, Park Boards, medical providers and County Judge
- Indiana 15 RPC, YMCA, Tri-Cap, Lincoln Hills Development, Hoosier Uplands, Purdue, OCRA, Indiana Housing and Community Development Authority, Indiana Department of Natural Resources, trail groups

Target Outcomes:

- Eliminate four blighted housing structures within the Indiana 15 region by 2018.
- Reduce the emergency response time in one county by 2020.
- Develop one new or enhanced public access site per year.
- Market the region through an enhanced website with a 10% increase in hits annually.
- Increase the Indiana Office of Community and Rural Affairs Hometown Collaboration Initiative community participants by one in 2019. (2016 participants included: Perry, Orange and Spencer Counties; 2017 included: Crawford County)

Short Term:

- **Review results of housing studies**
  - 2018-Pike County completed a housing study.
  - 2019-Dubois County completed a housing study.
  - 2019-Perry County completed a housing study.
  - 2019-Tri-Cap performed a regional housing study.
  - 2021-Crawford County held a housing summit.
- **Engage communities on specific housing policies**
  - 2020-Assisted Leavenworth and Spurgeon in updating their Fair Housing Ordinance.
- **Clean-up the region with Blight Elimination projects**
  - 2018-Received $400,000 from EPA for Phase I and Phase II environmental studies.
  - 2018-Four houses were cleared in the City of Jasper.
  - 2019-Two blighted buildings owned by the City of Petersburg were torn down.
  - 2020-Working with two communities applications to eliminate blighted buildings.
  - 2021-Assisted Cannelton with an application for blight clearance of the former Can-Clay property.
- **Inventory existing health care resources**
  - 2021-Perry County currently has discussions underway to discuss mental health needs, how to address these needs and including how to attract needed talent to fill positions in the mental health field.
- **Assist with FEMA AFG applications for emergency vehicles, equipment and training**
  - 2018-Assisted with three applications.
  - 2019-Assisted with two applications.
  - 2021-Assisted with one application.
- **Prepare project application for new or enhanced public access site funding**
  - 2018-Parklands of Jasper was completed.
  - 2019-Assisted Dubois County Parks & Recreation with an application for park improvements.
  - 2019-Assisted Tell City with an application for improvements to the city pool.
  - 2019-Assisted Pike County Parks & Recreation with updating their Park Master Plan.
  - 2020-Assisted the City of Huntingburg with an application for playground equipment and fishing pier at Northside Park.
  - 2020-Assisted the Town of Santa Claus with an update to their 5-Year Master Park Plan.
  - 2020-Perry County updated their Park Master Plan including updating all maps and a survey on usage of each facility.
  - 2021-Ferdinand Old Town Lake Trail construction completed.
  - 2021-Assisted Grandview and Dubois County with 5-Year Master Park Plan updates.
  - 2022-Assisting Rockport with an update to their 5-Year Master Park Plan.

Intermediate:

- **Assist in projects that provide affordable housing within the Indiana 15 region.**
  - 2018-Ferdinand-Benet Hall, Huntingburg-Stork Place, Jasper Cabinet, Huntingburg Wagon Works.
  - 2020-The City of Tell City/Perry County is moving forward with a 36 unit market-rate apartment complex.
  - 2020-A 40-unit apartment complex completed in French Lick.
  - 2020-A 70-unit housing development is planned for West Baden/French Lick for workers in Orange County.
  - 2021-Paoli began an owner-occupied housing rehab project.
- **Seek funding for emergency vehicles and equipment**
  - 2018-Worked with two communities on FEMA grants for additional emergency response vehicles.
  - 2019-Worked with two communities on FEMA grants for emergency response vehicle and equipment.
  - 2020-Worked with two communities on FEMA grants for emergency response equipment and communication radios.

Long Term:

- **Make Indiana 15 a "Resource Center" for the region's public and stake holders.**
- **Promote the creation of endowments to facilitate expenses to carry out projects.**
  - 2019-Worked with the City of Cannelton to start an endowment for Restoration of the Old Gymnasium.

Additional activities:

- 2019-Assisted the City of Cannelton with a COPS grant for an additional deputy.
- 2019-Updated codebooks for Dale, Ferdinand, Jasper, Chrisney, Birdseye and Cannelton.
- 2019-Huntingburg was awarded $350,000 for housing rehab.
- 2019-French Lick/Paoli/Orleans has a housing project in progress.
- 2019-Petersburg has a housing rehabilitation program in progress.
- 2019-The City of Rockport has a new 60-unit apartment building.
- 2020-Construction began on a new fire station for the Town of Birdseye.
- 2021-Perry County completed an Early Child Care & Education needs assessment.
- 2021-Dubois County performed a biking & walking access summary.
- 2021-INDOT studied the transportation needs of older adults, individuals with disabilities and the general public for Crawford and Orange counties.
- 2021-Jasper completed a Transportation Plan that includes pedestrian and bicycling

Goal 4: Attract Tourists and Enhance Arts

Promote a well-balanced utilization of the regions natural, historic and physical resources to preserve and protect the environment while maximizing its economic potential of Forest and Wood Product businesses, Agri-Business operations and Advanced Materials manufacturers.

Regional Economic Benefits

A regional marketing effort and filling tourism workforce needs will help increase the number of tourists and events. This will increase the economic benefit to local entrepreneurs and therefore our local economy.

Actions/Activities	Key Contacts	Timeline	Status	Responsible Party	Measurements
Objective A: Increase regional marketing efforts with a unified approach.					
1) Research existing regional tourism marketing efforts	CVBs, state and regional tourism marketing groups, Radius	2018-2022	In progress	Indiana Office of Tourism Development	Formation of regional organization and regular meetings
2) Convene and develop a regional hospitality training program	Ivy Tech, VUJC, hospitality businesses, CVBs, Radius	2018-2022	Development	Regional CVB directors	Longer stays and increased tourism
3) Form discussion groups for tourism, arts and entertainment topics	CVBs, chambers, arts associations, IDNR, NextAct	2018-2022	Development	Regional CVB directors, art associations	Formation and regular meeting of discussion groups
4) Identify regional tourist attractions	CVBs, chambers, Arts Associations, regional tourism groups	2022	Planning	Regional Tourism Group	Regional map of tourism by 2020
5) Develop an interactive regional website to attract tourists	CVBs, chambers, regional tourism groups, state tourism, web developer	2022	Planning	Regional CVB directors	Web traffic to increase tourism by 20%
6) Market tourism opportunities to regional residents	CVBs, chambers, regional tourism groups	Ongoing	Planning	CVB/Chamber directors	Increase tourism by 20%
7) Create regional tourism packages	CVBs, chambers, regional tourism groups	2018-2022	Development	Regional CVB directors	One regional package promoted annually (2018 regional antique shop brochure prepared)
8) Develop a regional tourism brand	CVBs, regional tourism groups, Radius	2018-2022	Development	Regional CVB directors	Regional brand used in promotion
9) Develop and market trails – bike, hike, horseriding, motorcycle, jeeps	CVBs, regional tourism groups	Ongoing	Development	Regional CVB directors	Promotion of trails to each group mentioned
Objective B: Investigate tourism workforce needs within the Indiana 15 region.					
1) Recruit businesses to fill leakages	CVBs, chambers, EDC	Ongoing	Development	CVB/Chamber directors, LEDOs	One business leakage firm lead contacted per year
2) Inventory workforce needs in tourism industry	CVBs, chambers, WorkOne	2018-2022	Development	CVB/Chamber directors, LEDOs	List of workforce needs

Key Partners:

- Crawford County – CVB and Chamber
- Dubois County – CVB and Chamber, NextAct
- Orange County – CVB and Chamber, West Baden Springs CVB
- Perry County – CVB and Chamber
- Pike County – Tourism and Chamber
- Spencer County – CVB and Chamber, Holiday World marketing
- WorkOne, Radius, arts groups, IDNR, VUJC, regional and state tourism groups

Target Outcomes:

- Increase regional tourism income by 10% by 2019.
- Activate a unified regional CVB group by 2020.

Short Term:

- **Engage CVBs to discuss a regionally unified strategic approach to increase tourism income**
- **Inventory regional tourism assets for use in marketing materials**
- **Work with Indiana 15 counties to duplicate Perry County's unified website approach (Chamber, Economic Development, Tourism, Government, Education, etc).**

Intermediate:

- **Implement the regional hospitality training program via stakeholder engagement**

Long Term:

- **Develop a regional brand and unified marketing strategy.**
  - 2019-Radius developed a regional marketing plan that includes Crawford, Dubois and Orange County tourism.
  - 2021-Crawford County received a multi-media promotion grant.

Evaluation Plan

Feedback from Public Comment Period:

The CEDS draft was advertised for public comment from March 23-April 23, 2022. The following modifications were made based on feedback:

- Additional accomplishments in Perry County were listed under the goals – Erin Emerson
- Additional accomplishments in Pike County were listed under the goals – Ashley Willis
- Spencer County requested a meeting with Indiana 15 RPC to discuss CEDS projects. This meeting is scheduled to take place after the due date of this document.

Key Measures and Strategies to Track Progress:

The implementation status of this Comprehensive Economic Development Strategy will be an agenda item on the Indiana 15 Regional Planning Commission Board of Directors quarterly meeting. The goals, objectives and outcomes are included in part of the Comprehensive Economic Development Strategy reported to the Economic Development Administration.

Appendix

Appendix A – 2022 CEDS Committee Members

Crawford County – Morton Dale – Local Government, Industry
Crawford County – Bill Breeding – Local Government, Agriculture
Crawford County – Mike Benham – Local Government, Profession
Crawford County – Stephen Bartels – Business Owner, State Legislator
Crawford County – Herschel Smith – Local Government, Utility, Industry
Crawford County – Michael Haverstock – Local Government, Utility
Crawford County – Bill Byrd – Community Organizations, Finance, Utility, Business
Crawford County – Michael Thissen – Economic Development, Business, Industry
Dubois County – Nick Hostetter – Local Government, Business Owner
Dubois County – Beverly Schulthise – Community Organizations, Women, The Aged
Dubois County – Charmian Klem – Local Government, Education, Women, Agriculture
Dubois County – Kerry Blessinger – Local Government, Business, Community Org.
Dubois County – Paul Lorey – Local Government, Agriculture, Business
Dubois County – Mary Ann Cummings – Local Government, Women, Community Org., The Aged
Dubois County – Melanie Barrett – Local Government, Utilities, Community Org., Women, Disabled
Dubois County – Ed Cole - Economic Development, Business, Industry
Orange County – Marshall Noble – Local Government, Profession
Orange County – Carl Anderson – Industry, Agriculture
Orange County – Zach Brown – Local Government, Business, Finance
Orange County – Kristal Painter – Economic Development, Business, Industry
Orange County – James Clark – Local Government
Orange County – John Harrison – Local Government, Profession
Orange County – Danny Hickman – Local Government, Utilities
Perry County – Alvin Evans – Economic Development, Business, Industry
Perry County – Erin Emerson – Economic Development, Business Industry
Perry County – Thomas Hauser – Local Government, Public Health, Agriculture
Perry County – Balaji Kashyab – Business, Racial or Ethnic Minority
Perry County – David DeMichael – Business, The Aged
Perry County – David Etienne – Local Government, Business, Finance, Profession
Perry County – Brenda Pohl – Women, Public Health, Disabled
Perry County – Janice Hackbarth – Local Government, Women
Perry County – Bernard Linne – Utilities, The Aged
Pike County – Ashley Willis – Economic Development, Business, Industry
Pike County – Jon Craig – Local Government, Professions, Business
Pike County – Mark Flint – Local Government, Industry
Pike County – Ryan Coleman – Local Government, Industry
Pike County – Todd Meadors – Local Government, Industry, Profession
Pike County – Jody Hoover – Local Government, Women, Finance
Pike County – Ron Beadles – Local Government
Pike County – Debra Lamb – Local Government, Women, Community Organization
Spencer County – Heather Gries – Local Government, Women, Profession
Spencer County – Todd Ruxer – Local Government, Business
Spencer County – Don Winkler – Local Government, Utility, Community Organization
Spencer County – Mason Seay – Local Government, Finance, Agriculture, Business
Spencer County – Don Wertman – Local Government, The Aged, Utility
Spencer County – Angie Fischer – Local Government, Women, Utility, Community Organization
Spencer County – Michael Johannes – Local Government, Community Organizations
Spencer County – Heidi Young – Economic Development, Business, Industry
Region – Lisa Gehlhausen – Indiana 15 RPC
Region – Nathan Held – Indiana 15 RPC
Region – Cheri Taylor – Indiana 15 RPC

Appendix B – Regional Data

Population Change

	1990	% change	2000	% change	2010	% change	2019
Indiana 15 Region	116,045	4.76	121,850	2.97	125,577	-0.25	125,260
Indiana	5,544,159	8.82	6,080,485	6.22	6,483,802	4.45	6,785,528
US	248,709,873	11.62	281,421,906	8.85	308,745,538	6.97	331,893,745

- stats.indiana.edu and census.gov

Population by Age as a Percent of Total Population

	2010						2019						Average		
	Region	Region	Indiana	Indiana	US	US	Region	Region	Indiana	Indiana	US	US	Region	Indiana	US
Age 0-4	7,692	6%	43,087	1%	20,189,578	7%	7,510	6%	419,270	6%	19,571,339	6%	0%	6%	-1%
Age 5-17	22,276	18%	1,173,105	19%	53,933,055	17%	20,694	17%	1,150,105	17%	53,517,336	16%	-1%	-2%	-1%
Age 18-24	9,225	7%	651,511	11%	30,764,105	10%	9,563	8%	658,870	10%	30,234,867	9%	0%	-1%	-1%
Age 25-44	30,266	24%	1,667,783	27%	82,192,810	27%	28,628	23%	1,720,617	26%	87,678,128	27%	-1%	-2%	0%
Age 45-64	36,896	29%	1,720,795	28%	81,769,346	26%	34,341	28%	1,698,235	25%	83,291,548	25%	-2%	-3%	-1%
Over 65	19,116	15%	844,274	14%	40,478,249	13%	23,932	19%	1,083,913	16%	54,036,735	16%	4%	2%	3%
	125,471	1	6,100,555	1	309,327,143	1	124,668	1	6,731,010	1	328,329,953	1	0%	0%	0%

- stats.indiana.edu

Per Capita Personal Income (2010-2020)

	2010	2011	2012	2013	2014	2015	2016	2017	2018	2019	2020
Indiana 15 Region	$ 31,943	$ 33,739	$ 35,013	$ 35,671	$ 37,235	$ 38,317	$ 38,853	$ 40,764	$ 41,752	$ 42,875	$ 45,682
Indiana	$ 35,699	$ 37,822	$ 39,477	$ 39,829	$ 41,274	$ 42,778	$ 43,780	$ 45,278	$ 47,292	$ 48,980	$ 51,926
US	$ 40,690	$ 42,783	$ 44,614	$ 44,894	$ 47,017	$ 48,891	$ 49,812	$ 51,811	$ 54,098	$ 56,047	$ 59,510

- stats.indiana.edu

Percent of Persons in Poverty

	2010	2019
Indiana 15 Region	13.7	12.4
Indiana	14.7	13.43
US	14.9	13.42

- census.gov; American Community Survey

Unemployment

Year	US Total	Indiana	Indiana 15 Region
2004	5.5	5.4	5.3
2005	5.1	5.5	5.5
2006	4.6	5.1	5.1
2007	4.6	4.6	4.2
2008	5.7	5.8	5.0
2009	9.2	10.3	9.3
2010	9.6	10.4	9.6
2011	8.8	9.2	8.0
2012	8.0	8.2	7.7
2013	7.5	8.0	7.3
2014	6.2	6.0	5.5
2015	5.3	4.8	4.8
2016	4.9	4.4	4.5
2017	4.4	3.5	3.6
2018	3.9	3.4	3.6
2019	3.7	3.3	3.3
2020	6.7	4.3	4
2021	5.3	3.6	3.2

- hoosierdata.in.gov

Annual Average Employment – Percent change

Year	US Total	Indiana	Indiana 15 Region
2008	-0.5	0	0.1
2009	-3.8	-5.7	-5.4
2010	-0.06	-0.09	-2.9
2011	0.6	1.7	1.4
2012	1.9	0.3	-1.3
2013	1	1.4	1
2014	1.7	2.8	2.6
2015	1.7	2.4	2.6
2016	1.7	2.5	2.6
2017	1.3	1	-0.3
2018	1.6	1.7	-0.1
2019	1.1	0.4	-0.2
2020	-6.2	-6.1	-5.6
2021	3.2	3.9	2.75

- hoosierdata.in.gov

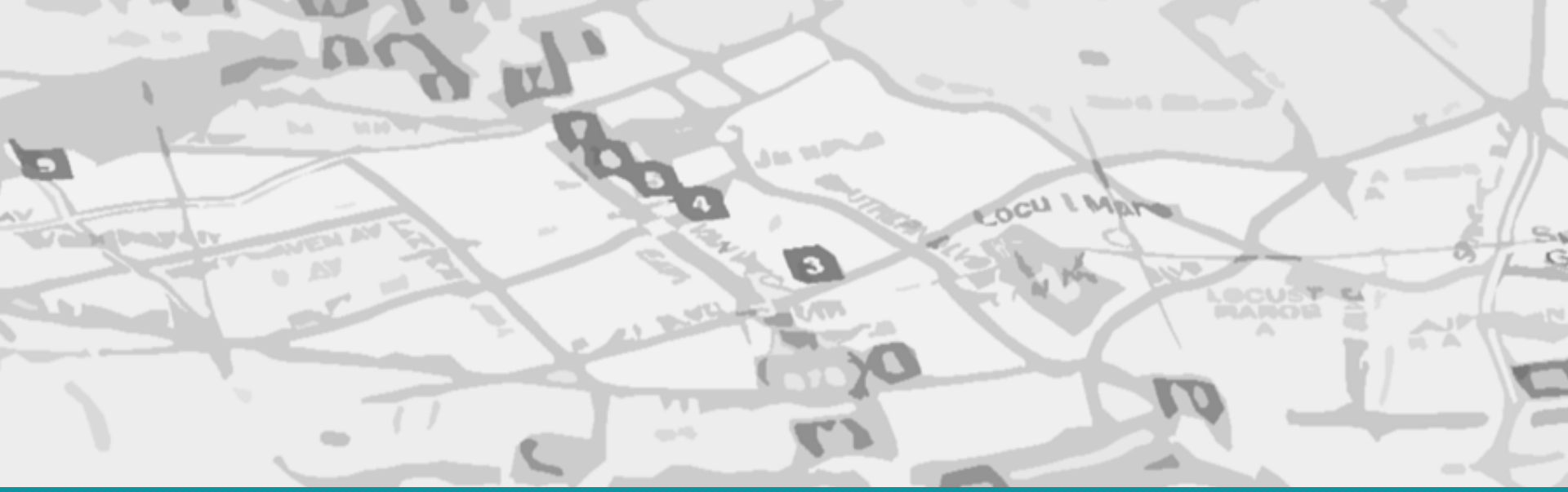
Educational Attainment

	US	Indiana	Indiana 15 Region
No high school	4.8	3.6	3.7
Some high school	6.6	6.8	8.7
High School diploma	26.9	33.9	42.9
Some college	20	19.9	17.4
Associate degree	8.6	8.8	10.4
Bachelor degree	20.3	17.3	11.2
Graduate degree	12.8	9.7	5.7

- census.gov; American Community Survey

Group	2009 Jobs	2014 Jobs	Jobs Rank (2014)	% Change Jobs	Earnings	Earnings Rank	Earnings Per Worker	Establishments	Earning Per Estab	Earning Per Estab Rank	Job Change	Ind Mix Effect	Nat Growth Effect	Expected Change	Competitive Effect	2009 LQ	2014 LQ	Percent Change LQ
Purdue: Forest And Wood Products	9,182	9,425	1	3%	$472,195,639	1	$50,103	136	$3,472,027	7	243	(715)	590	(125)	367	8.92	9.53	7%
Purdue: Primary Metal Mfg	1,045	1,294	13	24%	$95,261,970	9	$73,634	5	$19,052,394	2	249	23	67	90	159	7.26	8.50	17%
Purdue: Transportation Equipment Mfg	1,448	1,937	9	34%	$112,223,370	8	$57,950	10	$11,222,337	3	489	119	93	212	277	2.73	3.27	20%
Purdue: Apparel And Textiles	1,039	1,338	12	29%	$63,799,117	14	$47,672	15	$4,399,939	5	300	(60)	67	6	293	2.01	2.65	32%
Purdue: Agribusiness, Food Processing And Technology	4,920	5,212	2	6%	$204,314,449	4	$39,198	121	$1,692,045	15	292	(138)	316	178	114	2.44	2.56	5%
Purdue: Glass And Ceramics	81	279	21	242%	$14,762,300	21	$52,999	4	$3,690,575	6	197	(1)	5	5	192	0.76	2.51	230%
Purdue: Chemicals	1,038	1,491	10	44%	$68,090,814	12	$45,678	25	$2,723,633	8	452	(35)	67	32	421	1.28	1.83	43%
Purdue: Advanced Materials	2,866	3,632	6	27%	$224,661,079	3	$61,855	38	$5,873,492	4	766	(58)	184	126	639	1.45	1.81	25%
Purdue: Mining	326	374	19	15%	$22,564,334	19	$60,281	10	$2,201,398	11	48	46	21	67	(19)	1.84	1.80	(2%)
Purdue: Computer & Electronic Product Mfg	725	552	17	(24%)	$40,690,477	15	$73,678	1	$40,690,477	1	(173)	(100)	47	(54)	(119)	1.63	1.38	(15%)
Purdue: Arts, Entertainment, Recreation And Visitor Industries	3,749	3,797	4	1%	$90,256,781	10	$23,768	88	$1,022,740	19	48	111	241	352	(304)	1.43	1.36	(5%)
Purdue: Transportation And Logistics	2,320	2,497	8	8%	$147,175,955	7	$58,932	141	$1,047,516	18	177	82	149	232	(54)	1.17	1.17	0%
Purdue: Fabricated Metal Product Mfg	349	569	16	63%	$29,517,261	16	$51,878	22	$1,372,896	16	220	17	22	40	180	0.69	1.03	49%
Purdue: Energy (Fossil And Renewable)	4,128	3,702	5	(10%)	$241,365,033	2	$65,195	226	$1,069,170	17	(426)	144	265	410	(836)	1.19	1.00	(16%)
Purdue: Machinery Mfg	371	361	20	(3%)	$23,205,314	18	$64,221	9	$2,578,368	10	(10)	11	24	35	(45)	0.90	0.82	(9%)
Purdue: Biomedical/Biotechnical (Life Sciences)	4,419	4,067	3	(8%)	$196,234,676	5	$48,245	102	$1,923,869	13	(352)	35	284	319	(671)	0.87	0.77	(11%)
Purdue: Printing And Publishing	718	678	15	(5%)	$27,569,225	17	$40,639	30	$918,974	20	(39)	(39)	46	7	(47)	0.61	0.58	(5%)
Purdue: Defense And Security	1,518	1,403	11	(8%)	$66,057,658	13	$47,086	32	$2,064,302	12	(115)	7	98	104	(220)	0.55	0.49	(11%)
Purdue: Information Technology And Telecommunications	1,398	1,213	14	(13%)	$88,225,134	11	$72,747	51	$1,721,466	14	(186)	(11)	90	79	(265)	0.54	0.45	(17%)
Purdue: Business And Financial Services	3,426	3,347	7	(2%)	$173,855,441	6	$51,950	268	$649,927	22	(79)	52	220	272	(351)	0.42	0.39	(7%)
Purdue: Education And Knowledge Creation	515	481	18	(7%)	$17,762,311	20	$36,964	20	$899,357	21	(35)	0	33	33	(68)	0.35	0.31	(11%)
Purdue: Electrical Equip, Appliance & Component Mfg	3	33	22	1012%	$2,640,646	22	$80,838	1	$2,640,646	9	30	(0)	0	0	30	0.02	0.22	1000%
NOTE: Orange denotes clusters under consideration by IN15																		
KEY	Top 10	Top 10	Top 10	+ Change	Above Median	Top 11	Above Median	Above Median	Above Median	Top 11	+ Change				+ Change	Above 1.2	Above 1.2	+ Change
Average	2,072	2,167			$ 110,110,408		$ 54,796	62	$ 5,133,070									
Median	1,222	1,371			$ 78,157,974		$ 52,475	28	$ 2,132,850									

Appendix D – Regional Snapshot



Regional Data Snapshot

Target Industry Clusters

SET Session 2

Indiana 15 Regional Planning Commission Region, Indiana

PURDUE UNIVERSITY

Center for Regional Development
Advancing Collaboration : Energizing Regions

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01 overview

Indiana 15 RPC Region, Indiana

Indiana 15 RPC Region

The Indiana 15 Regional Planning Commission Region is comprised of six Indiana counties. I-64 passes through the central part of the region connecting to I-55 to the west and I-65 to the east.

- Crawford
- Dubois
- Orange
- Perry
- Pike
- Spencer

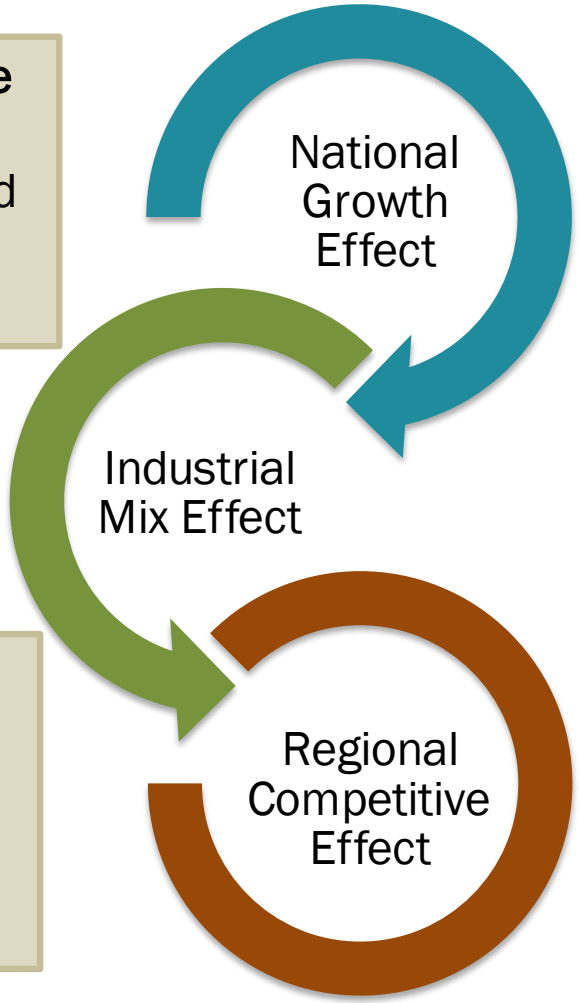
02 target industry clusters

- Forest and Wood Products
- Primary Metal Manufacturing
- Transportation Equipment Manufacturing
- Agribusiness, Food Processing and Technology
- Advanced Materials

Regional Job Growth:

Three Key Components of the Shift-Share Analysis

Expected Change
The sum of the industrial mix and the national growth effects



Explains how much of the regional industry's growth is explained by the overall growth of the national economy

Share of regional industry growth explained by the growth of the specific industry sector at the national level

Explains how much of the change in a given industry is due to some unique competitive advantage that the region possesses

Note:
The calculations ensure no double counting of job change effects from national to regional levels

Source: EMSI website: http://www.economicmodeling.com/2011/12/05/understanding-shift-share-2/

Shift-Share Analysis (Regional Performance) by Top Industry Sectors

Forest and Wood Products

Industries	Jobs 2014	National Trend, 2009-2014	Industry Trend, 2009-2014	Cumulative Expected Growth	Actual Job Growth, 2009-2014	Regional Performance, 2009-2014
		A	B	C=A+B	D	D-C
Wood Office Furniture Manufacturing	2,990	177	-292	-115	234	↑ 349
Wood Kitchen Cabinet and Countertop Manufacturing	2,496	144	-250	-106	260	↑ 366
Upholstered Household Furniture Manufacturing	1,075	60	-5	55	140	↑ 85
Showcase, Partition, Shelving, and Locker Manufacturing	460	37	-65	-28	-119	-91
Institutional Furniture Manufacturing	392	16	-27	-11	145	↑ 156
Nonupholstered Wood Household Furniture Manufacturing	355	40	-113	-73	-266	-193
Furniture Merchant Wholesalers	327	24	6	30	-41	-71
Sawmills	239	12	2	14	45	↑ 31
Logging	162	12	22	34	-30	-64
Sawmill, Woodworking, and Paper Machinery Manufacturing	128	11	-7	4	-50	-54
Corrugated and Solid Fiber Box Manufacturing	108	8	-14	-6	-20	-14
Lumber, Plywood, Millwork, and Wood Panel Merchant Wholesalers	99	7	-11	-4	-12	-8
Finish Carpentry Contractors	88	7	-9	-2	-15	-13
Cut Stock, Resawing Lumber, and Planing	83	5	1	6	8	↑ 2
Roofing Contractors	72	5	-2	3	-5	-8

Note: Upward arrow (↑) indicates regional competitiveness.

Source: EMSI Class of Worker 2015.4 (QCEW, nonQCEW, self-employed and extended proprietors).

Regional Performance: Forest and Wood Products

Industries that Outperformed

- Wood Office Furniture Manufacturing
- Wood Kitchen Cabinet and Countertop Manufacturing
- Upholstered Household Furniture Manufacturing
- Institutional Furniture Manufacturing
- Sawmills
- Cut Stock, Resawing Lumber, and Planing

Industries that Underperformed

- Showcase, Partition, Shelving, and Locker Manufacturing
- Nonupholstered Wood Household Furniture Manufacturing
- Furniture Merchant Wholesalers
- Logging
- Sawmill, Woodworking, and Paper Machinery Manufacturing
- Corrugated and Solid Fiber Box Manufacturing
- Lumber, Plywood, Millwork, and Wood Panel Merchant Wholesalers
- Finish Carpentry Contractors
- Roofing Contractors

Source: EMSI Class of Worker 2015.4 (QCEW, nonQCEW, self-employed and extended proprietors).

Top Industry Sectors

Forest and Wood Products

Industries	Exports 2013 ($ Millions)	Jobs 2013	Export per job 2013 ($)	LQ 2014
Wood Office Furniture Manufacturing	$571.8	3,032	$188,593	435.0
Wood Kitchen Cabinet and Countertop Manufacturing	$348.7	2,235	$156,048	53.8
Upholstered Household Furniture Manufacturing	$200.5	1,024	$195,701	49.5
Showcase, Partition, Shelving, and Locker Manufacturing	$54.6	495	$110,285	26.2
Institutional Furniture Manufacturing	$75.3	415	$181,240	45.8
Nonupholstered Wood Household Furniture Manufacturing	$52.2	422	$123,719	21.7
Furniture Merchant Wholesalers	$53.0	298	$178,291	16.4
Sawmills	$20.7	248	$83,187	7.0
Logging	$11.8	166	$71,272	3.5
Sawmill, Woodworking, and Paper Machinery Manufacturing	$24.8	136	$182,664	22.8
Corrugated and Solid Fiber Box Manufacturing	$24.3	107	$226,809	3.2
Lumber, Plywood, Millwork, and Wood Panel Merchant Wholesalers	$5.4	81	$65,999	2.6
Finish Carpentry Contractors	$1.3	81	$15,748	0.6
Cut Stock, Resawing Lumber, and Planing	$9.2	80	$115,462	13.6
Roofing Contractors	$2.9	70	$41,435	0.8

Note: Sorted similarly as the shift-share analysis slide.

Source: EMSI Class of Worker 2015.4 (QCEW, nonQCEW, self-employed and extended proprietors).

Top 15 Inputs by Dollars

Forest and Wood Products

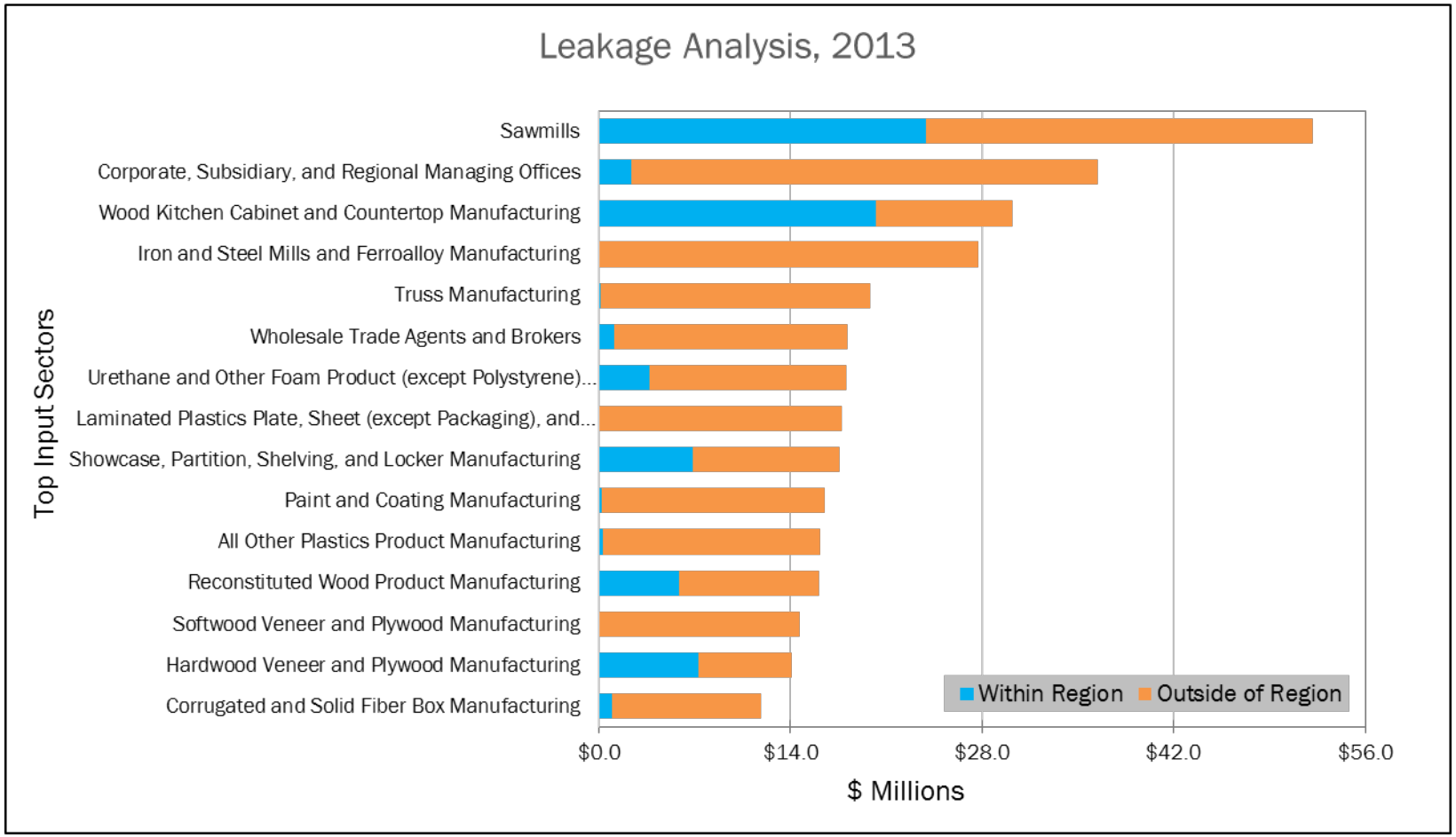
Industries	Estimated Input ($ Millions), 2013	% In-Region	% Out of Region
Sawmills	$52.16	46%	54%
Corporate, Subsidiary, and Regional Managing Offices	$36.45	7%	93%
Wood Kitchen Cabinet and Countertop Manufacturing	$30.24	67%	33%
Iron and Steel Mills and Ferroalloy Manufacturing	$27.72	0%	100%
Truss Manufacturing	$19.81	1%	99%
Wholesale Trade Agents and Brokers	$18.20	6%	94%
Urethane and Other Foam Product (except Polystyrene) Manufacturing	$18.05	21%	79%
Laminated Plastics Plate, Sheet (except Packaging), and Shape Manufacturing **	$17.71	0%	100%
Showcase, Partition, Shelving, and Locker Manufacturing	$17.62	39%	61%
Paint and Coating Manufacturing	$16.46	1%	99%
All Other Plastics Product Manufacturing	$16.16	2%	98%
Reconstituted Wood Product Manufacturing	$16.08	37%	63%
Softwood Veneer and Plywood Manufacturing **	$14.65	0%	100%
Hardwood Veneer and Plywood Manufacturing	$14.11	52%	48%
Corrugated and Solid Fiber Box Manufacturing	$11.81	8%	92%

Note: ** industry sector is not present in the region.
EMSI shows <10 jobs in iron and steel mills and ferroalloy manufacturing.

Source: EMSI Class of Worker 2015.4 (QCEW, nonQCEW, self-employed and extended proprietors).

Top 15 Inputs by Dollars

Forest and Wood Products



Source: EMSI Class of Worker 2015.4 (QCEW, nonQCEW, self-employed and extended proprietors).

Top Occupations

Forest and Wood Products

Occupations	Jobs 2014	% Change, 2009-2014	Median Hourly Earnings	Entry Level Education
Cabinetmakers and Bench Carpenters	1,037	6%	$13.5	High school diploma or equivalent
Team Assemblers	959	2%	$12.0	High school diploma or equivalent
Woodworking Machine Setters, Operators, and Tenders, Except Sawing	951	6%	$13.4	High school diploma or equivalent
Furniture Finishers	498	8%	$13.5	High school diploma or equivalent
First-Line Supervisors of Production and Operating Workers	328	3%	$23.7	Postsecondary non-degree award
Laborers and Freight, Stock, and Material Movers, Hand	293	3%	$13.2	Less than high school
Carpenters	259	3%	$14.1	High school diploma or equivalent
Sales Representatives, Wholesale and Manufacturing, Except Technical and Scientific Products	234	-4%	$21.3	High school diploma or equivalent
Helpers--Production Workers	190	4%	$12.8	Less than high school
Sawing Machine Setters, Operators, and Tenders, Wood	181	11%	$13.9	High school diploma or equivalent
Upholsterers	174	2%	$13.6	High school diploma or equivalent
Cutting, Punching, and Press Machine Setters, Operators, and Tenders, Metal and Plastic	169	-1%	$12.8	High school diploma or equivalent
Welders, Cutters, Solderers, and Brazers	161	0%	$15.9	High school diploma or equivalent
Industrial Truck and Tractor Operators	151	1%	$15.2	Less than high school
General and Operations Managers	151	2%	$31.6	Bachelor's degree

Note: SOC (Standard Occupation Classification) 5-digit occupations are included by jobs in 2014. Extended proprietors include estimates for underreported self employment, proprietorships, trusts, partnerships and cooperatives.

Source: EMSI Class of Worker 2015.4 (QCEW, nonQCEW, self-employed and extended proprietors).

Shift-Share Analysis (Regional Performance) by Top Industry Sectors

Primary Metal Manufacturing

Industries	Jobs 2014	National Trend, 2009-2014	Industry Trend, 2009-2014	Cumulative Expected Growth	Actual Job Growth, 2009-2014	Regional Performance, 2009-2014
		A	B	C=A+B	D	D-C
Iron Foundries	947	45	-23	22	246	↑ 224
Rolled Steel Shape Manufacturing	277	19	4	23	-19	-42
Aluminum Foundries (except Die-Casting)	67	3	1	4	19	↑ 15

Note: Upward arrow (↑) indicates regional competitiveness. EMSI does not show any jobs for the following sectors: Iron and Steel Mills and Ferroalloy Manufacturing (<10); Secondary Smelting, Refining, and Alloying of Nonferrous Metal (except Copper and Aluminum); Steel Investment Foundries; Nonferrous Metal Die-Casting Foundries; Other Nonferrous Metal Foundries (except Die-Casting); Nonferrous Metal (except Copper and Aluminum) Rolling, Drawing, and Extruding Steel Foundries (except Investment); Nonferrous Metal (except Aluminum) Smelting and Refining; Steel Wire Drawing; Iron and Steel Pipe and Tube Manufacturing from Purchased Steel; Alumina Refining and Primary Aluminum Production; and Secondary Smelting and Alloying of Aluminum.

Source: EMSI Class of Worker 2015.4 (QCEW, nonQCEW, self-employed and extended proprietors).

Regional Performance: Primary Metal Manufacturing

Industries that Outperformed

- Iron Foundries
- Aluminum Foundries (except Die-Casting)

Industries that Underperformed

- Rolled Steel Shape Manufacturing

Source: EMSI Class of Worker 2015.4 (QCEW, nonQCEW, self-employed and extended proprietors).

Top Industry Sectors

Primary Metal Manufacturing

Industries	Exports 2013 ($ Millions)	Jobs 2013	Export per job 2013 ($)	LQ 2014
Iron Foundries	$258.1	846	$305,191	61.3
Rolled Steel Shape Manufacturing	$165.4	287	$576,229	34.4
Aluminum Foundries (except Die-Casting)	$13.2	59	$225,702	10.1

Note: Sorted similarly as the shift-share analysis slide.

Source: EMSI Class of Worker 2015.4 (QCEW, nonQCEW, self-employed and extended proprietors).

Top 15 Inputs by Dollars

Primary Metal Manufacturing

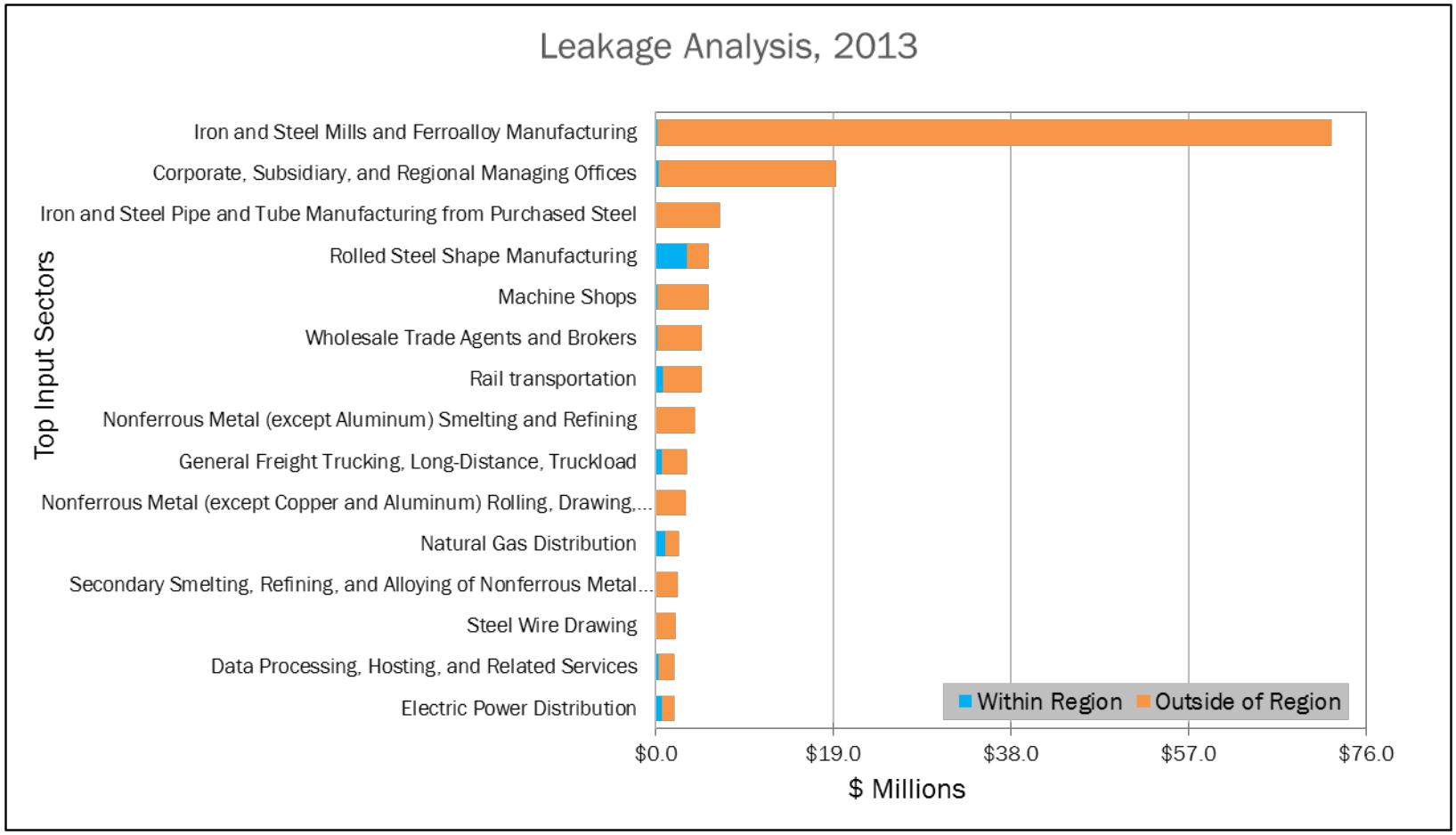
Industries	Estimated Input ($ Millions), 2013	% In-Region	% Out of Region
Iron and Steel Mills and Ferroalloy Manufacturing	$72.27	0%	100%
Corporate, Subsidiary, and Regional Managing Offices	$19.34	1%	99%
Iron and Steel Pipe and Tube Manufacturing from Purchased Steel **	$6.90	0%	100%
Rolled Steel Shape Manufacturing	$5.70	60%	40%
Machine Shops	$5.64	4%	96%
Wholesale Trade Agents and Brokers	$4.94	4%	96%
Rail transportation	$4.89	16%	84%
Nonferrous Metal (except Aluminum) Smelting and Refining **	$4.26	0%	100%
General Freight Trucking, Long-Distance, Truckload	$3.32	19%	81%
Nonferrous Metal (except Copper and Aluminum) Rolling, Drawing, and Extruding **	$3.17	0%	100%
Natural Gas Distribution	$2.54	41%	59%
Secondary Smelting, Refining, and Alloying of Nonferrous Metal (except Copper and Aluminum) **	$2.41	0%	100%
Steel Wire Drawing **	$2.14	0%	100%
Data Processing, Hosting, and Related Services	$2.02	12%	88%
Electric Power Distribution	$1.99	32%	68%

Note: ** industry sector is not present in the region.
EMSI shows <10 jobs in iron and steel mills and ferroalloy manufacturing.

Source: EMSI Class of Worker 2015.4 (QCEW, nonQCEW, self-employed and extended proprietors).

Top 15 Inputs by Dollars

Primary Metal Manufacturing



Source: EMSI Class of Worker 2015.4 (QCEW, nonQCEW, self-employed and extended proprietors).

Top Occupations

Primary Metal Manufacturing

Occupations	Jobs 2014	% Change, 2009-2014	Median Hourly Earnings	Entry Level Education
Molding, Coremaking, and Casting Machine Setters, Operators, and Tenders, Metal and Plastic	79	27%	$16.8	High school diploma or equivalent
Team Assemblers	71	37%	$12.0	High school diploma or equivalent
Inspectors, Testers, Sorters, Samplers, and Weighers	63	29%	$16.0	High school diploma or equivalent
Grinding and Polishing Workers, Hand	53	43%	$12.6	Less than high school
First-Line Supervisors of Production and Operating Workers	53	26%	$23.7	Postsecondary non-degree award
Welders, Cutters, Solderers, and Brazers	52	21%	$15.9	High school diploma or equivalent
Industrial Machinery Mechanics	50	43%	$20.6	High school diploma or equivalent
Grinding, Lapping, Polishing, and Buffing Machine Tool Setters, Operators, and Tenders, Metal and Plastic	47	24%	$13.8	High school diploma or equivalent
Foundry Mold and Coremakers	47	21%	$13.3	High school diploma or equivalent
Machinists	40	29%	$17.6	High school diploma or equivalent
Cutting, Punching, and Press Machine Setters, Operators, and Tenders, Metal and Plastic	38	9%	$12.8	High school diploma or equivalent
Maintenance and Repair Workers, General	36	29%	$17.5	High school diploma or equivalent
Computer-Controlled Machine Tool Operators, Metal and Plastic	34	42%	$14.5	High school diploma or equivalent
Industrial Truck and Tractor Operators	33	22%	$15.2	Less than high school
Helpers--Production Workers	31	19%	$12.8	Less than high school

Note: SOC (Standard Occupation Classification) 5-digit occupations are included by jobs in 2014. Extended proprietors include estimates for underreported self employment, proprietorships, trusts, partnerships and cooperatives.

Source: EMSI Class of Worker 2015.4 (QCEW, nonQCEW, self-employed and extended proprietors).

Shift-Share Analysis (Regional Performance) by Top Industry Sectors

Transportation Equipment Manufacturing

Industries	Jobs 2014	National Trend, 2009-2014	Industry Trend, 2009-2014	Cumulative Expected Growth	Actual Job Growth, 2009-2014	Regional Performance, 2009-2014
		A	B	C=A+B	D	D-C
Motor Vehicle Transmission and Power Train Parts Manufacturing	1,176	50	282	332	401	↑ 69
Motor Vehicle Brake System Manufacturing	598	30	-29	1	137	↑ 136
Ship Building and Repairing	127	13	-10	3	-74	-77
Other Motor Vehicle Parts Manufacturing	28	0	1	1	24	↑ 23

Note: Upward arrow (↑) indicates regional competitiveness. EMSI shows <10 jobs for the following sectors: Travel Trailer and Camper Manufacturing; Motor Vehicle Electrical and Electronic Equipment Manufacturing; Motor Vehicle Gasoline Engine and Engine Parts Manufacturing; All Other Transportation Equipment Manufacturing. EMSI does not show any jobs for the following sectors: Guided Missile and Space Vehicle Propulsion Unit and Propulsion Unit Parts Manufacturing; Guided Missile and Space Vehicle Manufacturing; Other Guided Missile and Space Vehicle Parts and Auxiliary Equipment Manufacturing; Military Armored Vehicle, Tank, and Tank Component Manufacturing; Boat Building; Railroad Rolling Stock Manufacturing; and Motorcycle, Bicycle, and Parts Manufacturing.

Source: EMSI Class of Worker 2015.4 (QCEW, nonQCEW, self-employed and extended proprietors).

Regional Performance: Transportation Equipment Mfg.

Industries that Outperformed

- Motor Vehicle Transmission and Power Train Parts Manufacturing
- Motor Vehicle Brake System Manufacturing
- Other Motor Vehicle Parts Manufacturing

Industries that Underperformed

- Ship Building and Repairing

Source: EMSI Class of Worker 2015.4 (QCEW, nonQCEW, self-employed and extended proprietors).

Top Industry Sectors

Transportation Equipment Manufacturing

Industries	Exports 2013 ($ Millions)	Jobs 2013	Export per job 2013 ($)	LQ 2014
Motor Vehicle Transmission and Power Train Parts Manufacturing	$379.9	1,099	$345,803	40.7
Motor Vehicle Brake System Manufacturing	$209.9	544	$385,832	64.2
Ship Building and Repairing	$40.6	194	$208,983	3.2
Other Motor Vehicle Parts Manufacturing	$3.9	-	-	0.5

Note: Sorted similarly as the shift-share analysis slide. EMSI does not include detailed job information for Other Motor Vehicle Parts Manufacturing in 2013.

Source: EMSI Class of Worker 2015.4 (QCEW, nonQCEW, self-employed and extended proprietors).

Top 15 Inputs by Dollars

Transportation Equipment Manufacturing

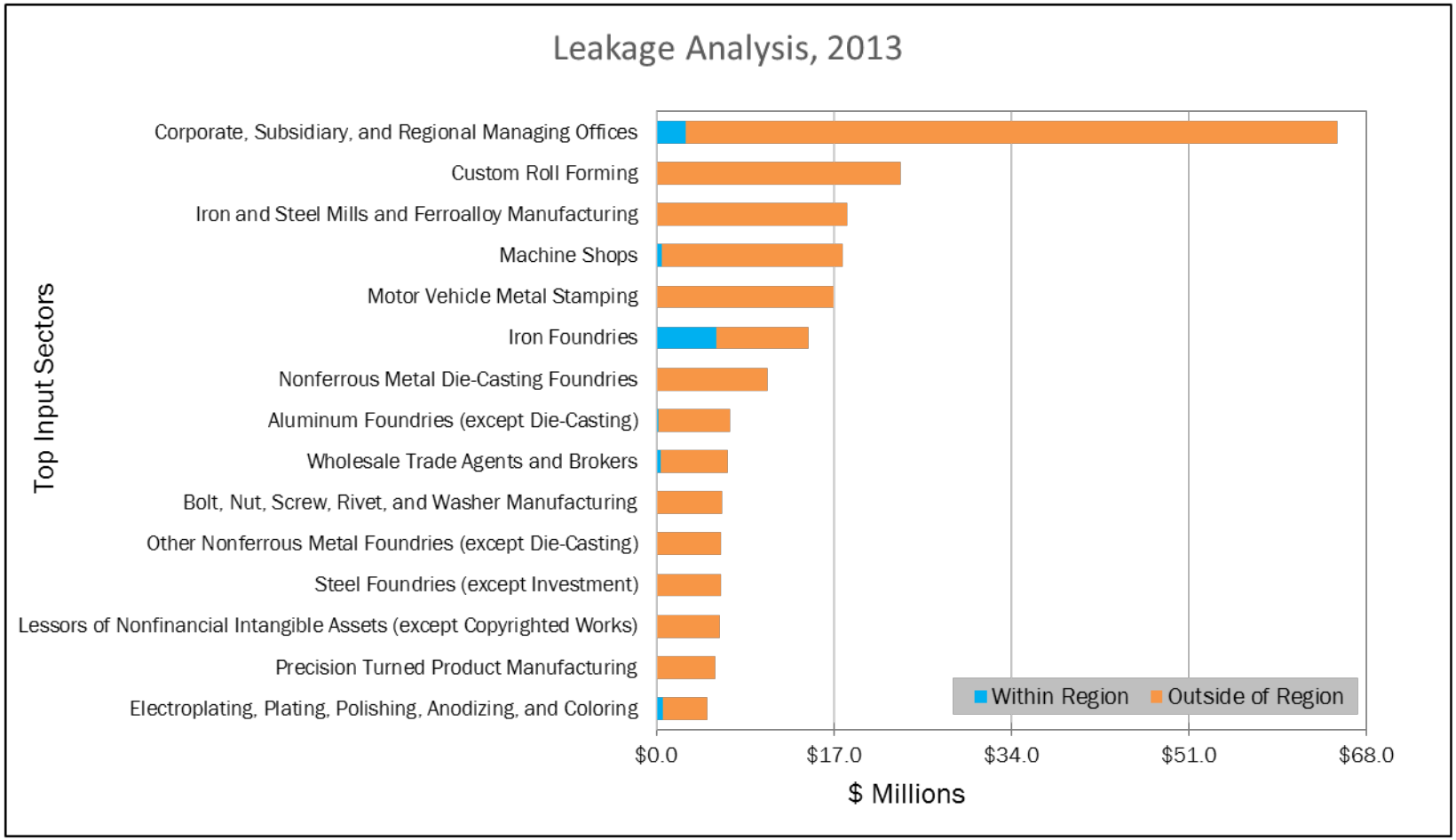
Industries	Estimated Input ($ Millions), 2013	% In-Region	% Out of Region
Corporate, Subsidiary, and Regional Managing Offices	$65.16	4%	96%
Custom Roll Forming **	$23.35	0%	100%
Iron and Steel Mills and Ferroalloy Manufacturing	$18.25	0%	100%
Machine Shops	$17.81	3%	97%
Motor Vehicle Metal Stamping **	$16.96	0%	100%
Iron Foundries	$14.59	39%	61%
Nonferrous Metal Die-Casting Foundries **	$10.68	0%	100%
Aluminum Foundries (except Die-Casting)	$7.09	3%	97%
Wholesale Trade Agents and Brokers	$6.86	5%	95%
Bolt, Nut, Screw, Rivet, and Washer Manufacturing **	$6.24	0%	100%
Other Nonferrous Metal Foundries (except Die-Casting) **	$6.23	0%	100%
Steel Foundries (except Investment) **	$6.17	0%	100%
Lessors of Nonfinancial Intangible Assets (except Copyrighted Works) **	$6.09	0%	100%
Precision Turned Product Manufacturing	$5.58	0%	100%
Electroplating, Plating, Polishing, Anodizing, and Coloring	$4.88	12%	88%

Note: ** industry sector is not present in the region.
EMSI shows <10 jobs for Iron and Steel Mills and Ferroalloy and Precision Turned Product Manufacturing.

Source: EMSI Class of Worker 2015.4 (QCEW, nonQCEW, self-employed and extended proprietors).

Top 15 Inputs by Dollars

Transportation Equipment Manufacturing



Source: EMSI Class of Worker 2015.4 (QCEW, nonQCEW, self-employed and extended proprietors).

Top Occupations

Transportation Equipment Manufacturing

Occupations	Jobs 2014	% Change, 2009-2014	Median Hourly Earnings	Entry Level Education
Team Assemblers	425	49%	$12.0	High school diploma or equivalent
Electrical and Electronic Equipment Assemblers	100	64%	$11.1	High school diploma or equivalent
Engine and Other Machine Assemblers	94	65%	$13.5	High school diploma or equivalent
Welders, Cutters, Solderers, and Brazers	67	5%	$15.9	High school diploma or equivalent
Cutting, Punching, and Press Machine Setters, Operators, and Tenders, Metal and Plastic	64	36%	$12.8	High school diploma or equivalent
Computer-Controlled Machine Tool Operators, Metal and Plastic	56	51%	$14.5	High school diploma or equivalent
First-Line Supervisors of Production and Operating Workers	56	22%	$23.7	Postsecondary non-degree award
Inspectors, Testers, Sorters, Samplers, and Weighers	55	38%	$16.0	High school diploma or equivalent
Machinists	55	34%	$17.6	High school diploma or equivalent
Mechanical Engineers	48	30%	$37.0	Bachelor's degree
Welding, Soldering, and Brazing Machine Setters, Operators, and Tenders	48	55%	$15.9	High school diploma or equivalent
Tool and Die Makers	41	41%	$22.6	High school diploma or equivalent
Laborers and Freight, Stock, and Material Movers, Hand	37	28%	$13.2	Less than high school
Industrial Truck and Tractor Operators	37	42%	$15.2	Less than high school
Industrial Engineers	36	33%	$29.7	Bachelor's degree

Note: SOC (Standard Occupation Classification) 5-digit occupations are included by jobs in 2014. Extended proprietors include estimates for underreported self employment, proprietorships, trusts, partnerships and cooperatives.

Source: EMSI Class of Worker 2015.4 (QCEW, nonQCEW, self-employed and extended proprietors).

Shift-Share Analysis (Regional Performance) by Top Industry Sectors

Agribusiness, Food Processing and Technology

Industries	Jobs 2014	National Trend, 2009-2014	Industry Trend, 2009-2014	Cumulative Expected Growth	Actual Job Growth, 2009-2014	Regional Performance, 2009-2014
		A	B	C=A+B	D	D-C
Animal Production and Aquaculture	2,165	129	-184	-55	161	↑ 216
Poultry Processing	911	49	-68	-19	146	↑ 165
Crop Production	888	62	-46	16	-73	-89
Farm and Garden Machinery and Equipment Merchant Wholesalers	515	26	-3	23	111	↑ 88
Fluid Milk Manufacturing	156	10	-14	-4	4	↑ 8
Farm Supplies Merchant Wholesalers	94	10	0	10	-53	-63
Other Animal Food Manufacturing	85	4	-1	3	28	↑ 25
Farm Labor Contractors and Crew Leaders	81	6	4	10	-4	-14
Meat Processed from Carcasses	69	6	-1	5	-32	-37
Wineries	65	3	11	14	18	↑ 4
Soil Preparation, Planting, and Cultivating	38	2	1	3	7	↑ 4
All Other Miscellaneous Food Manufacturing	37	6	17	23	-62	-85
Cheese Manufacturing	25	0	0	0	25	↑ 25
Dog and Cat Food Manufacturing	11	0	0	0	11	↑ 11
Ice Manufacturing	11	1	-1	0	2	↑ 2

Note: Upward arrow (↑) indicates regional competitiveness.

Source: EMSI Class of Worker 2015.4 (QCEW, nonQCEW, self-employed and extended proprietors).

Regional Performance: Agribusiness, Food Proc. and Tech.

Industries that Outperformed

- Animal Production and Aquaculture
- Poultry Processing
- Farm and Garden Machinery and Equipment Merchant Wholesalers
- Fluid Milk Manufacturing
- Other Animal Food Manufacturing
- Wineries
- Soil Preparation, Planting, and Cultivating
- Cheese Manufacturing
- Dog and Cat Food Manufacturing
- Ice Manufacturing

Industries that Underperformed

- Crop Production
- Farm Supplies Merchant Wholesalers
- Farm Labor Contractors and Crew Leaders
- Meat Processed from Carcasses
- All Other Miscellaneous Food Manufacturing

Source: EMSI Class of Worker 2015.4 (QCEW, nonQCEW, self-employed and extended proprietors).

Top Industry Sectors

Agribusiness, Food Processing and Technology

Industries	Exports 2013 ($ Millions)	Jobs 2013	Export per job 2013 ($)	LQ 2014
Animal Production and Aquaculture	$349.7	2,127	$164,433	5.0
Poultry Processing	$202.5	837	$242,058	10.9
Crop Production	$106.3	876	$121,364	1.6
Farm and Garden Machinery and Equipment Merchant Wholesalers	$86.8	513	$169,436	12.8
Fluid Milk Manufacturing	$112.3	131	$859,511	7.8
Farm Supplies Merchant Wholesalers	$11.4	102	$111,881	2.1
Other Animal Food Manufacturing	$69.3	68	$1,013,587	6.6
Farm Labor Contractors and Crew Leaders	$0.2	81	$2,290	0.7
Meat Processed from Carcasses	$56.9	101	$561,878	1.6
Wineries	$9.6	65	$148,255	2.7
Soil Preparation, Planting, and Cultivating	$0.5	37	$12,446	1.4
All Other Miscellaneous Food Manufacturing	$22.3	82	$273,977	2.8
Cheese Manufacturing	$0.9	-	-	1.5
Dog and Cat Food Manufacturing	$11.4	-	-	1.3
Ice Manufacturing	$2.2	12	$185,149	3.6

Note: Sorted similarly as the shift-share analysis slide. EMSI does not include detailed job information for Cheese Manufacturing and Dong and Cat Food Manufacturing in 2013.

Source: EMSI Class of Worker 2015.4 (QCEW, nonQCEW, self-employed and extended proprietors).

Top 15 Inputs by Dollars

Agribusiness, Food Processing and Technology

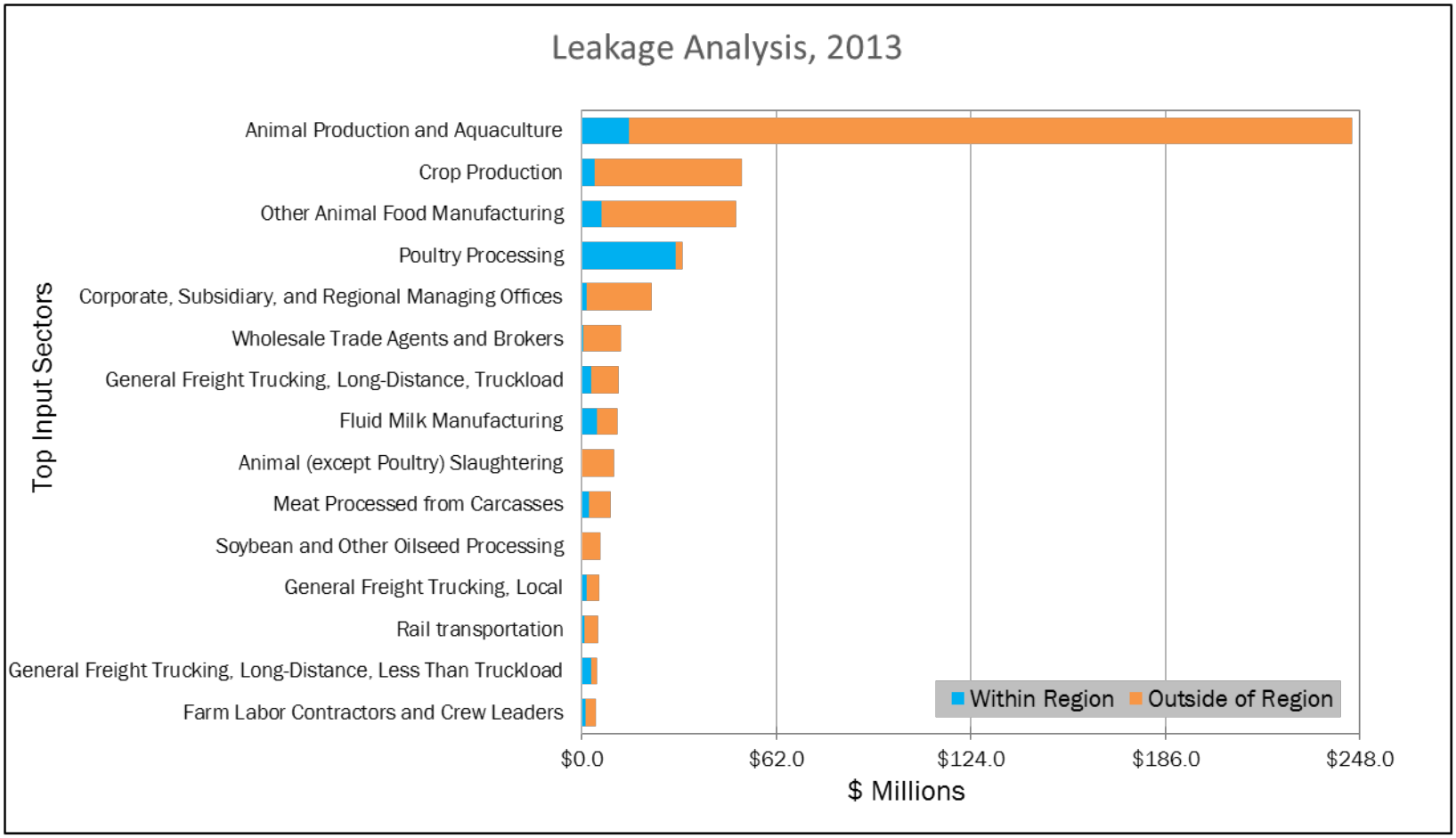
Industries	Estimated Input ($ Millions), 2013	% In-Region	% Out of Region
Animal Production and Aquaculture	$245.69	6%	94%
Crop Production	$50.97	8%	92%
Other Animal Food Manufacturing	$49.25	13%	87%
Poultry Processing	$32.11	94%	6%
Corporate, Subsidiary, and Regional Managing Offices	$22.24	7%	93%
Wholesale Trade Agents and Brokers	$12.38	6%	94%
General Freight Trucking, Long-Distance, Truckload	$11.63	26%	74%
Fluid Milk Manufacturing	$11.36	44%	56%
Animal (except Poultry) Slaughtering	$10.37	2%	98%
Meat Processed from Carcasses	$9.28	23%	77%
Soybean and Other Oilseed Processing **	$5.99	0%	100%
General Freight Trucking, Local	$5.45	28%	72%
Rail transportation	$5.27	19%	81%
General Freight Trucking, Long-Distance, Less Than Truckload	$4.91	60%	40%
Farm Labor Contractors and Crew Leaders	$4.53	26%	74%

Note: ** industry sector is not present in the region.

Source: EMSI Class of Worker 2015.4 (QCEW, nonQCEW, self-employed and extended proprietors).

Top 15 Inputs by Dollars

Agribusiness, Food Processing and Technology



Source: EMSI Class of Worker 2015.4 (QCEW, nonQCEW, self-employed and extended proprietors).

Top Occupations

Agribusiness, Food Processing and Technology

Occupations	Jobs 2014	% Change, 2009-2014	Median Hourly Earnings	Entry Level Education
Farmers, Ranchers, and Other Agricultural Managers	2,321	-5%	$13.1	High school diploma or equivalent
Farmworkers and Laborers, Crop, Nursery, and Greenhouse	424	40%	$10.2	Less than high school
Meat, Poultry, and Fish Cutters and Trimmers	277	14%	$12.8	Less than high school
Packaging and Filling Machine Operators and Tenders	123	15%	$12.2	High school diploma or equivalent
Sales Representatives, Wholesale and Manufacturing, Except Technical and Scientific Products	119	14%	$21.3	High school diploma or equivalent
Packers and Packagers, Hand	108	9%	$9.0	Less than high school
Laborers and Freight, Stock, and Material Movers, Hand	98	7%	$13.2	Less than high school
Farm Equipment Mechanics and Service Technicians	75	17%	$18.8	High school diploma or equivalent
Industrial Truck and Tractor Operators	56	12%	$15.2	Less than high school
Industrial Machinery Mechanics	54	32%	$20.6	High school diploma or equivalent
Heavy and Tractor-Trailer Truck Drivers	53	15%	$17.2	Postsecondary non-degree award
Maintenance and Repair Workers, General	52	18%	$17.5	High school diploma or equivalent
First-Line Supervisors of Production and Operating Workers	47	12%	$23.7	Postsecondary non-degree award
Helpers--Production Workers	47	12%	$12.8	Less than high school
Bookkeeping, Accounting, and Auditing Clerks	47	7%	$15.7	High school diploma or equivalent

Note: SOC (Standard Occupation Classification) 5-digit occupations are included by jobs in 2014. Extended proprietors include estimates for underreported self employment, proprietorships, trusts, partnerships and cooperatives.

Source: EMSI Class of Worker 2015.4 (QCEW, nonQCEW, self-employed and extended proprietors).

Shift-Share Analysis (Regional Performance) by Top Industry Sectors

Advanced Materials

Industries	Jobs 2014	National Trend, 2009-2014	Industry Trend, 2009-2014	Cumulative Expected Growth	Actual Job Growth, 2009-2014	Regional Performance, 2009-2014
		A	B	C=A+B	D	D-C
Iron Foundries	947	45	-23	22	246	↑ 224
Rubber Product Manufacturing for Mechanical Use	830	33	70	103	323	↑ 220
Printed Circuit Assembly (Electronic Assembly) Manufacturing	552	47	11	58	-172	-230
Rolled Steel Shape Manufacturing	277	19	4	23	-19	-42
Electroplating, Plating, Polishing, Anodizing, and Coloring	231	0	0	0	231	↑ 231
All Other Plastics Product Manufacturing	135	6	2	8	37	↑ 29
Machine Shops	122	6	13	19	37	↑ 18
Cutting Tool and Machine Tool Accessory Manufacturing	96	5	13	18	26	↑ 8
All Other Miscellaneous Fabricated Metal Product Manufacturing	94	2	1	3	57	↑ 54
Urethane and Other Foam Product (except Polystyrene) Manufacturing	87	3	2	5	35	↑ 30
Aluminum Foundries (except Die-Casting)	67	3	1	4	19	↑ 15
Plate Work Manufacturing	49	4	3	7	-17	-24
Clay Building Material and Refractories Manufacturing	36	2	-3	(1)	4	↑ 5
Other Motor Vehicle Parts Manufacturing	28	0	1	1	24	↑ 23

Note: Upward arrow (↑) indicates regional competitiveness.

Source: EMSI Class of Worker 2015.4 (QCEW, nonQCEW, self-employed and extended proprietors).

Regional Performance: Advanced Materials

Industries that Outperformed

- Iron Foundries
- Rubber Product Manufacturing for Mechanical Use
- Electroplating, Plating, Polishing, Anodizing, and Coloring
- All Other Plastics Product Manufacturing
- Machine Shops
- Cutting Tool and Machine Tool Accessory Manufacturing
- All Other Miscellaneous Fabricated Metal Product Manufacturing
- Urethane and Other Foam Product (except Polystyrene) Manufacturing
- Aluminum Foundries (except Die-Casting)
- Clay Building Material and Refractories Manufacturing
- Other Motor Vehicle Parts Manufacturing

Industries that Underperformed

- Printed Circuit Assembly (Electronic Assembly) Manufacturing
- Rolled Steel Shape Manufacturing
- Plate Work Manufacturing

Source: EMSI Class of Worker 2015.4 (QCEW, nonQCEW, self-employed and extended proprietors).

Top Industry Sectors

Advanced Materials

Industries	Exports 2013 ($ Millions)	Jobs 2013	Export per job 2013 ($)	LQ 2014
Iron Foundries	$258.1	846	$305,191	61.3
Rubber Product Manufacturing for Mechanical Use	$141.7	722	$196,216	74.2
Printed Circuit Assembly (Electronic Assembly) Manufacturing	$229.6	621	$369,596	27.3
Rolled Steel Shape Manufacturing	$165.4	287	$576,229	34.4
Electroplating, Plating, Polishing, Anodizing, and Coloring	$26.9	207	$129,725	9.5
All Other Plastics Product Manufacturing	$48.7	119	$407,960	1.3
Machine Shops	$14.2	107	$133,502	1.0
Cutting Tool and Machine Tool Accessory Manufacturing	$16.0	75	$212,327	8.4
All Other Miscellaneous Fabricated Metal Product Manufacturing	$15.2	91	$166,018	3.1
Urethane and Other Foam Product (except Polystyrene) Manufacturing	$25.8	77	$335,560	7.0
Aluminum Foundries (except Die-Casting)	$13.2	59	$225,702	10.1
Plate Work Manufacturing	$14.8	61	$242,644	2.6
Clay Building Material and Refractories Manufacturing	$4.1	24	$174,149	3.7
Other Motor Vehicle Parts Manufacturing	$3.9	0	-	0.5

Note: Sorted similarly as the shift-share analysis slide.

Source: EMSI Class of Worker 2015.4 (QCEW, nonQCEW, self-employed and extended proprietors).

Top 15 Inputs by Dollars

Advanced Materials

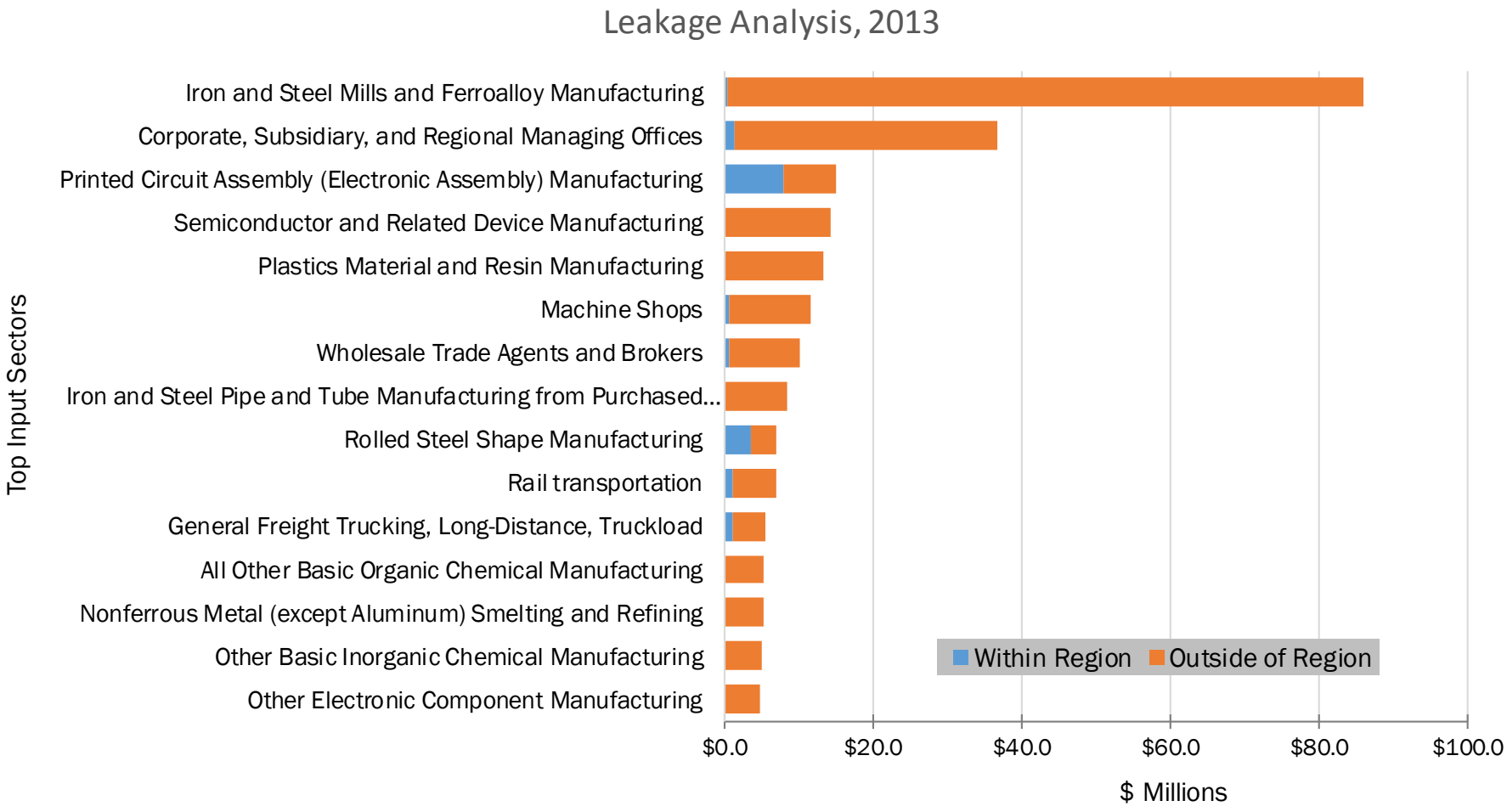
Industries	Estimated Input ($ Millions), 2013	% In-Region	% Out of Region
Iron and Steel Mills and Ferroalloy Manufacturing	$85.97	0%	100%
Corporate, Subsidiary, and Regional Managing Offices	$36.68	3%	97%
Printed Circuit Assembly (Electronic Assembly) Manufacturing	$14.99	52%	48%
Semiconductor and Related Device Manufacturing**	$14.19	0%	100%
Plastics Material and Resin Manufacturing**	$13.22	0%	100%
Machine Shops	$11.66	4%	96%
Wholesale Trade Agents and Brokers	$10.15	5%	95%
Iron and Steel Pipe and Tube Manufacturing from Purchased Steel**	$8.49	0%	100%
Rolled Steel Shape Manufacturing	$7.01	51%	49%
Rail transportation	$6.87	16%	84%
General Freight Trucking, Long-Distance, Truckload	$5.49	21%	79%
All Other Basic Organic Chemical Manufacturing**	$5.27	0%	100%
Nonferrous Metal (except Aluminum) Smelting and Refining**	$5.14	0%	100%
Other Basic Inorganic Chemical Manufacturing**	$5.10	0%	100%
Other Electronic Component Manufacturing**	$4.65	0%	100%

Note: ** industry sector is not present in the region.
EMSI shows <10 jobs in iron and steel mills and ferroalloy manufacturing.

Source: EMSI Class of Worker 2015.4 (QCEW, nonQCEW, self-employed and extended proprietors).

Top 15 Inputs by Dollars

Advanced Materials



Source: EMSI Class of Worker 2015.4 (QCEW, nonQCEW, self-employed and extended proprietors).

Top Occupations

Advanced Materials

Occupations	Jobs 2014	% Change, 2009-2014	Median Hourly Earnings	Entry Level Education
Team Assemblers	273	45%	$12.0	High school diploma or equivalent
Inspectors, Testers, Sorters, Samplers, and Weighers	155	37%	$16.0	High school diploma or equivalent
Electrical and Electronic Equipment Assemblers	154	-19%	$11.1	High school diploma or equivalent
First-Line Supervisors of Production and Operating Workers	133	36%	$23.7	Postsecondary non-degree award
Molding, Coremaking, and Casting Machine Setters, Operators, and Tenders, Metal and Plastic	121	33%	$16.8	High school diploma or equivalent
Tire Builders	114	65%	$18.5	High school diploma or equivalent
Machinists	114	34%	$17.6	High school diploma or equivalent
Industrial Machinery Mechanics	102	52%	$20.6	High school diploma or equivalent
Welders, Cutters, Solderers, and Brazers	94	15%	$15.9	High school diploma or equivalent
Electrical and Electronics Engineering Technicians	86	-14%	$35.9	Associate's degree
Cutting, Punching, and Press Machine Setters, Operators, and Tenders, Metal and Plastic	83	24%	$12.8	High school diploma or equivalent
Maintenance and Repair Workers, General	80	40%	$17.5	High school diploma or equivalent
Helpers--Production Workers	71	39%	$12.8	Less than high school
Extruding, Forming, Pressing, and Compacting Machine Setters, Operators, and Tenders	71	48%	$20.3	High school diploma or equivalent
Computer-Controlled Machine Tool Operators, Metal and Plastic	67	40%	$14.5	High school diploma or equivalent

Note: SOC (Standard Occupation Classification) 5-digit occupations are included by jobs in 2014. Extended proprietors include estimates for underreported self employment, proprietorships, trusts, partnerships and cooperatives.

Source: EMSI Class of Worker 2015.4 (QCEW, non-QCEW, self-employed and extended proprietors).

03 Cluster Comparisons

Forest and Wood Products

Primary Metal Manufacturing

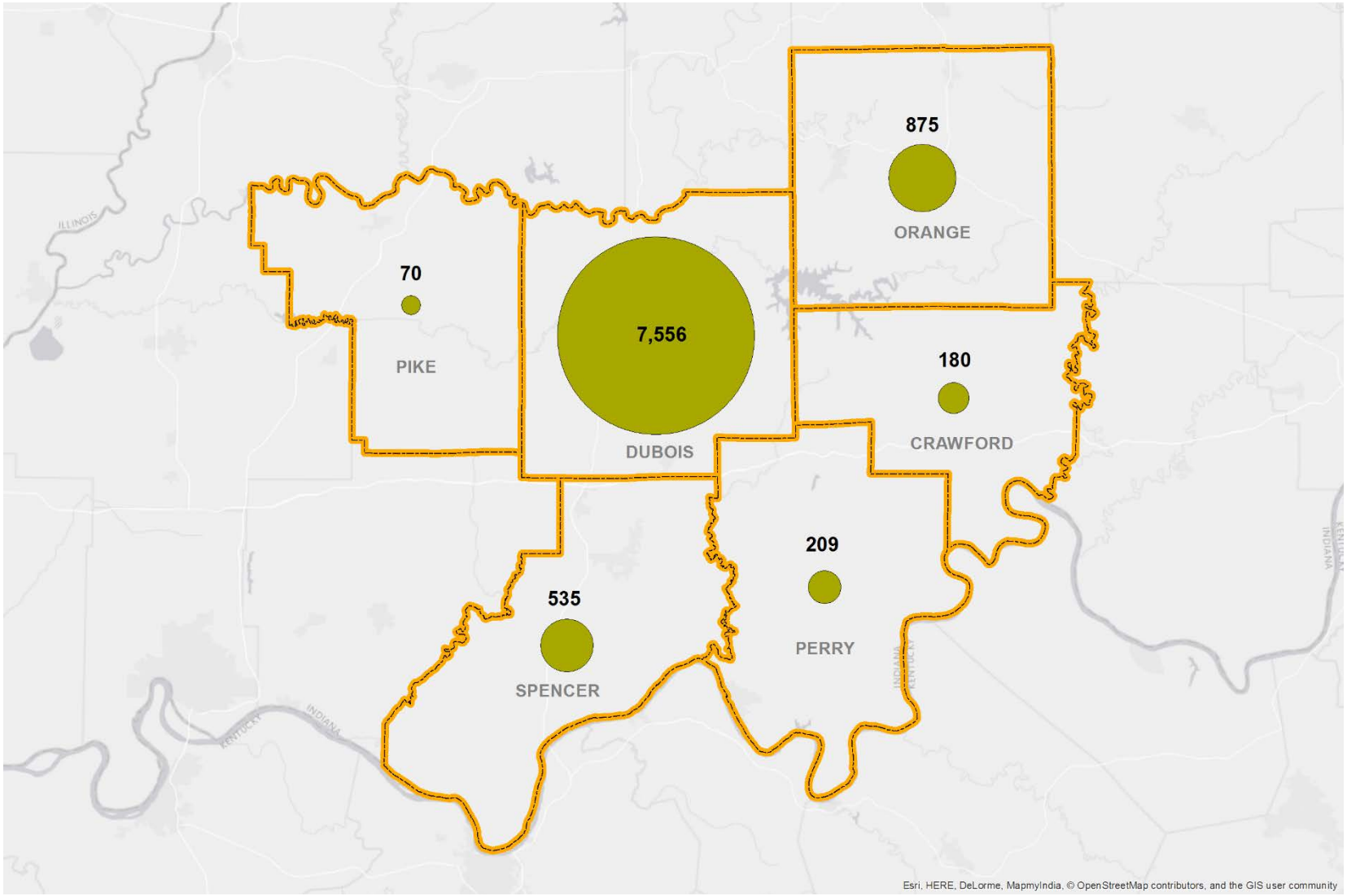
Transportation Equipment Manufacturing

Agribusiness, Food Processing and Technology

Advanced Materials

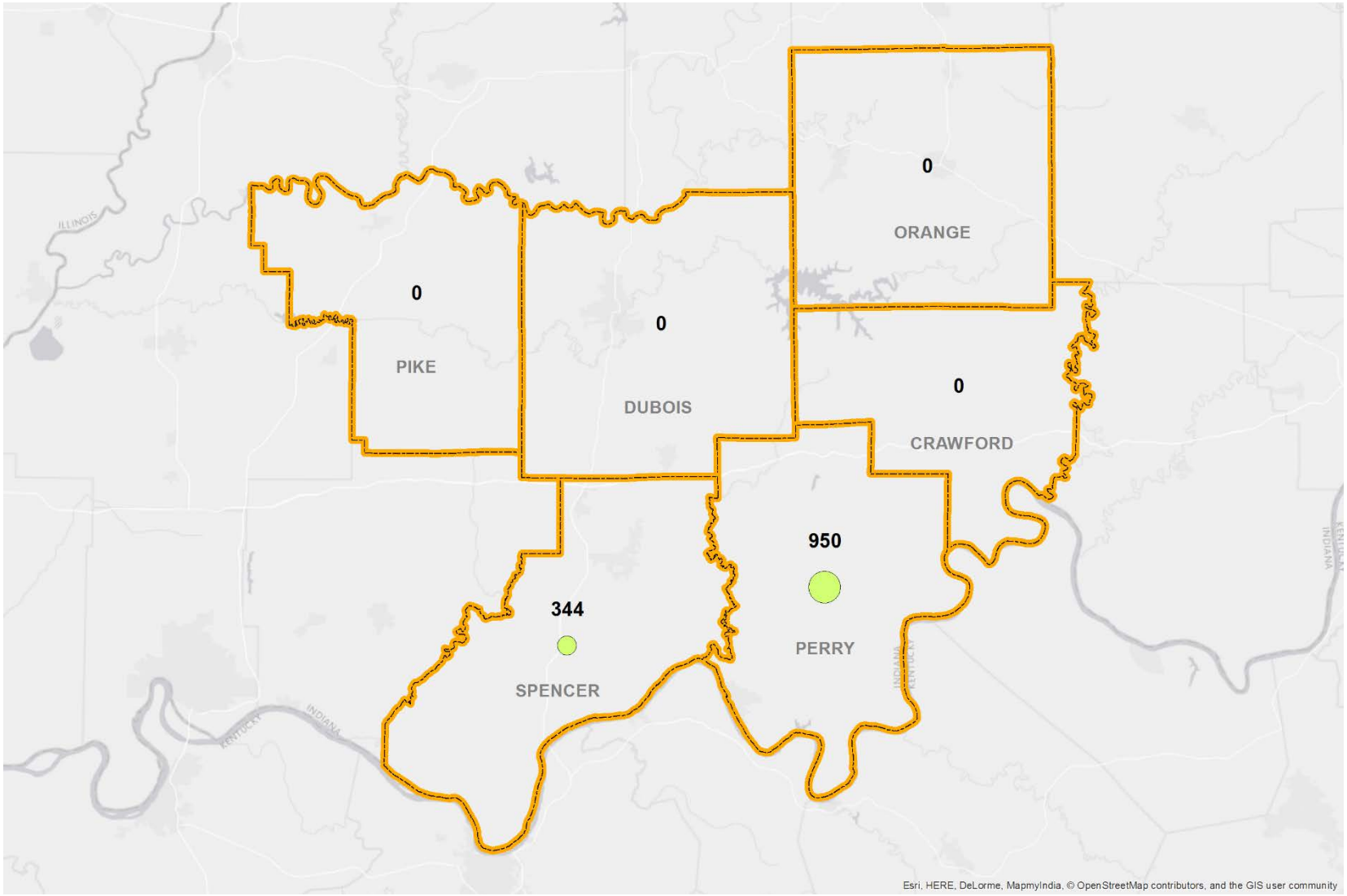
Arts and Recreation

Forest and Wood Product: Contribution by Counties (Jobs 2014)



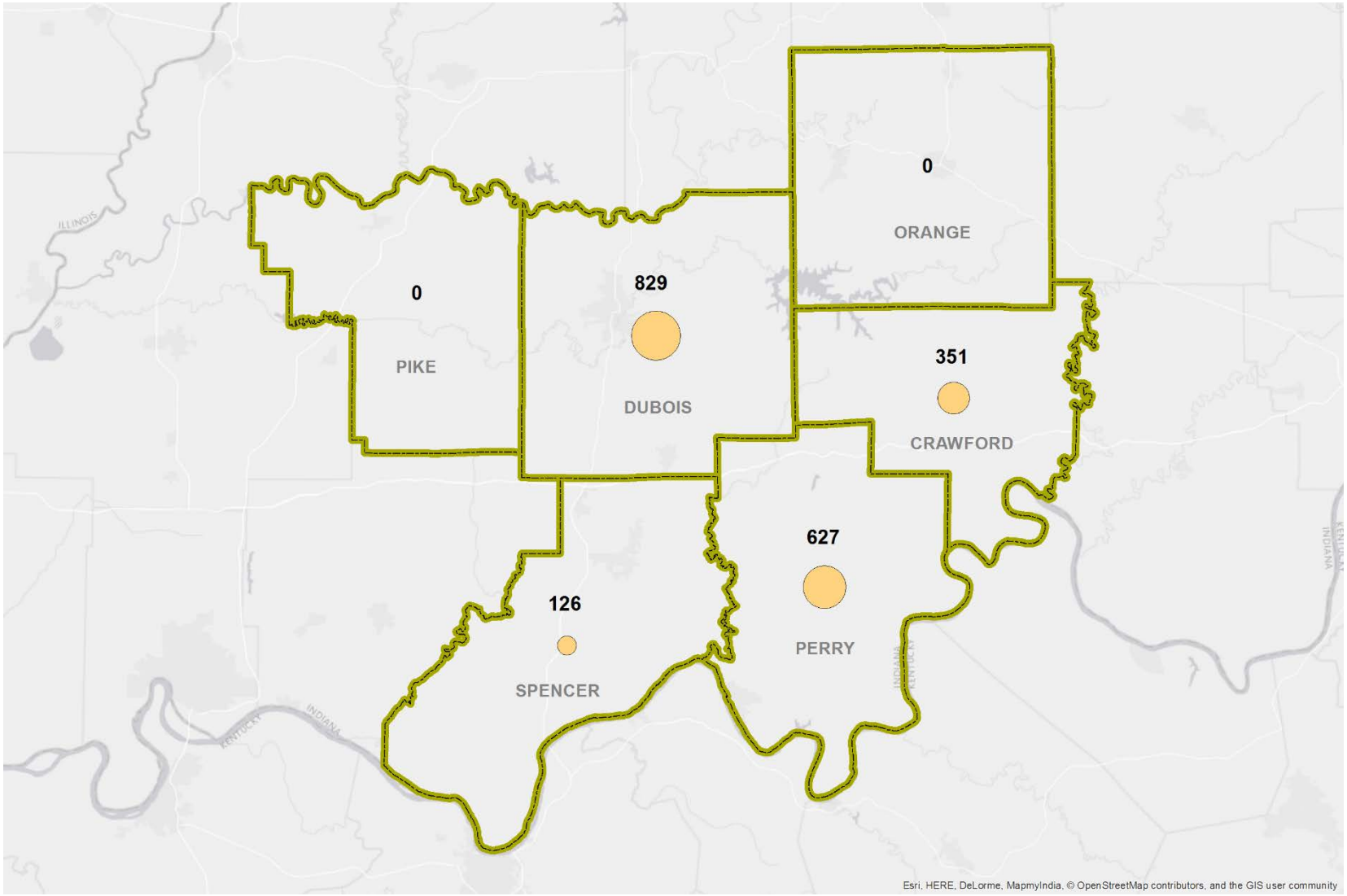
Source: EMSI 2015.4 (QCEW Employees, Non-QCEW Employees, Self-Employed, and Extended Proprietors); Industry cluster definitions by PCRD

Primary Metal Manufacturing: Contribution by Counties (Jobs 2014)



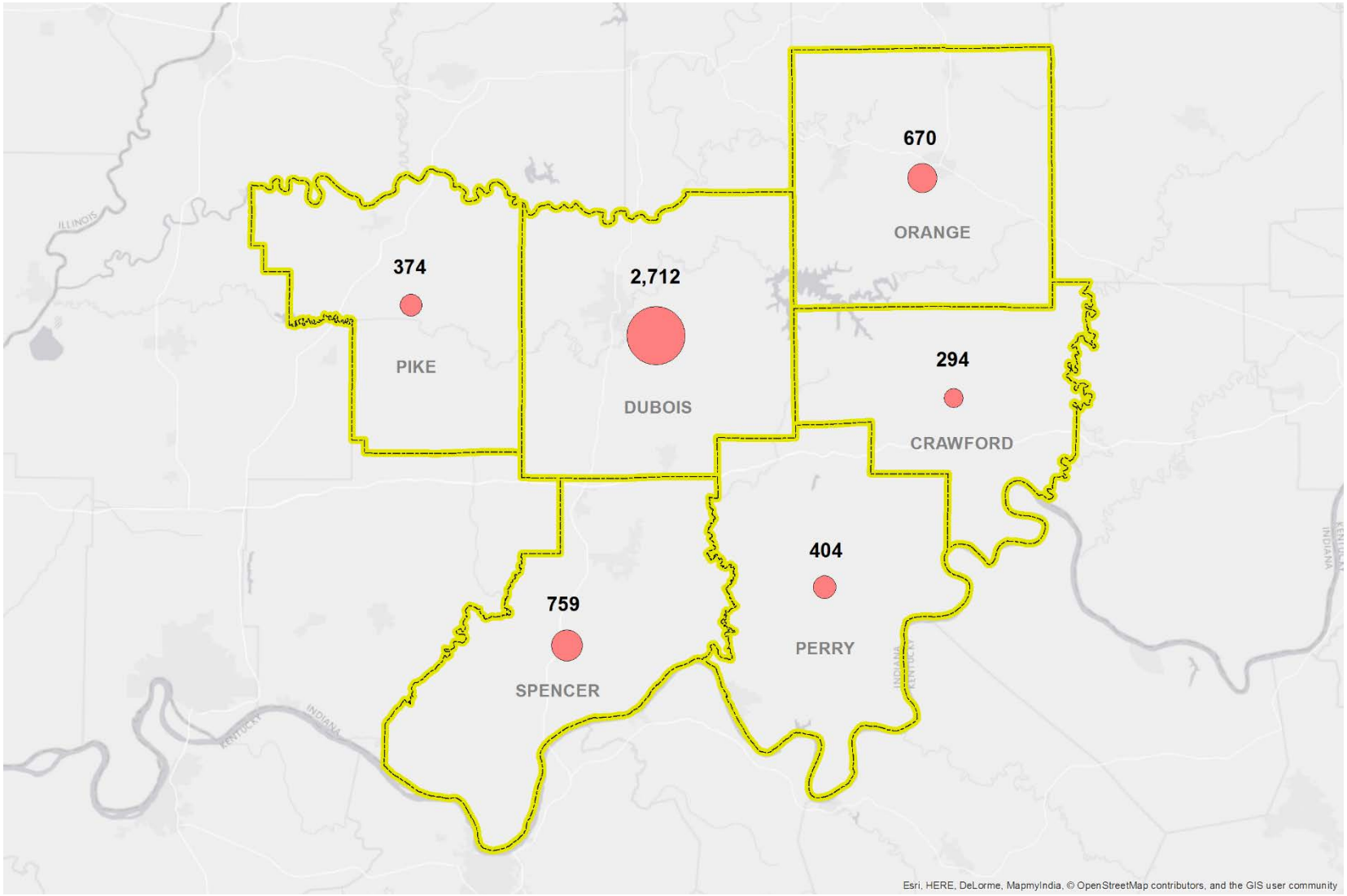
Source: EMSI 2015.4 (QCEW Employees, Non-QCEW Employees, Self-Employed, and Extended Proprietors); Industry cluster definitions by PCRD

Transportation Equipment Manufacturing: Contribution by Counties (Jobs 2014)



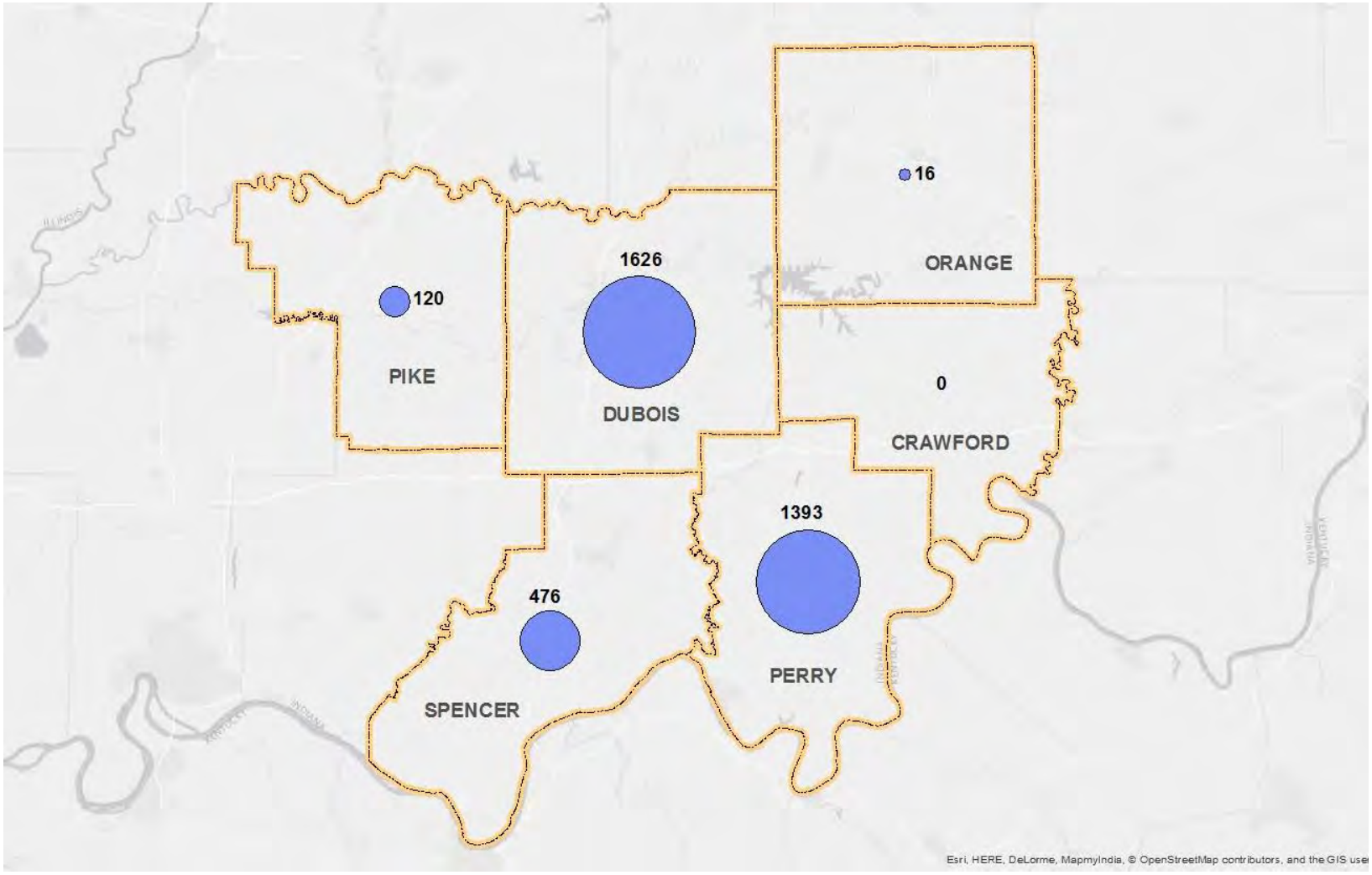
Source: EMSI 2015.4 (QCEW Employees, Non-QCEW Employees, Self-Employed, and Extended Proprietors); Industry cluster definitions by PCRD

Agribusiness & Food Processing: Contribution by Counties (Jobs 2014)



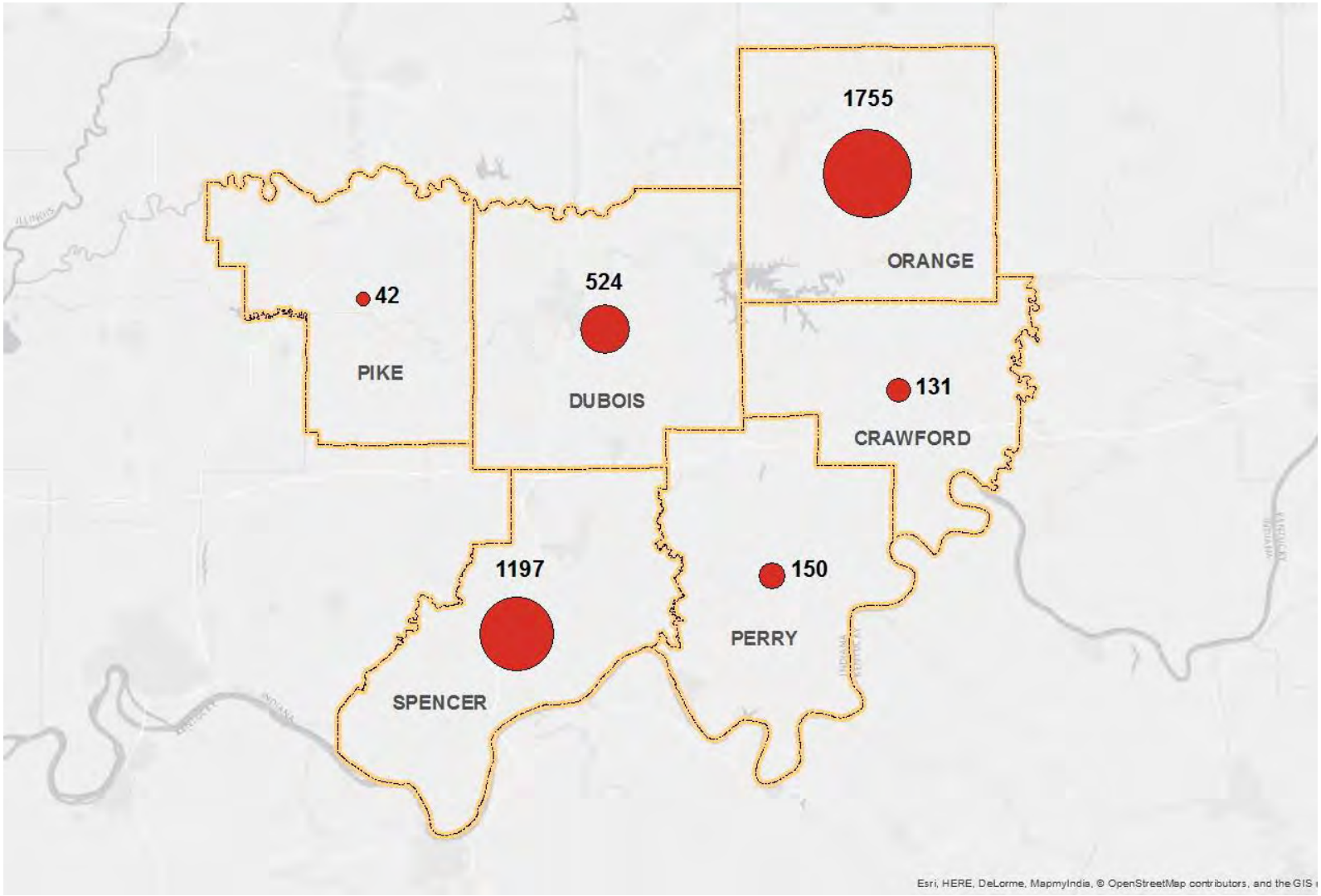
Source: EMSI 2015.4 (QCEW Employees, Non-QCEW Employees, Self-Employed, and Extended Proprietors); Industry cluster definitions by PCRD

Advanced Materials: Contribution by Counties (Jobs 2014)



Source: EMSI 2015.4 (QCEW Employees, Non-QCEW Employees, Self-Employed, and Extended Proprietors); Industry cluster definitions by PCRD

Arts and Recreation: Contribution by Counties (Jobs 2014)



Source: EMSI 2015.4 (QCEW Employees, Non-QCEW Employees, Self-Employed, and Extended Proprietors); Industry cluster definitions by PCRD

Industry Clusters: Components to Assess

	Forest and Wood Products	Primary Metal Mfg.	Transportation Equipment Mfg.	Agribusiness, Food Proc. & Tech.
Regional Performance, 2009-2014 (Shift-share analysis)	+367 (positive value)	+159 (positive value)	+277 (positive value)	+114 (positive value)
Export value, 2013	$1,489,303,758	$440,013,847	$639,432,033	$1,052,242,226
Leakage, 2013	$680,068,730	$231,485,311	$376,643,365	$630,743,703
Number of establishments, 2015	136	5	10	121
Contribution by counties	6	2	4	6
Business input	Seek input from businesses on how they can strengthen their connections to the key clusters, especially providing products and services now being imported from outside the region.			
Resident's value	Review Civic Forum Input from Residents			

Source: EMSI 2015.4 (QCEW Employees, Non-QCEW Employees, Self-Employed, and Extended Proprietors); Industry cluster definitions by PCRD

Industry Clusters: Components to Assess

	Advanced Materials	Arts and Recreation
Regional Performance, 2009-2014 (Shift-share analysis)	+639 (positive value)	-304 (negative value)
Export value, 2013	$1,008,852,568	$213,908,269
Leakage, 2013	$474,642,720	$81,357,073
Number of establishments, 2015	38	88
Contribution by counties	5	6
Business input	Seek input from businesses on how they can strengthen their connections to the key clusters, especially providing products and services now being imported from outside the region.	
Resident's value	Review Civic Forum Input from Residents	

Source: EMSI 2015.4 (QCEW Employees, Non-QCEW Employees, Self-Employed, and Extended Proprietors); Industry cluster definitions by PCRD

Appendix E – Prioritized County and Regional Projects

Project Prioritization

The CEDS project prioritization scale is based on a system developed by the Mid-Minnesota Development Commission with adaptations to meet economic development needs and goals specific to our district. The following system of assigning values to all projects was originally developed by the 1992 CEDS Committee and updated and adopted by the Board of the Indiana 15 Regional Planning Commission in April 2021. It is intended to maximize objectivity and minimize subjectivity when considering the priority of future projects. The projects have been ranked according to the following criteria regarding distress, economic and community impact.

1. **Unemployment** – Since the primary objective is job creation, the unemployment rate of the county in which the project would be located is considered. The unemployment rate of the counties in the district vary drastically. In order to assist projects located in counties experiencing a high unemployment rate, we assigned a higher score. Utilizing the previous years average, the points system is as follows:

Unemployment Ranking of County	Points
Lowest unemployment rate	1
Second lowest unemployment rate	2
Third lowest unemployment rate	3
Fourth lowest unemployment rate	4
Fifth lowest unemployment rate	5
Highest unemployment rate	6

2. **Median Income** – Some counties within the district have houshold median incomes that are lower than the Indiana median level. Projects located in communities with the lowest household median income levels received higher scores for this category. Counties that have a household median income higher than the State median household income receive zero points.

Percent Below State Household Median Income	Points
0.0 – 13.0 %	1
13.1 – 19.0 %	2
19.1 – 25.0 %	3
25.1 – 31.0 %	4
31.1 % or higher	5

3. **Population Growth** – It is less likely for economic growth to occur in communities with declining or slowly growing populations. Population decline negatively affects the District at both the county and community level. One county experienced population growth from 2010 – 2020 according to the census. For this reason, projects in counties with declining population receive the highest points.

Population Percent Change by County	Points
24.1 % or higher	1
16.1 – 24.0 %	2
8.1 – 16.0 %	3
4.0 – 8.1 %	4
Less than 3.9 %	5

4. **Goals** – Projects are evaluated as to how they help attain the region's economic development goals. Goals were ranked and assigned points. Each project was then given a point value totalling the sum of the points assigned to the goals they include (maximum of seven points possible).

Economic Development Goal	Points
Job Creation	2
Leverages private capital	2

Provides higher wage jobs	1
Expands to new business sectors	1
Exhibits a high level of community support	1

5. **Project Category** – Centain project categories are more significant to economic development of the district than others. The following scale was developed to assign projects:

Project Type	Points
Infrastructure	5
Job Creation	5
Brownfield Redevelopment	5
Educational Training Centers	5
Safety Mitigation Plans	5
Downtown Revitalization	4
Medical Care Facilities	4
Commercial/Business Revitalization	4
Land/Resource Management Plans	4
Housing	3
Community Centers, Libraries, Fire Stations	3
Day Care, Fire Trucks	3
Town Halls, Museums	2
Historic Preservation	2
Recreation and Parks	2
Other	1

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

Availability of Funds	Points
Secured	4
Partially Secured	3
Initiated	2
Not Initiated	1

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

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

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

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

PROJECT PRIORITIZATION FOR 2022 CRAWFORD COUNTY, INDIANA	Un-Employment	Median Income	Population Growth	Goals	Project Category	Matching Funds	PER	ER	TOTAL
Economic Development									
CC promote revolving loan fund to businesses	5	3	5	7	5	4	4	4	37
Business Innovation Technology Entreprenuership Center - BITEC	5	3	5	7	5	2	4	3	34
Digital inclusion/broadband expansion	5	3	5	5	5	1	4	4	32
Economic strategy countywide	5	3	5	5	5	1	4	4	32
CC opportunity zone planning implementation	5	3	5	7	5	1	1	1	28
Shell building	5	3	5	7	5	1	1	1	28
21st Century Talent designated region	6	2	5	1	4	1	4	4	27
Infrastructure									
Patoka Water Company storage tank	5	3	5	2	5	4	4	4	32
Crawford County Water utility improvements	5	3	5	2	5	1	1	1	23
Blue River Water improvements	5	3	5	2	5	1	1	1	23
Transportation									
Industrial Park trail connectivity	5	3	5	1	2	1	1	1	19
Planning									
I-64/Exit 92 overlay plan	5	3	5	7	5	1	1	1	28
Storage of historic county records (digitizing)	5	3	5	1	2	1	1	1	19
Community Facilities									
Carefree housing development	5	3	5	1	3	3	4	4	28
Medical health care facility	5	3	5	6	3	1	4	1	28
Old courthouse clearance	5	3	5	1	5	1	1	1	22
Housing rehabilitation plan implementation	5	3	5	1	3	1	1	1	20
Public Safety and Services									
Crawford County EMS facility, ambulance and equipment	5	3	5	3	5	4	4	4	33
EMS facility with showers	5	3	5	1	5	1	1	1	22
Emergency sirens	5	3	5	1	5	1	1	1	22
Safe room at CC Jr/Sr High School	5	3	5	1	1	2	3	2	22
Generators at each school	5	3	5	1	5	1	1	1	22
Reverse 911	5	3	5	1	5	1	1	1	22
Critical facility improvements (hardened)	5	3	5	1	3	1	1	1	20
Debris removal in streams-Little Blue River	5	3	5	1	3	1	1	1	20
Harden existing fire stations and EMS building	5	3	5	1	3	1	1	1	20
Voluntary acquisition of buildings in hazard areas	5	3	5	1	3	1	1	1	20
Adequate tie-down requirements for mobile homes	5	3	5	1	2	1	1	1	19
New EMA building	5	3	5	1	2	1	1	1	19

PROJECT PRIORITIZATION FOR 2022 ALTON, INDIANA	Un-Employment	Median Income	Population Growth	Goals	Project Category	Matching Funds	PER	ER	TOTAL
Economic Development									
Broadband/digital inclusion	5	3	5	5	5	1	4	4	32
Transportation									
Road improvements	5	3	5	1	5	1	1	1	22

PROJECT PRIORITIZATION FOR 2022 ENGLISH, INDIANA	Un-Employment	Median Income	Population Growth	Goals	Project Category	Matching Funds	PER	ER	TOTAL
Economic Development									
Promote English revolving loan fund to businesses	5	3	5	7	5	4	4	4	37
Broadband/digital inclusion	5	3	5	5	5	1	4	4	32
Brownfield project development	5	3	5	4	5	1	1	4	28
Creation of an English Economic Development Corporation	5	3	5	1	5	1	1	1	22
Infrastructure									
Sewer improvements project	5	3	5	2	5	1	1	1	23
Stormwater improvements	5	3	5	2	5	1	1	1	23
Planning									
Old English school redevelopment	5	3	5	3	3	1	1	1	22
Community Facilities									
English Food Pantry	5	3	5	1	1	4	4	4	27
English Park improvements	5	3	5	1	2	1	1	1	19

PROJECT PRIORITIZATION FOR 2022 LEAVENWORTH, INDIANA	Un-Employment	Median Income	Population Growth	Goals	Project Category	Matching Funds	PER	ER	TOTAL
Infrastructure									
Water improvements	5	3	5	2	5	4	4	4	32
Stormwater improvements	5	3	5	2	5	1	1	1	23
Wastewater improvements	5	3	5	2	5	1	1	1	23
Transportation									
Leavenworth to O'Bannon Woods trails	5	3	5	1	2	1	1	1	19
Planning									
Stormwater improvement plan	5	3	5	5	5	1	1	1	26
Wastewater improvement plan	5	3	5	2	5	1	1	1	23
Annexation study	5	3	5	2	4	1	1	1	22
Stabilization of Ohio River banks	5	3	5	1	4	1	1	1	21
Community Facilities									
Fire station	5	3	5	1	3	3	1	1	22
Mixed use housing facility	5	3	5	1	3	1	1	1	20

PROJECT PRIORITIZATION FOR 2022 MARENGO, INDIANA	Un-Employment	Median Income	Population Growth	Goals	Project Category	Matching Funds	PER	ER	TOTAL
Economic Development									
Broadband/digital inclusion	5	3	5	5	5	1	4	4	32
Industrial Park cleanup	5	3	5	4	5	1	1	4	28
Quarry warehouse access improvements	5	3	5	5	5	1	1	1	26
Infrastructure									
Wastewater improvements	5	3	5	2	5	2	4	4	30
Stormwater improvements	5	3	5	2	5	1	4	1	26
Transportation									
Community Crossings road improvements	5	3	5	2	5	4	4	4	32
SR 66/Union Street bridge replacement	5	3	5	2	5	1	1	1	23
Marengo Cave Interpretive Center, cabins	5	3	5	1	2	1	1	1	19
Planning									
Downtown revitalization project	5	3	5	4	4	1	1	1	24
Community Facilities									
Sidewalk improvements	5	3	5	5	4	1	1	1	25
Big Springs Old Town Church historic preservation	5	3	5	1	2	1	1	1	19
Skate park development	5	3	5	1	2	1	1	1	19

PROJECT PRIORITIZATION FOR 2022 MILLTOWN, INDIANA	Un-Employment	Median Income	Population Growth	Goals	Project Category	Matching Funds	PER	ER	TOTAL
Economic Development									
Broadband/digital inclusion	5	3	5	5	5	1	4	4	32
Residential blight elimination	5	3	5	5	5	1	1	1	26
Infrastructure									
Wastewater improvements	5	3	5	2	5	4	4	4	32
Stormwater improvements	5	3	5	2	5	1	4	1	26
Planning									
Downtown revitalization project	5	3	5	3	4	1	1	1	23
Comprehensive plan	5	3	5	3	1	1	1	1	20
Codebook update	5	3	5	3	1	1	1	1	20
Community Facilities									
Community center	5	3	5	1	3	1	1	1	20
Mini park on east Main Street	5	3	5	1	2	1	1	1	19

PROJECT PRIORITIZATION FOR 2022 DUBOIS COUNTY, INDIANA	Un-Employment	Median Income	Population Growth	Goals	Project Category	Matching Funds	PER	ER	TOTAL
Economic Development									
Business loan program and promotion	1	0	5	7	5	4	4	4	30
Digital inclusion/broadband	1	0	5	7	5	1	4	4	27
21st Century Talent designated region	6	2	5	1	4	1	4	4	27
Dubois County Opportunity Zone	1	0	5	7	5	1	1	1	21
Entrepreneurship facilitation	1	0	5	7	5	1	1	1	21
Purchase/develop property for an Industrial Park	1	0	5	7	5	1	1	1	21
Promote value added agri-business opportunities	1	0	5	6	5	1	1	1	20
Infrastructure									
Regional Sewer system	1	0	5	2	5	1	1	1	16
Haysville sanitary sewer project	1	0	5	2	5	1	1	1	16
Ireland stormwater improvements	1	0	5	2	5	1	1	1	16
Transportation									
Airport hangar, technology park	1	0	5	4	1	4	4	4	23
Mid-States Corridor - Environmental Impact Study	1	0	5	7	5	2	1	1	22
Intersection improvements on primary county roads	1	0	5	1	5	1	1	1	15
Public transportation	1	0	5	1	1	1	1	1	11
Planning									
Digitize historic records	1	0	5	1	2	1	4	4	18
Community Facilities									
Dubois County park trail expansion, campsites, restrooms, parking improvements	1	0	5	3	2	4	4	4	23
Dubois County Museum accessibility improvements	1	0	5	1	1	2	3	3	16
Dubois Fire Department construction	1	0	5	1	3	1	1	1	13
Judicial Center expansion (correctional facility)	1	0	5	2	1	2	1	1	13
Haysville Park improvements (including drainage)	1	0	5	1	2	1	1	1	12
Maple Grove campground	1	0	5	1	2	1	1	1	12
Rehablitation/addiction/substance abuse facility	1	0	5	1	1	1	1	1	11
Public Safety									
Haysville fire truck	1	0	5	4	3	1	4	4	22
Dubois ambulance facility construction	1	0	5	2	4	1	1	1	15
Storm shelter near camping and mobile home areas	1	0	5	2	1	1	1	1	12

PROJECT PRIORITIZATION FOR 2022 BIRDSEYE, INDIANA	Un-Employment	Median Income	Population Growth	Goals	Project Category	Matching Funds	PER	ER	TOTAL
Infrastructure									
Wastewater improvements	1	0	5	2	5	2	4	1	20
Water utility equipment	1	0	5	2	1	3	4	4	20
Town utility backhoe	1	0	5	2	1	2	4	4	19
Culvert replacement by Birdseye Cemetery	1	0	5	2	1	2	1	1	13
Transportation									
Update Community Crossings road inventory	1	0	5	1	1	4	4	4	20
Sidewalk improvements	1	0	5	1	1	4	4	4	20
Planning									
Annexation	1	0	5	2	4	1	1	1	15
Community Facilities									
Library expansion	1	0	5	3	3	2	4	1	19
Renovate old fire station	1	0	5	1	3	1	4	4	19
Renovate Town Hall	1	0	5	1	2	1	4	4	18
Repair lighting issues at Town Hall	1	0	5	1	1	1	4	4	17
Replace Christmas lights	1	0	5	1	1	1	4	4	17
Birdseye Park improvements	1	0	5	1	2	3	2	2	16
Public Safety									
Police radar gun	1	0	5	1	1	2	4	4	18
Fire department equipment upgrade	1	0	5	1	1	2	4	4	18

PROJECT PRIORITIZATION FOR 2022 FERDINAND, INDIANA	Un-Employment	Median Income	Population Growth	Goals	Project Category	Matching Funds	PER	ER	TOTAL
Infrastructure									
Water standpipe (location-Monastery)	1	0	5	1	5	3	4	2	21
Water storage tank	1	0	5	1	5	3	4	2	21
E 5th Street storm water and street improvements	1	0	5	2	5	1	1	1	16
W 5th Street, Missouri, W 3rd-sanitary sewer	1	0	5	2	5	1	1	1	16
Water main from 5th Street to Monte Casino Road (285 E)	1	0	5	2	5	1	1	1	16
E 3rd Street water line - Main to Michigan	1	0	5	1	5	1	1	1	15
Community Facilities									
Old Town Lake restrooms	1	0	5	5	2	4	4	4	25
Walking trail from 18th Street Park to Old Town Lake trail	1	0	5	1	2	1	1	1	12
Public Safety									
Fire aerial/ladder truck	1	0	5	2	3	1	4	4	20
Police car replacement	1	0	5	2	3	1	4	4	20
Ambulance garage	1	0	5	2	4	1	1	1	15

PROJECT PRIORITIZATION FOR 2022 HOLLAND, INDIANA	Un-Employment	Median Income	Population Growth	Goals	Project Category	Matching Funds	PER	ER	TOTAL
Economic Development									
Purchase of blighted building for fire department and town hall expansion	1	0	5	1	5	3	1	1	17
Add cell tower booster station	1	0	5	1	1	1	1	1	11
Business access to Highway 161	1	0	5	1	1	1	1	1	11
Infrastructure									
Wastewater improvements	1	0	5	1	5	2	4	1	19
Fire hydrant replacements	1	0	5	1	1	2	4	2	16
Complete riprap and repair of lagoon dams	1	0	5	2	5	1	1	1	16
Replacement of all meters and meter pits	1	0	5	2	5	1	1	1	16
Total replacement of rails and pumps at Farks lift station	1	0	5	2	5	1	1	1	16
Total water line replacement in town	1	0	5	2	5	1	1	1	16
Transportation									
Street improvements	1	0	5	2	5	1	1	1	16
Add several street lights	1	0	5	2	1	1	1	1	12
Pave main streets with curb and guttering added	1	0	5	2	1	1	1	1	12
Repair and add more sidewalks	1	0	5	2	1	1	1	1	12
Repave Holland Park road	1	0	5	2	1	1	1	1	12
Planning									
Comprehensive plan / zoning ordinances	1	0	5	4	5	1	1	1	18
Community Facilities									
Downtown revitalization	1	0	5	4	4	1	1	1	17
Housing rehabilitation	1	0	5	2	3	1	1	1	14
Pathway connectivity throughout town	1	0	5	2	2	1	1	1	13
Build maintenance shop at park	1	0	5	1	2	1	1	1	12
New Town Hall	1	0	5	1	2	1	1	1	12
Holland park improvements	1	0	5	1	2	1	1	1	12
Rehabilitate Irene Bartelt little league field	1	0	5	1	2	1	1	1	12
Public Safety									
Fire station and fire equipment	1	0	5	4	3	1	1	1	16
Renovate the lake dam	1	0	5	1	2	1	1	1	12
Trail development	1	0	5	1	2	1	1	1	12
Codification update	1	0	5	1	1	1	1	1	11

PROJECT PRIORITIZATION FOR 2022 HUNTINGBURG, INDIANA	Un-Employment	Median Income	Population Growth	Goals	Project Category	Matching Funds	PER	ER	TOTAL
Economic Development									
Brownfield cleanup (former gas station)	1	0	5	2	5	4	1	4	22
Huntingburg Opportunity Zone promotion	1	0	5	7	5	1	1	1	21
Infrastructure									
Water project-PLRWSD trunk line	1	0	5	7	5	3	4	4	29
Wastewater treatment plant improvements	1	0	5	2	5	3	4	4	24
Stormwater utility	1	0	5	1	5	2	3	1	18
Huntingburg Lake dredging	1	0	5	1	5	1	1	1	15
Community Facilities									
Heritage Trail	1	0	5	4	2	4	4	3	23
Underpass trail connection	1	0	5	4	2	4	3	3	22
Northside Park	1	0	5	1	2	4	4	4	21
Blight elimination	1	0	5	2	5	3	2	1	19
Huntingburg gateway	1	0	5	1	4	3	4	1	19
Senior center	1	0	5	1	4	3	4	1	19
League stadium improvements	1	0	5	1	2	1	1	1	12

PROJECT PRIORITIZATION FOR 2022 JASPER, INDIANA	Un-Employment	Median Income	Population Growth	Goals	Project Category	Matching Funds	PER	ER	TOTAL
Economic Development									
Downtown revitalization project	1	0	5	7	4	3	1	1	22
Downtown façade enhancement program	1	0	5	7	4	1	1	1	20
Outdoor market	1	0	5	7	4	1	1	1	20
Solar energy park	1	0	5	7	4	1	1	1	20
Technology / innovation center	1	0	5	7	4	1	1	1	20
Business attraction with a spec building	1	0	5	4	5	1	1	1	18
Downtown residential conversions (2nd floor of historic buildings)	1	0	5	2	4	1	1	1	15
Owner-occupied rehabilitation	1	0	5	2	4	1	1	1	15
Relocation bonus incentives for new residents	1	0	5	2	4	1	1	1	15
Wayfinding signage for downtown and in cooperation with Dubois County Tourism	1	0	5	1	1	1	1	1	11
Community gateways	1	0	5	1	1	1	1	1	11
Alley activations	1	0	5	1	1	1	1	1	11
Crosswalk murals-public art	1	0	5	1	1	1	1	1	11
Create a cultural district in the downtown	1	0	5	1	1	1	1	1	11
Infrastructure									
Sidewalk replacement/extension along SR231	1	0	5	7	5	3	4	2	27
Backup water supply	1	0	5	7	5	4	4	1	27
Courthouse square waterline improvements	1	0	5	6	5	3	2	1	23
Stormwater drainage improvements	1	0	5	6	5	3	2	1	23
Water service connection analysis	1	0	5	1	5	2	4	4	22
Mid-state corridor connections-streets and utilities	1	0	5	6	5	1	1	1	20
Sewage treatment on north side (include Haysville service)	1	0	5	5	5	1	1	1	19
Fiber buildout to residential developments (within 2 mile jurisdiction)	1	0	5	3	5	1	1	1	17
Third Ave-Meridian Road water improvements	1	0	5	1	5	1	1	1	15
Transportation									
Rail improvements - French Lick to Huntingburg	1	0	5	3	4	1	2	4	20
Port authority consideration	1	0	5	3	4	1	1	1	16
Implement transportation plan (pedestrian, public transportation, etc)	1	0	5	2	5	1	1	1	16
Dubois County trail connections	1	0	5	1	2	1	1	1	12
Dubois/Orange County trails and rails from French Lick to Huntingburg	1	0	5	1	2	1	1	1	12
15th Street expansion to Highway 56	1	0	5	1	1	1	1	1	11
Mill Street expansion	1	0	5	1	1	1	1	1	11
36th Street expansion	1	0	5	1	1	1	1	1	11
47th Street expansion - auto, bicycle and pedestrian	1	0	5	1	1	1	1	1	11
Public transportation - regularly scheduled bus route	1	0	5	1	1	1	1	1	11
Community Facilities									
Courthouse square improvements	1	0	5	6	3	4	2	2	23
Multi-use trail extension with local communities and within the City	1	0	5	2	2	4	4	4	22
Amphitheater	1	0	5	1	2	3	3	4	19
Jasper Arts Center accessibility improvements (VUJC) and expansion	1	0	5	1	3	1	2	2	15
Outdoor aquatic center	1	0	5	1	1	2	1	2	13
Child advocacy center	1	0	5	1	1	2	1	2	13
Main Street program - Heart of Jasper	1	0	5	2	1	2	1	1	13
Student residential housing	1	0	5	1	3	1	1	1	13
Buffalo Trace Golf Course expansion (clubhouse/practice facility)	1	0	5	1	2	1	1	1	12
Indoor sports recreation/aquatics center	1	0	5	1	2	1	1	1	12
Repurpose of the land and facility previously home to Ruxer Golf Course	1	0	5	1	2	1	1	1	12
Driving range and practice green at Buffalo Trace Golf Course	1	0	5	1	2	1	1	1	12
Public Safety									
Fire ladder truck	1	0	5	4	3	1	1	1	16
West side fire station	1	0	5	4	3	1	1	1	16

PROJECT PRIORITIZATION FOR 2022 ORANGE COUNTY, INDIANA	Un-Employment	Median Income	Population Growth	Goals	Project Category	Matching Funds	PER	ER	TOTAL
Economic Development									
Digital inclusion/broadband	6	2	5	7	5	1	4	4	34
OCEDP Revolving Loan Fund promotion	6	2	5	7	5	1	4	4	34
Business attraction sites/buildings	6	2	5	7	5	1	1	1	28
Opportunity zone promotion	6	2	5	7	5	1	1	1	28
Orange County Indiana Rural Economic Development Model Program	6	2	5	1	4	1	4	4	27
21st Century Talent designated region	6	2	5	1	4	1	4	4	27
Orange County workforce housing development	6	2	5	1	3	1	4	4	26
Population growth initiative (Radius)	6	2	5	1	1	1	4	4	24
Infrastructure									
Patoka Lake regional water improvements	6	2	5	2	5	4	1	4	29
Prospect sanitary sewer expansion	6	2	5	2	5	1	1	1	23
Stormwater improvements (south of French Lick)	6	2	5	1	5	1	1	1	22
Transportation									
CSX rail improvements	6	2	5	2	5	1	1	1	23
IRM rail improvements	6	2	5	2	5	1	1	1	23
Planning									
4-H site drainage analysis	6	2	5	1	2	1	1	1	19
Community Facilities									
Housing study implementation (ROI)	6	2	5	1	3	1	1	1	20
Mental Health assistance	6	2	5	1	1	1	1	1	18
Public Safety									
Additional sheriff vehicle	6	2	5	1	1	1	1	1	18
New jail	6	2	5	1	1	1	1	1	18

PROJECT PRIORITIZATION FOR 2022 FRENCH LICK, INDIANA	Un-Employment	Median Income	Population Growth	Goals	Project Category	Matching Funds	PER	ER	TOTAL
Economic Development									
RLF promotion to businesses	6	2	5	7	5	4	4	4	37
French Lick/West Baden Springs Opportunity Zone promotion	6	2	5	7	5	4	4	4	37
French Lick redevelopment housing project	6	2	5	4	3	4	4	4	32
Airport private development	6	2	5	7	5	2	4	2	33
Airport sewer improvements	6	2	5	7	5	2	4	2	33
Develop town website	6	2	5	1	1	1	1	1	18
Infrastructure									
Generator at WWTP and all municipal buildings	6	2	5	3	5	1	4	4	30
Stormwater improvements	6	2	5	2	5	1	1	1	23
Transportation									
Street/sidewalk improvements	6	2	5	5	5	1	1	1	26
Planning									
Comprehensive plan	6	2	5	1	4	1	4	4	27
Public Safety									
Establish a fire territory	6	2	5	1	1	1	4	4	24
Purchase an ambulance for the fire department	6	2	5	1	1	1	4	4	24
Springs Valley School safe room	6	2	5	1	1	4	1	2	22

PROJECT PRIORITIZATION FOR 2022 ORLEANS, INDIANA	Un-Employment	Median Income	Population Growth	Goals	Project Category	Matching Funds	PER	ER	TOTAL
Economic Development									
Downtown revitalization	6	2	5	7	5	1	1	1	28
Encourage entrepreneurial investment in the historic downtown area	6	2	5	1	1	1	4	4	24
Infrastructure									
Water improvements	6	2	5	2	5	1	1	1	23
Wastewater improvements	6	2	5	2	5	1	1	1	23
Transportation									
Road improvements	6	2	5	2	5	4	4	4	32
Enhance streetscapes and towns streets	6	2	5	2	1	1	1	1	19
Add Orleans to the Southern Indiana Rails to Trails project	6	2	5	2	1	1	1	1	19
Planning									
Tree City designation	6	2	5	1	1	1	1	1	18
Public Safety									
Fire station construction	6	2	5	2	3	2	4	4	28
Ladder truck	6	2	5	4	3	1	1	4	26
Pumper truck	6	2	5	4	3	1	1	4	26
Foam truck for the airport	6	2	5	4	3	1	1	4	26
Flood acquisition project	6	2	5	1	5	1	1	1	22
Orleans Lake and drainage improvements	6	2	5	2	2	1	1	1	20

PROJECT PRIORITIZATION FOR 2022 PAOLI, INDIANA	Un-Employment	Median Income	Population Growth	Goals	Project Category	Matching Funds	PER	ER	TOTAL
Economic Development									
Clearance of old water plant	6	2	5	1	5	4	4	4	31
Brownfield redevelopment (gas stations, etc)	6	2	5	4	5	2	1	1	26
Infrastructure									
Sanitary sewer CSO elimination	6	2	5	1	5	2	3	1	25
Stormwater improvements	6	2	5	1	5	1	1	1	22
Water improvements	6	2	5	1	5	1	1	1	22
Planning									
Housing development	6	2	5	6	3	1	4	4	31
Paoli Park Plan	6	2	5	1	2	1	4	4	25
Community Facilities									
Playground improvements	6	2	5	1	2	2	1	4	23
Walking bridge and paths	6	2	5	2	2	1	1	1	20
Community center construction	6	2	5	1	2	1	1	1	19
Historic Preservation (Mineral Springs and 205 W. Main Street)	6	2	5	1	2	1	1	1	19
Main Street coordination	6	2	5	1	2	1	1	1	19
Public Safety									
Code enforcement vehicle	6	2	5	1	3	1	4	4	26
New police station	6	2	5	1	3	1	1	1	20

PROJECT PRIORITIZATION FOR 2022 WEST BADEN SPRINGS, INDIANA	Un-Employment	Median Income	Population Growth	Goals	Project Category	Matching Funds	PER	ER	TOTAL
Economic Development									
French Lick/West Baden Springs Opportunity Zone	6	2	5	7	5	4	4	4	37
Orange County workforce housing development	6	2	5	7	5	4	4	4	37
Annexation	6	2	5	2	1	1	1	1	19
Infrastructure									
Wastewater infrastructure for new housing development	6	2	5	3	5	1	1	1	24
Springs Valley Water improvements	6	2	5	2	5	1	1	1	23
Community Facilities									
West Baden Springs park improvements	6	2	5	1	2	1	1	1	19
Transportation									
Road improvements	6	2	5	2	5	1	1	1	23

PROJECT PRIORITIZATION FOR 2022 PERRY COUNTY, INDIANA	Un-Employment	Median Income	Population Growth	Goals	Project Category	Matching Funds	PER	ER	TOTAL
Economic Development									
Promote Cannelton Opportunity Zone	3	1	5	7	5	4	4	4	33
Develop additional sites for business expansion & attraction-Riverview Industrial Park	3	1	5	7	5	4	3	3	31
Innovation & Training Center	3	1	5	7	5	2	4	1	28
Business assistance	3	1	5	2	4	4	4	4	27
Increase access to broadband and foster digital inclusion and equity	3	1	5	2	5	3	4	4	27
Brownfield assessments and redevelopment	3	1	5	2	5	3	4	4	27
21st Century Talent designated region	6	2	5	1	4	1	4	4	27
Industrial development at I64 and SR145	3	1	5	7	5	1	1	1	24
Industrial Park North development at I64 and SR37	3	1	5	7	5	1	1	1	24
Robotics and Automation Training equipment at Ivy Tech	3	1	5	7	5	1	1	1	24
Develop a strategic talent retention & attraction program	3	1	5	7	5	1	1	1	24
Workforce development programming, equipment and facility upgrades-Ivy Tech	3	1	5	7	5	1	1	1	24
Repurposing and reuse of former Swiss Plywood Manufacturing building	3	1	5	7	5	1	1	1	24
Foster entrepreneurship/small business development to fill existing gaps	3	1	5	7	5	1	1	1	24
Update zoning/permitting process to remove barriers to development	3	1	5	1	4	1	1	1	17
Infrastructure									
Leopold sanitary sewer collection	3	1	5	4	5	2	3	1	24
North wastewater addition	3	1	5	4	5	1	1	1	21
Upgrades necessary to support housing development at/around SR237	3	1	5	4	5	1	1	1	21
Transportation									
Airport runway extension	3	1	5	7	5	1	1	1	24
Sign inventory and replacement project	3	1	5	1	5	3	1	4	23
Steel Road extension	3	1	5	2	4	2	3	2	22
Anderson River rail bridge replace/rehabilitation - MP 8.1	3	1	5	2	5	1	1	1	19
Access road to 4-H facility	3	1	5	2	2	1	1	1	16
Branchville Cemetery retaining wall	3	1	5	1	1	1	1	1	14
Develop a county-wide public transportation network to align with local workforce needs	3	1	5	1	1	1	1	1	14
Improve drainage & re-pave entrance road to Meggitt	3	1	5	1	1	1	1	1	14
Planning									
I64/SR145 interchange commercial and land usage study/planning	3	1	5	7	5	2	1	1	25
I64/SR37 interchange commercial and land usage study/planning	3	1	5	7	5	2	1	1	25
Leopold and North Wastewater Plan	3	1	5	4	5	2	2	1	23
Solid waste recycling program	3	1	5	2	1	3	4	4	23
Update code book	3	1	5	1	1	1	4	4	20
Zoning map update	3	1	5	1	1	1	4	4	20
Potable water to unserved areas of Perry County, Tobin Township & others	3	1	5	2	5	1	1	1	19
Funding opportunity researcher	3	1	5	2	5	1	1	1	19
Strategic plan to address lack of access to childcare	3	1	5	2	4	1	1	1	18
Greenway trail connecting Cannelton, Tell City, Troy to Lincoln Ferry Park	3	1	5	1	2	1	1	1	15
Community Facilities									
Perry County Museum historic preservation	3	1	5	4	2	2	4	1	22
Construct a 100+ seat state licensed childcare center	3	1	5	1	1	1	4	4	20
Community center - Perry Central and Tell City locations	3	1	5	1	3	1	1	1	16
Increase housing inventory (single & multi-family homes & apartments)	3	1	5	1	3	1	1	1	16
Youth/Community & Convention Center	3	1	5	1	3	1	1	1	16
Rome Courthouse/community building historic preservation	3	1	5	1	2	1	1	1	15
4H Fairgrounds upgrades & improvements (including entrance road)	3	1	5	1	1	1	1	1	14
Animal shelter/operation	3	1	5	1	1	1	1	1	14
Public Safety									
Central Perry Fire Department pumper truck	3	1	5	2	3	4	4	4	26
300-foot communications tower at ATTC	3	1	5	1	1	1	1	1	14
Increase access to mental health services	3	1	5	1	1	1	1	1	14
Lighting/stoplight/sidewalk/walking trail between Tell City-Waupaca Foundry	3	1	5	1	1	1	1	1	14

PROJECT PRIORITIZATION FOR 2022 CANNELTON, INDIANA	Un-Employment	Median Income	Population Growth	Goals	Project Category	Matching Funds	PER	ER	TOTAL
Economic Development									
Promote Cannelton Opportunity Zone	3	1	5	7	5	4	4	4	33
Promote Cannelton RLF to businesses	3	1	5	7	5	4	4	4	33
Digital inclusion/broadband	3	1	5	7	5	1	4	4	30
Shelter house, farmers market	3	1	5	4	5	2	1	1	22
Clearance - city property (Can-Clay)	3	1	5	2	5	2	1	1	20
Sidewalk improvements around Can-Clay	3	1	5	2	4	1	1	1	18
Housing development - single and multi-family	3	1	5	1	3	1	1	1	16
Infrastructure									
CSO improvements and new treatment plant	3	1	5	1	5	4	4	4	27
Wastewater improvements	3	1	5	1	4	1	2	2	19
Hydro electric improvements	3	1	5	1	4	1	2	2	19
Stormwater improvements - Phase II	3	1	5	1	5	1	1	1	18
Transportation									
N. Washington Street (Cannelton Heights) improvements	3	1	5	2	4	1	1	1	18
Planning									
Can-Clay visioning	3	1	5	3	4	4	3	3	26
Codebook update	3	1	5	2	1	1	1	1	15
Community Facilities									
Downtown revitalization and historic preservation	3	1	5	6	4	1	4	1	25
6th Street gym restoration/reuse	3	1	5	2	2	2	3	2	20

PROJECT PRIORITIZATION FOR 2022 TELL CITY, INDIANA	Un-Employment	Median Income	Population Growth	Goals	Project Category	Matching Funds	PER	ER	TOTAL
Economic Development									
Promote Tell City RLF to businesses	3	1	5	7	5	4	4	4	33
Foster entrepreneurship/small business development to fill existing gaps	3	1	5	7	5	4	4	4	33
Infrastructure									
Electric upgrades-new substation planned	3	1	5	2	5	4	4	4	28
Water and fire flow improvements, pump station, 12" Main	3	1	5	5	5	3	4	1	27
New water line from plant to water tower	3	1	5	1	5	4	4	4	27
Refurbish water tower	3	1	5	1	5	4	4	4	27
Pumps & generators near the floodwall	3	1	5	2	5	3	4	3	26
Stormwater rate and improvement study	3	1	5	1	5	2	4	4	25
AMI water meters	3	1	5	1	5	1	1	1	18
Transportation									
Riverport access & capacity improvements (pier)	3	1	5	7	5	4	4	4	33
River Port improvements for access to SR66 (River Road)	3	1	5	7	5	1	4	3	29
7th Street corridor development	3	1	5	2	1	4	4	4	24
Washington Street & Main Street streetscapes	3	1	5	1	1	4	4	4	23
Connector road to Spring Road	3	1	5	2	4	2	3	2	22
Sidewalk repair and replace	3	1	5	2	4	2	1	2	20
Bike rentals at Depot	3	1	5	1	2	1	1	1	15
Walking/biking trails	3	1	5	1	2	1	1	1	15
Street signage	3	1	5	1	1	1	1	1	14
Planning									
South Main and 9th Streets neighborhood development plan	3	1	5	7	4	4	1	4	29
Add a planning director	3	1	5	1	1	1	1	1	14
Establish/Brand-Swiss District & Woodworkers District	3	1	5	1	1	1	1	1	14
Former GE Plant neighborhood development plan	3	1	5	1	1	1	1	1	14
Community Facilities									
Downtown revitalization extension/gateways	3	1	5	6	4	1	4	1	25
Façade program	3	1	5	6	4	1	1	1	22
Construct a 100+ seat state licensed childcare center	3	1	5	1	1	1	4	4	20
Floodwall murals	3	1	5	1	1	1	4	4	20
Sports complex - Hagedorn Park renovations	3	1	5	3	2	1	1	1	17
Upgrade JFK pool-ADA, pergola, splash pad	3	1	5	3	2	1	1	1	17
William Tell Senior Center renovation	3	1	5	1	3	2	1	1	17
Boat ramp improvements/marina	3	1	5	1	2	1	1	1	15
City Hall restoration	3	1	5	1	2	1	1	1	15
Riverfront entertainment area	3	1	5	1	2	1	1	1	15
Outdoor events/farmers market shelter	3	1	5	1	1	1	1	1	14
Former little league renovations	3	1	5	1	1	1	1	1	14
Ice rink	3	1	5	1	1	1	1	1	14
Digital signage at depot	3	1	5	1	1	1	1	1	14
Zoercher-Bettinger Park renovations	3	1	5	1	1	1	1	1	14
Joe Schaeffer Park improvements	3	1	5	1	1	1	1	1	14
Tell City Historical Society improvements	3	1	5	1	1	1	1	1	14
Public Safety									
Windy Creek drainage repair and maintenance	3	1	5	1	4	1	1	1	17
Tell City/Troy Township fire station	3	1	5	2	3	1	1	1	17

PROJECT PRIORITIZATION FOR 2022 TROY, INDIANA	Un-Employment	Median Income	Population Growth	Goals	Project Category	Matching Funds	PER	ER	TOTAL
Infrastructure									
Sewer improvements (lift station complete)	3	1	5	1	5	1	4	4	24
Water improvements (SR545)	3	1	5	2	5	1	1	1	19
Troy Rail Yard-construct a new mainline track west of main line & 2 additional run-around spurs	3	1	5	2	5	1	1	1	19
Troy Rail Yard-construct extension of north run-around track south the length of new yard	3	1	5	2	5	1	1	1	19
Planning									
Zoning ordinance update to include newly annexed area	3	1	5	2	3	1	4	4	23
Codification update	3	1	5	1	3	1	4	4	22
Community Facilities									
Troy master park plan update	3	1	5	1	2	1	1	1	15
Burke Park improvements	3	1	5	1	2	1	1	1	15
Trail connector from park to riverfront with pedestrian crossing of SR66	3	1	5	1	2	1	1	1	15
Public Safety									
Generator	3	1	5	2	5	1	1	4	22
New fire hydrants	3	1	5	4	5	1	1	1	21
Tell City/Troy Township fire station	3	1	5	2	3	1	1	1	17

PROJECT PRIORITIZATION FOR 2022 PIKE COUNTY, INDIANA	Un-Employment	Median Income	Population Growth	Goals	Project Category	Matching Funds	PER	ER	TOTAL
Economic Development									
Buchta Entrepreneurship & Tech. Center educational opportunities and equipment	4	1	5	7	5	4	4	4	34
Pike County Opportunity Zone	4	1	5	7	5	4	4	4	34
Develop talent attraction plan	4	1	5	5	5	1	4	4	29
Workforce response to closing of coal fired power plant/reemployment of trained workforce	4	1	5	2	4	4	4	4	28
Southwest Indiana megasite development	4	1	5	7	5	2	3	1	28
Business attraction for workforce transition	4	1	5	5	4	1	4	4	28
Business assistance	4	1	5	1	4	4	4	4	27
21st Century Talent designated region	6	2	5	1	4	1	4	4	27
Digital inclusion/broadband	4	1	5	7	5	1	1	1	25
Develop shell building at industrial park	4	1	5	6	4	1	1	1	23
Pursue "shovel ready" site certification per the PCIAMP	4	1	5	4	5	1	1	1	22
Site control/county-owned industrial development property to respond to power plant shutdown	4	1	5	2	4	1	1	1	19
Research and due diligence for previously mined properties-corridor & SWIM	4	1	5	2	1	1	1	1	16
Infrastructure									
Stendal water improvements (Holland water)	4	1	5	2	5	4	4	4	29
Construct elevated water storage tank along SR 61 Corridor (Petersburg)	4	1	5	4	5	1	1	1	22
Construct new wastewater treatment plant south of Generation Springs	4	1	5	4	5	1	1	1	22
Water & wastewater to Southwest Indiana megasite	4	1	5	4	5	1	1	1	22
Coordinate utility extension with road projects	4	1	5	4	5	1	1	1	22
Expansion of water to rural areas	4	1	5	4	5	1	1	1	22
Extend wastewater to Indiana Southern sites	4	1	5	4	5	1	1	1	22
Extend water & wastewater to Generation Springs & Pike Crossing	4	1	5	4	5	1	1	1	22
Extend water & wastewater to north planning area	4	1	5	4	5	1	1	1	22
Transportation									
Complete the phase 1 reconstruction of E CR 350N and new connection to SR 61	4	1	5	6	5	1	1	1	24
Construct a new road through Generation Springs site from CR 300N to haul road	4	1	5	6	5	1	1	1	24
Construct a new road, extending CR 175E to SR 356 (parallelling I69)	4	1	5	6	5	1	1	1	24
Construct a new road, extending E CR 350N to SR 356	4	1	5	6	5	1	1	1	24
Construct new roads between E CR 350N and E CR 300N to serve Pike Crossing	4	1	5	6	5	1	1	1	24
Improve the Generation Springs haul road from N CR 75E toward interstate	4	1	5	6	5	1	1	1	24
Reconstruct CR 300N from SR56/61 to SR 57	4	1	5	6	5	1	1	1	24
Southwest Indiana megasite RLF	4	1	5	6	5	1	1	1	24
Add rail spur to the Southwest Indiana megasite	4	1	5	5	5	1	1	1	23
Generation Springs safety/road improvements	4	1	5	2	5	1	1	1	20
Renewable energy technical workforce training program	4	1	5	2	5	1	1	1	20
Improve the N CR 75E and SR 61 intersection (safety, gateway elements, etc)	4	1	5	2	5	1	1	1	20
Reconstruct CR 175E from E CR 300N to the interstate	4	1	5	2	5	1	1	1	20
Reconstruct CR 300N from SR 61 to CR 175E	4	1	5	2	5	1	1	1	20
Reconstruct Meridian Road from CR 300N to the southern terminus	4	1	5	2	5	1	1	1	20
Bicycle and pedestrian facilities	4	1	5	2	2	1	1	1	17
Identify trail projects throughout the county	4	1	5	1	2	1	1	1	16
Planning									
Prepare for regional projects	4	1	5	2	4	2	4	1	23
Join RDA	4	1	5	2	1	1	4	4	22
Fiscal impact study of growth areas	4	1	5	2	1	1	1	1	16
Zoning ordinance/Update comprehensive plan	4	1	5	1	1	1	1	1	15
Community Facilities									
Senior Center	4	1	5	2	3	1	1	1	18
Prides Creek Park pedestrian connectivity to Petersburg	4	1	5	2	2	1	1	1	17
Prides Creek Park boat ramp re-build	4	1	5	2	2	1	1	1	17
Park playground equipment upgrade - all parks	4	1	5	2	2	1	1	1	17
Development of single & multi-family housing	4	1	5	1	3	1	1	1	17
Prides Creek Park new fishing pier	4	1	5	2	2	1	1	1	17
Library amphitheater	4	1	5	1	3	1	1	1	17
Courthouse improvements	4	1	5	1	2	1	1	1	16
Preserve Brenton Family Cemetery	4	1	5	1	2	1	1	1	16
Public Safety									
Additional sheriff deputy	4	1	5	2	3	1	1	4	21
Ambulance	4	1	5	2	3	1	1	4	21
Lockhart fire truck	4	1	5	1	3	1	1	4	20
Patoka Township North fire truck	4	1	5	1	3	1	1	4	20
Patoka Township North fire station	4	1	5	2	3	1	1	1	18
Western Pike County fire response improvements (station, apparatus, funding)	4	1	5	2	3	1	1	1	18
Petersburg ladder truck	4	1	5	1	3	1	1	1	17

PROJECT PRIORITIZATION FOR 2022 PETERSBURG, INDIANA	Un-Employment	Median Income	Population Growth	Goals	Project Category	Matching Funds	PER	ER	TOTAL
Economic Development									
Water project to support the Southwest Indiana Megasite	4	1	5	7	5	2	3	1	28
Fiber optics/broadband/digital inclusion	4	1	5	7	5	1	1	1	25
Illinois Street business district expansion	4	1	5	7	5	1	1	1	25
Reinvestment through TIF, RLF, opportunity areas, etc.	4	1	5	6	5	1	1	1	24
Single and multi-family housing	4	1	5	1	3	1	1	1	17
Workforce housing	4	1	5	1	3	1	1	1	17
Market rate housing	4	1	5	1	3	1	1	1	17
Infrastructure									
Wastewater improvements and treatment plant	4	1	5	4	5	4	4	4	31
Water supply and water treatment plant construction	4	1	5	4	5	4	4	4	31
Wastewater project to support Southwest Indiana Megasite	4	1	5	4	5	1	1	1	22
Coordinate transportation & utility improvements	4	1	5	4	5	1	1	1	22
Transportation									
Extend Illinois Street to SR 356	4	1	5	6	5	1	1	1	24
Identify capital transportation improvements annually	4	1	5	1	5	1	1	1	19
Bicycle/pedestrian facilities in development of public works projects	4	1	5	2	2	1	1	1	17
Planning									
Zoning ordinance	4	1	5	2	3	4	1	4	24
Downtown revitalization plan	4	1	5	6	4	1	1	1	23
Enhance and maintain Petersburg website and establish public wi-fi zones	4	1	5	4	5	1	1	1	22
Stormwater plan	4	1	5	4	5	1	1	1	22
Preservation of natural areas	4	1	5	1	4	1	1	1	18
New housing & mixed-use developments	4	1	5	1	3	1	1	1	17
Petersburg Five Year Master Park Plan	4	1	5	1	2	1	1	1	16
Community Facilities									
Main Street coordination	4	1	5	1	4	1	4	4	24
Façade/revitalization program	4	1	5	6	4	1	1	1	23
Develop housing incentive program	4	1	5	6	3	1	1	1	22
Housing improvements (senior, single family, workforce)	4	1	5	2	3	1	1	1	18
Multi-use paths near Hornady Park	4	1	5	2	3	1	1	1	18
Arts, culture, wayfinding, gateway enhancement & tourism planning	4	1	5	2	2	1	1	1	17
Senior / community center	4	1	5	1	3	1	1	1	17
Add pocket parks in Petersburg	4	1	5	1	2	1	1	1	16
Hornady park improvements	4	1	5	1	2	1	1	1	16
Residential clearance	4	1	5	1	2	1	1	1	16
Public Safety									
Ladder truck	4	1	5	2	3	1	1	4	21

PROJECT PRIORITIZATION FOR 2022 SPURGEON, INDIANA	Un-Employment	Median Income	Population Growth	Goals	Project Category	Matching Funds	PER	ER	TOTAL
Economic Development									
Broadband/digital inclusion	4	1	5	7	5	1	1	1	25
Infrastructure									
Sanitary sewer project	4	1	5	4	5	2	3	1	25
Community Facilities									
Residential clearance	4	1	5	1	5	1	1	1	19
Sidewalk project	4	1	5	2	4	1	1	1	19
Workforce housing	4	1	5	1	3	1	1	1	17
Market rate housing	4	1	5	1	3	1	1	1	17
Spurgeon park and recreation improvements	4	1	5	1	2	1	1	1	16
Public Safety									
Fire station construction	4	1	5	2	3	1	1	1	18

PROJECT PRIORITIZATION FOR 2022 WINSLOW, INDIANA	Un-Employment	Median Income	Population Growth	Goals	Project Category	Matching Funds	PER	ER	TOTAL
Economic Development									
Broadband/digital inclusion	4	1	5	7	5	1	1	1	25
Community Center computer lab	4	1	5	1	3	2	1	2	19
Downtown revitalization-street lights	4	1	5	1	1	1	1	1	15
Infrastructure									
Water meter replacement	4	1	5	4	5	2	4	1	26
Waterline improvements	4	1	5	4	5	2	4	1	26
Wastewater improvements	4	1	5	4	5	2	4	1	26
Stormwater improvements	4	1	5	4	5	2	4	1	26
Transportation									
Sidewalk improvements	4	1	5	6	5	1	1	1	24
Road improvements	4	1	5	4	5	1	1	1	22
Planning									
Water/wastewater utility study	4	1	5	2	5	1	4	4	26
Comprehensive financial plan	4	1	5	2	1	4	4	4	25
Downtown revitalization plan	4	1	5	4	4	1	1	1	21
Annexation plan	4	1	5	1	4	1	1	1	18
Community center plan	4	1	5	1	4	1	1	1	18
Workforce housing	4	1	5	1	3	1	1	1	17
Market rate housing	4	1	5	1	3	1	1	1	17
Update 5-year park master plan	4	1	5	1	2	1	1	1	16
Community Facilities									
Community Center improvements	4	1	5	1	3	2	1	1	18
Youth room in Community Center	4	1	5	1	3	2	1	1	18
Senior housing	4	1	5	1	3	1	1	1	17
Park playground equipment, lighting, bathrooms, ballfield upgrades	4	1	5	1	2	1	1	1	16
Public Safety									
Police car replacement	4	1	5	2	3	3	4	4	26
Storm siren	4	1	5	2	3	1	1	1	18

PROJECT PRIORITIZATION FOR 2022 SPENCER COUNTY, INDIANA	Un-Employment	Median Income	Population Growth	Goals	Project Category	Matching Funds	PER	ER	TOTAL
Economic Development									
Spencer County RLF promotion	2	0	5	7	5	4	4	4	31
Luce Township digital inclusion/broadband	2	0	5	7	5	1	4	4	28
Spencer County digital inclusion/broadband	2	0	5	7	5	1	4	4	28
21st Century Talent designated region	6	2	5	1	4	1	4	4	27
River Port development	2	0	5	6	5	1	1	1	21
CR 200 N improvements	2	0	5	5	5	1	1	1	20
Increase housing inventory (single, multi-family homes and apartments)	2	0	5	4	3	1	1	4	20
Innovation and training center	2	0	5	2	5	1	1	1	17
Industrial Park and site development	2	0	5	3	4	1	1	1	17
Convention & Visitors Bureau building	2	0	5	1	2	1	1	1	13
Tourism promotion phone app	2	0	5	1	2	1	1	1	13
Shell/spec building	2	0	5	2	1	1	1	1	13
Infrastructure									
New water line servicing Mariah Hill	2	0	5	4	5	4	1	1	22
Reo water Improvements	2	0	5	4	5	1	1	1	19
Wastewater to SR62/SR162 for potential development	2	0	5	4	5	1	1	1	19
Fulda sewer improvements	2	0	5	1	5	1	1	1	16
Luce Township sewer improvements	2	0	5	1	5	1	1	1	16
Transportation									
Hoosier Southern Railroad 15 miles of rail replacement (#75 to #115 rail)	2	0	5	4	5	4	3	1	24
Hoosier Southern Railroad spur near Santa Claus Industrial Park	2	0	5	4	5	4	3	1	24
Interstate 64 Corridor Plan	2	0	5	6	5	1	1	4	24
Highway 66 four-lane (from Cannelton to Hatfield)	2	0	5	7	4	1	1	1	21
Fulda Shortcut - widen road	2	0	5	4	4	1	1	1	18
RR overpass central part of county	2	0	5	1	4	1	1	1	15
Slide correction of SR66 east of Grandview/west of Troy	2	0	5	1	4	1	1	1	15
Planning									
Discovery Trail-Kasper Drive to Lincoln City	2	0	5	4	2	3	4	3	23
Comprehensive plan	2	0	5	4	4	1	1	4	21
Strategic plan to address the lack of childcare in county	2	0	5	2	3	1	4	4	21
County-wide stormwater project implementation	2	0	5	2	5	1	1	1	17
Spencer County Park & Recreation Master Plan	2	0	5	1	2	1	1	4	16
Community Facilities									
Health clinic	2	0	5	4	3	1	1	1	17
St. Meinrad Park improvements	2	0	5	4	2	2	1	1	17
Courthouse improvements	2	0	5	1	2	1	1	4	16
Childcare expansion	2	0	5	2	3	1	1	1	15
4H youth & commumity center improvements	2	0	5	1	3	1	1	1	14
Sports complex	2	0	5	1	2	1	1	1	13
Lincoln Amphitheater ADA, restrooms	2	0	5	1	2	1	1	1	13
Public Safety									
Coroner mobility vehicle	2	0	5	1	3	1	1	4	17
Luce Township Ohio River fuel barge	2	0	5	2	1	1	1	1	13
Increase access to mental health services	2	0	5	1	1	1	1	1	12

PROJECT PRIORITIZATION FOR 2022 CHRISNEY, INDIANA	Un-Employment	Median Income	Population Growth	Goals	Project Category	Matching Funds	PER	ER	TOTAL
Economic Development									
Downtown redevelopment	2	0	5	6	4	1	4	1	23
Infrastructure									
Wastewater improvements	2	0	5	4	5	1	3	1	21
Water improvements	2	0	5	4	5	1	3	1	21
Community Facilities									
Street and sidewalk improvements	2	0	5	2	4	1	1	1	16
Youth center	2	0	5	1	3	1	1	1	14
Chrisney Lake fishing enhancements	2	0	5	1	2	1	1	1	13
Chrisney golf course improvements	2	0	5	1	2	1	1	1	13

PROJECT PRIORITIZATION FOR 2022 DALE, INDIANA	Un-Employment	Median Income	Population Growth	Goals	Project Category	Matching Funds	PER	ER	TOTAL
Economic Development									
Digital inclusion/broadband	2	0	5	7	5	1	4	4	28
Dale Industrial Park infrastructure improvements	2	0	5	7	5	1	1	1	22
New housing	2	0	5	1	3	1	1	1	14
Infrastructure									
Wastewater improvements	2	0	5	4	5	1	4	1	22
Stormwater improvements	2	0	5	4	5	1	1	1	19
Water improvements	2	0	5	4	5	1	1	1	19
Transportation									
ADA sidewalk upgrades	2	0	5	1	1	1	1	1	12
Planning									
Annexation	2	0	5	1	2	1	1	1	13
Community Facilities									
Dale Community center improvements	2	0	5	1	3	2	3	3	19
Dale Lake dredging, boat ramp, fishing pier and access	2	0	5	1	2	1	4	4	19
Park upgrades, including the addition of a splash pad	2	0	5	1	2	1	1	1	13
Dollar General/Grocery store on south side of town	2	0	5	1	1	1	1	1	12

PROJECT PRIORITIZATION FOR 2022 GENTRYVILLE, INDIANA	Un-Employment	Median Income	Population Growth	Goals	Project Category	Matching Funds	PER	ER	TOTAL
Infrastructure									
Sewer infrastructure upgrades	2	0	5	2	5	1	1	1	17
Storm water	2	0	5	2	5	1	1	1	17
Water infrastructure upgrades	2	0	5	2	5	1	1	1	17
Transportation									
Sidewalk upgrades	2	0	5	1	2	1	1	1	13
Community Facilities									
New tennis/multi use court	2	0	5	1	2	1	1	1	13
Public Safety									
Police car	2	0	5	2	3	1	1	1	15
Gentryville/Jackson Township fire station	2	0	5	2	3	1	1	1	15

PROJECT PRIORITIZATION FOR 2022 GRANDVIEW, INDIANA	Un-Employment	Median Income	Population Growth	Goals	Project Category	Matching Funds	PER	ER	TOTAL
Infrastructure									
New water tower	2	0	5	4	5	2	4	1	23
Stormwater improvements	2	0	5	4	5	1	1	1	19
Utility mapping	2	0	5	4	5	1	1	1	19
Wastewater-slip more lines	2	0	5	4	5	1	1	1	19
Water improvements (line replacement-asbestos)	2	0	5	4	5	1	1	1	19
New electric service at the ball field and field lights	2	0	5	1	2	1	1	1	13
Sidewalks	2	0	5	1	2	1	1	1	13
Planning									
Master utility study	2	0	5	4	5	4	4	4	28
Community Facilities									
Walking trail	2	0	5	4	3	1	1	1	17
Ohio River boat dock upgrades	2	0	5	2	2	1	1	1	14
Portable concession stand	2	0	5	1	2	1	1	1	13
New fencing at ballfield	2	0	5	1	2	1	1	1	13
Fencing around Old Mill Park	2	0	5	1	2	1	1	1	13

PROJECT PRIORITIZATION FOR 2022 RICHLAND, INDIANA	Un-Employment	Median Income	Population Growth	Goals	Project Category	Matching Funds	PER	ER	TOTAL
Economic Development									
Downtown environmental site assessments	2	0	5	2	4	1	1	1	16
Housing development	2	0	5	1	3	1	1	1	14
Planning									
Downtown area for redevelopment	2	0	5	2	4	1	1	1	16
Community Facilities									
Park improvements	2	0	5	1	2	1	3	1	15
Historic preservation	2	0	5	2	2	1	1	1	14
Trail connectivity	2	0	5	1	2	1	1	1	13

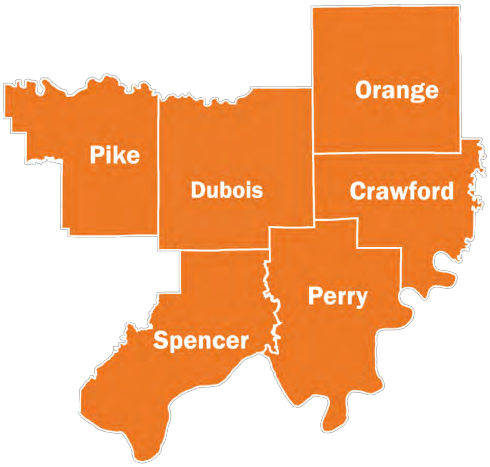
PROJECT PRIORITIZATION FOR 2022 ROCKPORT, INDIANA	Un-Employment	Median Income	Population Growth	Goals	Project Category	Matching Funds	PER	ER	TOTAL
Economic Development									
Broadband/fiber/digital inclusion	2	0	5	7	5	1	4	4	28
Downtown revitalization	2	0	5	6	4	2	4	1	24
Barmet site remediation	2	0	5	5	5	1	1	1	20
Peerless Pottery site redevelopment	2	0	5	5	5	1	1	1	20
Infrastructure									
Sewer improvements	2	0	5	4	5	1	1	1	19
Water improvements	2	0	5	4	5	1	1	1	19
Stormwater improvements	2	0	5	2	5	1	1	1	17
Transportation									
Lincoln Avenue sidewalk/street improvements	2	0	5	4	4	4	4	4	27
Main Street sidewalk/street improvements	2	0	5	4	4	1	1	1	18
Washington Street sidewalk/street improvements	2	0	5	4	4	1	1	1	18
Bridge improvements (north)	2	0	5	2	3	1	1	1	15
Planning									
Blight elimination plan	2	0	5	4	5	1	1	4	22
Comprehensive plan	2	0	5	4	4	1	1	4	21
Rockport Park 5 year master plan	2	0	5	4	2	1	1	1	16
Community Facilities									
Blight elimination	2	0	5	4	5	1	1	1	19
Downtown façade grant	2	0	5	4	4	1	1	1	18
Lincoln Pioneer Village Museum enhancements	2	0	5	4	2	2	2	1	18
Drainage improvements at City Park	2	0	5	1	5	1	1	1	16
Housing additions	2	0	5	3	3	1	1	1	16
Rockport Park walking paths/splash park/shelterhouse improvements	2	0	5	1	2	1	1	1	13

PROJECT PRIORITIZATION FOR 2022 SANTA CLAUS, INDIANA	Un-Employment	Median Income	Population Growth	Goals	Project Category	Matching Funds	PER	ER	TOTAL
Economic Development									
Pat Koch Blvd. development	2	0	5	6	4	2	4	1	24
Broadband/digital inclusion	2	0	5	2	5	1	1	1	17
Christmas Lake housing	2	0	5	1	3	1	1	1	14
Industrial park development	2	0	5	4	5	1	1	1	19
Infrastructure									
Double capacity of water plant, new water tower and new well	2	0	5	4	5	1	1	1	19
Water supply improvements	2	0	5	4	5	1	1	1	19
Upgrade sewer lift stations and line rehabilitation	2	0	5	4	5	1	1	1	19
Planning									
Eastside trail development	2	0	5	4	2	3	3	2	21
Santa Claus/Ferdinand trail connection	2	0	5	4	2	1	1	1	16
GIS	2	0	5	1	1	1	1	1	12
Theming	2	0	5	1	1	1	1	1	12
Santa Claus trail/street light program	2	0	5	1	1	1	1	1	12
Community Facilities									
Santa Claus/Lincoln City railroad depot	2	0	5	3	3	2	1	1	17
Community center upgrades	2	0	5	1	2	2	1	1	14
Museum/church historic preservation	2	0	5	1	2	1	1	1	13
Yellig Park ball field renovation	2	0	5	1	2	1	1	1	13
Yellig Park drainage improvements	2	0	5	1	2	1	1	1	13
Yellig Park parking and lighting improvements	2	0	5	1	2	1	1	1	13
Yellig Park playground improvements	2	0	5	1	2	1	1	1	13
Public Safety									
Fire ladder truck	2	0	5	4	3	4	4	4	26
Siren project	2	0	5	2	3	1	1	1	15

PROJECT PRIORITIZATION FOR 2022
REGION

Project
21st Century Talent
ADA transition planning
Airport improvements
Attract tourists & enhance arts
Promotion of Business Revolving Loan Funds
CEDS strategic planning
Clean-up of brownfields
Codification of Ordinances
Economic Disaster Resiliency Planning
Energy efficiency
Enhance regional connectivity
Enhance regional quality of life
Expansion of telecommunication and broadband infrastructure
Hazard mitigation
Help businesses succeed
Identification of brownfields
Infrastructure improvements
Manufacturing analysis and advancement
Patoka Lake Regional Water and Sewer District expansions
Promote regional tourism
Rail improvements
Regional Economic Acceleration and Development Initiative (READI)
Retention and creation of jobs
Storm shelters and sirens
Trail connectivity
Transportation connectivity
Transportation infrastructure improvements
Transportation planning and asset management
Transportation safety improvements

Appendix F – 2021 Newsletter: Year in Review



INDIANA 15 REGIONAL PLANNING COMMISSION

2021 Year in Review

This year, many new programs and funding opportunities were introduced. Regional collaboration leverages strengths to capitalize on these new funding opportunities.

The Commission has risen to the challenge to enhance the regions' ability to become more resilient through these challenges. A regional economic recovery and resiliency plan is underway and will be introduced at a summit on May 17, 2022. Thank you to those that participated in the online survey, 17 topic specific focus groups and one-on-one interviews to gather data and input.

This newsletter presents a summary of the projects we assisted during the past year such as business support, code books, entrepreneurship, fire station construction, multi-hazard mitigation plans, park and recreation, port, rail, revolving loan funds, training, traffic counts, stormwater, water, and wastewater infrastructure. Together we achieved over $16 Million in State and Federal awards in 2021 for the district. We encourage discussion about the needs of the region and look forward to fostering an environment of support for our communities and counties.

Tara Damin
2020-2021 Chair

Paul Lorey
2022 Chair

A very sincere thank you to our Board and especially Tara Damin, appointed by Perry County, for her leadership and public service in 2021 and 2022 as Indiana 15's Chair. We also wish to welcome our 2022 Chair Paul Lorey, appointed by the City of Jasper. We look forward to another successful year under his leadership.

Lisa Gehlhausen
Executive Director

CDBG Certification

Indiana 15 Regional Planning Commission has five Community Development Block Grant (CDBG) certified grant administrators on staff: Lisa Gehlhausen, Nathan Held, Cheri Taylor, Jenny Matheis and Leah Hawkins.

Our continued accreditation ensures proper implementation and administration of the Office of Community & Rural Affairs federally-funded CDBG program and benefits the six-county region.

Income Surveys

The Commission assisted the towns of Leavenworth, Paoli, and Troy and the City of Tell City with income surveys to determine eligibility for Community Development Block Grant funding.

If you receive an income survey, please complete it and return it to our office for confidential tabulation. These surveys are important for funding determination.

Indiana Map

The Indiana Geographic Information Council (IGIC) is a nonprofit organization leading the effective application of geographic information in Indiana.

IndianaMap is the largest publicly available collection of Indiana geographic information system (GIS) map data. It is made possible by an alliance of partners from federal, state, local organizations and agencies, and universities. You can access easy-to-use interactive web maps from a computer or mobile device, select from a gallery of predefined maps to view or customize, download free GIS data and metadata, and learn about IndianaMap GIS projects, initiatives, and news at www.indianamap.org.

System Award Management

SAM numbers are <u>FREE</u> and extremely important!

Applications for grant funds require communities to have a System for Award Management (SAM) number. SAM.gov is the official ***free***, government-operated website to obtain this number. **There is <u>NO charge</u> to register your entity on SAM.gov.** Not sure if your community has a SAM number? A search engine is available on the official website - https://www.sam.gov. Have your DUNS or UEI number readily available before you start the registration process.

If your community already has a SAM number, it needs to be updated annually. You will receive an email notification from SAM.gov within 60 days of your number expiring.

The site has been updated this year and looks a little different. For instructions on how to update your SAM number on the new site, you can go to www.fsd.gov and search *'How do I update an existing entity registration in SAM.gov'*.

New administrators must submit a notarized letter designating them as administrator of each SAM.gov account. Note: A notarized letter is not required if the administrator is already associated with the registration. Please check the status of your number well in advance of the grant application submission deadline since it may need to coincide with city/town/county meetings. Once you have updated your SAM number a confirmation email will be obtained.

The next step is for your SAM number to pass the TIN validation with the IRS and the CAGE validation/ assignment with the Defense Logistics Agency (DLA). Once it has been successfully validated you will receive a confirmation email and another email notifying that your registration has been activated.

For help registering for a SAM number, please contact the Federal Service Desk at https://www.fsd.gov or call 866-606-8220, or call our office 812-367-8455.

Employee Departure

Luke Thomas joined Indiana 15 in January of 2021 in Project Development. In December of 2021 Luke accepted other employment. While employed at Indiana 15, Luke made a regional difference developing public works projects utilizing EDA and USDOT funding, including grant preparation, environmental reviews and project mapping. Luke holds a Bachelor of Science in Applied Geography with a concentration in Urban and Regional Analysis from the University of Louisville and a Master of Arts in Public Policy Studies from Liberty University. We wish Luke the best and appreciate all his work while at Indiana 15.

2021 Return on Investments

County Investment		2021 State/Federal Funds Awarded
$ 5,999	Crawford	$ 719,152
$ 23,458	Dubois	$ 3,445,382
$ 11,111	Orange	$ 17,639
$ 10,829	Perry	$ 6,629,187
$ 7,193	Pike	$ 5,266,638
$ 11,733	Spencer	$ 737,639
$ 70,323	Total	$ 16,815,637

C E D S

A Comprehensive Economic Development Strategy (CEDS) is prepared by Indiana 15 RPC to analyze the economy of the region and to define goals and objectives of our communities. The CEDS is designed as a regional plan of action. This planning provides flexibility, utilizing unique regional advantages to maximize economic opportunity for residents.

A CEDS is the result of a continuing economic development planning process developed with diverse public and private sector participation, and must set forth goals and objectives necessary to solve economic development problems of the region and clearly define the metrics of success. Indiana 15 will soon be appointing a CEDS Strategy Committee to represent the main economic interests of the region. Private sector, public officials, community leaders, workforce development, higher education, minority and labor groups, and private individuals are being sought to represent the region. Please give us a call if you are willing to serve on the CEDS Strategy Committee.

Various funding agencies look at the CEDS for a prioritization process of regional needs. Economic Development Administration (EDA) requires that project seeking funding are a priority in the CEDS. The Office of Community and Rural Affairs offers additional scoring points to applications with projects identified in the CEDS document. The CEDS is used to assess where the region is economically, where we want to be, and how to get there. The 2022 Annual CEDS Performance Report update is due April 2022. Each community is requested to submit prioritized projects before February 2022.

EDA Planning Grant

Indiana 15 Regional Planning Commission has received $210,000 in planning funds from EDA over a three-year period ($70,000 annually) from July 2019—June 2022. This award has been matched with $140,000 local share over the same time period by the District.

The per capita fees collected by each county are used toward the local share of the EDA award. These funds are used to prepare the Comprehensive Economic Development Strategy (CEDS), write grant applications for our local member governments, pay mileage to board meetings, training, and other economic and community planning activities.

Local officials and citizens in the region realize the merits and long-term benefits of regional planning.

The Commission will be applying for a renewal of this planning grant in the spring of 2022.

Community Crossings Matching Grant 2021 Awards

In 2021, the Indiana Department of Transportation (INDOT) awarded communities a combined $202 million in state matching funds for local road projects through the Next Level Roads: Community Crossings Initiative. Twenty communities in the Indiana 15 region were awarded $11,215,399.70 of the $202 million awarded. To participate in the CCMG program, developing and submitting a Road Asset Management Plan to LTAP is required.

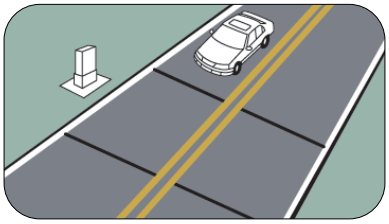
Congratulations to the following communities in the Indiana 15 RPC region:

Alton	$ 74,805.00	Huntingburg	$ 565,140.00	Rockport	$ 423,372.70
Crawford Co.	$ 534,735.00	Orange Co.	$ 999,057.90	Spencer Co.	$ 1,000,000.00
Dale	$ 450,736.87	Orleans	$ 232,549.35	Tell City	$ 1,000,000.00
Dubois Co.	$ 1,059,244.26	Paoli	$ 246,148.06	Troy	$ 35,137.50
Ferdinand	$ 738,553.45	Perry Co.	$ 1,000,000.00	West Baden	$ 666,374.34
French Lick	$ 762,419.95	Petersburg	$ 289,671.15	Winslow	$ 104,170.48
Grandview	$ 28,926.37	Pike Co.	$ 1,004,357.32		

NSOFAR Traffic Counts

The Commission partnered with the Indiana Department of Transportation to provide traffic count data on the non-state-owned federal roadways. The contract will run through January 1, 2022-December 31, 2024 and Indiana 15 will receive $28,400 for traffic count collection. All six counties will receive traffic counts through this contract. These counts are in addition to the transportation planning contract.

The vehicle volume and classification data is used for state planning and other activities. This traffic data can be viewed on the interactive map at http://indot.ms2soft.com/tcds/.



INDOT Transportation Planning

Traffic counts were completed on locally maintained roads on the functional classification system in Spencer County. In total, 35 counts were completed. Also, 24 railroad crossings received a railroad inventory, and a collection of data about the rail safety features. 18 of the 24 railroad crossings also received a traffic count.

Planning support to local governments and traffic counts are part of the 2021-2022 grant from the Indiana Department of Transportation's Small Urban and Rural Transportation Planning Grant. Traffic Counts will be conducted in Orange County for the 2021-2022 grant.

Accelerate Indiana Municipalities (AIM) Conference

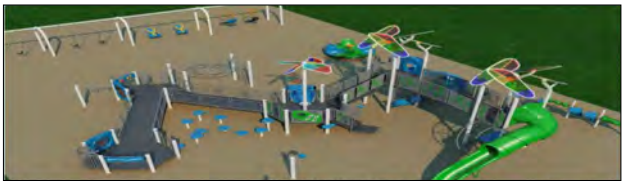
AIM hosted their annual conference October 5-7, 2021, in French Lick, Indiana. Speakers and discussion about the American Rescue Plan Act, and topics about quality of place, COVID, and technical educational programming, were offered. Lisa Gehlhausen attended the AIM reception. As a result of the numerous ARPA questions, the Indiana Association of Regional Councils hosted Jim McGoff, Indiana Finance Authority, and Lisa Lee, Ice Miller, to present at the IARC State Association meeting in October.

aim Accelerate Indiana Municipalities

Huntingburg Northside Park

The City of Huntingburg was awarded an Indiana Department of Natural Resources-Land and Water Conservation grant in the amount of $300,000.

The project includes construction of a walking and bicycle path, on-site parking, accessible playground feature and swings and a fishing pier for the outdoor enjoyment of the community. Construction will take place in 2022.



The City is contributing a local match of $300,000 to the project. City officials are working with Cash Waggner.

Tell City IDNR-LWCF

Indiana 15 Regional Planning Commission is administering the City of Tell City pool, bath house, concession area, parking, and splash pad enhancements at Hagedorn Park. Tell City was awarded an Indiana Department of Natural Resources-Land and Water Conservation Fund grant to upgrade their facilities.

The grant in the amount of $250,000 was awarded and the City will contribute a local match of $250,000. Construction is underway by Arnold Masonry with completion expected in 2022. Mayor Chris Cail is looking forward to implementing this first phase of Hagedorn Park with additional recreation improvements planned for the future. City officials are working with Jason Brown, RA.

Dubois County IDNR-LWCF

The Dubois County Park Board utilized the 2016-2021 Park and Recreation Master Plan list of priorities to contract with Hafer Design to develop an overall future development plan keeping the priorities in mind. The Park Board examined the plans and provided input to Hafer Design. The grant application was prepared by Indiana 15 RPC and submitted to Indiana Department of Natural Resources requesting $250,000 combined with local funds of $700,000 to add campsites, restroom, trails, and parking improvements.

The grant was approved by IDNR in the fall of 2018, with environmental studies completed in 2019. Federal approval came in late 2020. The land was surveyed and the deed was encumbered as perpetual park and recreation in 2021. The initial bids came in too high. Support from the Dubois County Commissioners and Council, adding additional funds, will bring the project to construction. The project was rebid, with bids opening December 2, 2021. Groundbreaking will occur in February 2022 and completed by June of 2023.

Birdseye Fire Station

The Town of Birdseye has a new fire station!

The new fire station, funded through a grant from the Indiana Office of Community and Rural Affairs is a 5,150 sq. foot pre-engineered metal building with four bays, two of which are drive-through bays. The new station, designed by Universal Design, located 0.2 miles south of the previous building, is 1,691 sq. feet larger. The increased space accommodates 42-57 volunteer firefighters for trainings and provides efficient storage space for equipment. A 60' x 35' concrete pad on the east side of the building offers a hard surface area to pull the vehicles out of the building. The station is now up to state code and ADA compliant.

A ribbon cutting was held September 12, 2021, with an excellent turnout by the community.

Leavenworth Water

The Town of Leavenworth was awarded a $700,000 grant from the Office of Community and Rural Affairs for improvements to the water supply and water distribution system located along the Ohio River.

The Leavenworth water system dates to 1938, including the elevated storage tank (which was constructed following the relocation of the town). The project will consist of the construction of a new 60,000 gallon elevated water storage tank, demolition of the existing 40,000 gallon tank, installation of a new mixing system, replacing the existing 100 gpm booster pump with a new 350 gpm pump, purchase of an Automatic Meter Read System, and replacement of various valves, fire hydrants, and flush hydrants. Commonwealth Engineers is assisting in the project.

The local match of $525,185 is derived from a Indiana State Revolving Fund loan.

Spurgeon Sewer

The Town of Spurgeon was awarded a grant of $700,000 from the Office of Community and Rural Affairs for construction of a new wastewater collection system.

The Town of Spurgeon does not have an existing wastewater collection system. With many lot sizes too small to construct septic systems to current standards, permits were no longer issued for any new construction, major renovations, or property sales requiring an inspection. The new system will be a low -pressure collection system consisting of sewer mains throughout the town, and household grinder pump stations. The new sewer collection system will connect to the Town of Lynnville for treatment. At the conclusion of this project, the community will see a reduction in the presence of un-treated wastewater in ditches and yards and connect approximately 77 households to a new wastewater collection system.

The local match of $3,614,000 is derived from a $3,099,000 grant and $515,00 loan through USDA-Rural Development, as well as a $30,000 grant through the Indiana SRF Regionalization Assistance Grant Program. The town was also recently funded through the Indiana Finance Authority SWIF program for gap funding in the amount of $1,000,000.

Petersburg Water

Midwestern Engineers, Indiana 15 Regional Planning Commission, and the City of Petersburg collaborated on a water project to upgrade the quality and quantity of water supply necessary for normal operations and future growth. The Economic Development Administration awarded the City a grant of $4,190,518 from the Assistance to Coal Communities funds through the Economic Adjustment Assistance Program. The City of Petersburg is providing local match from a $17 Million USDA loan.

The designated work and improvements consist of:

Division I – New Water Treatment Plant;

Division II – New Water Supply Wells No. 5 and 6;

Division III – New Raw Water Main and Water Distribution System Improvements,

Division IV – New 750,000 Gal. Elevated Water Storage Tank and Rehab. of Existing Water Storage Tanks

Dale Wastewater

The Town of Dale was awarded a $700,000 grant through the Office of Community and Rural Affairs to complete updates to their sanitary sewer system.

The project will include six areas of focus for improvements. These improvements are: manhole rehabilitation, collection system rehabilitation, replacement of an existing gravity sewer, lift station improvements and rehabilitation, lift station control panel and electrical improvements, and wastewater treatment plant improvements. These improvements will reduce inflow and infiltration in the wastewater system, thereby reducing the amount of water entering the treatment plant, and reducing the cost to the town.

The Town of Dale is contributing a local match of $1,911,000 derived from a Indiana State Revolving Fund loan. Midwestern Engineers is assisting in the project.

Milltown Wastewater

The Town of Milltown held a Ribbon Cutting Ceremony for their new sewage treatment plant on October 11, 2021. The new Aeromod package plant replaces the nearly 60 year old traditional treatment plant, which had been experiencing increasing problems, particularly during the winter months when freezing was an issue. The new plant increases operating efficiency, and can be fully monitored remotely.

This project was funded through a $700,000 grant through OCRA, with matching funds through the State Revolving Fund (SRF). Heritage Engineering assisted in the project.

Chrisney Water

The Town of Chrisney was awarded a $700,000 grant through the Indiana Office of Community and Rural Affairs for water utility improvements. Commonwealth Engineers is assisting in the project.

Improvements include installation of a disinfectant residual analyzer at the master meter site, rehabilitation of the elevated water storage tank, replacement of water mains and hydrants, and improvements to the lab/ utility office building and storage area.

USDA Rural Development is providing matching funds through loan dollars. The construction is ongoing, but work on the elevated storage tank has been completed.

Dubois County SIRS

The Dubois County Commissioners, working with Southern Indiana Resource Solutions (SIRS), was awarded a $127,743 grant through the Office of Community and Rural Affairs and Indiana Division of Disability & Rehabilitative Services (DDRS).

This award will fund the installation of Wi-Fi hotspots in public spaces around Dubois County, installation of an accessible computer workstation at the SIRS office, purchasing iPads to create a lending library, and creating an application to connect adults with disabilities to community members that can assist in shopping and errand needs.

Cannelton Can-Clay Clearance

Initially, Phase 1 and Phase 2 Environmental Assessments were accomplished through an Environmental Protection Agency Coalition Award to Indiana 15 Regional Planning Commission to assess the environmental concerns on this property centrally located in the heart of the city. Indiana 15 RPC then met with Mayor Ralph Terry to seek funding to remediate the environmental conditions.

The City of Cannelton was awarded a $500,000 grant from the Indiana Office of Community and Rural Affairs to eliminate hazardous and environmental conditions at the former Can-Clay Corporation property now owned by the City of Cannelton.

The clearance will include the removal and remediation of hazardous materials identified in the environmental assessments to include asbestos abatement, the removal of approximately 144 drums and 150 containers, 125 truckloads of brick debris removal, 190 truckloads of clay pipe debris removal, 10 truckloads of PVC pipe removal, 10 truckloads of scrap tire removal, and 8,600 cubic yards of sawdust removal. Universal Design Associates and ATC Environmental Consultants are preparing the bid documents, with remediation to occur in 2022.

Codebook Updates

Indiana 15 Regional Planning Commission offers a service to organize ordinances and resolutions in a codebook, organized by topic for quick reference. These codebooks are a great resource to have at your fingertips and are available to residents on our website: www.ind15rpc.org. Indiana 15 updated Chrisney, Ferdinand, Grandview, and Orleans codebooks in 2021. If your community would like a quote from Indiana 15 RPC to update your Codebook, call the Commission at 812-367-8455.

Park Plan Updates

The Town of Grandview and Dubois County Park & Recreation Master Plans are currently being updated with a draft submittal date to IDNR by January 15, 2022. These updated plans will guide park and recreation updates for the next five years. The public is encouraged to review these draft plans on our website under reports. https://www.ind15rpc.org/reports/

Multi-Hazard Mitigation Plans

County Multi-Hazard Mitigation plans are essential to be eligible for funding through the Federal Emergency Management Agency (FEMA) and US Department of Homeland Security for natural disaster preparedness projects. These plans need to be updated every five years to stay current. Perry County is currently in the process of updating their Multi-Hazard Mitigation Plan and will submit to FEMA by February 2022.

County	Expiration Date
Crawford	December 16, 2025
Dubois	January 9, 2024
Orange	October 2, 2023
Perry	February 9, 2021
Pike	September 12, 2023
Spencer	April 6, 2025

Tell City Comprehensive Plan

The City of Tell City was awarded a $49,500 Community Development Block Grant through the Office of Community and Rural Affairs to develop a comprehensive plan to identify short and long term goals and projects. While the previous plan was completed in 2012, much progress was made to implement the plan with the end result being that 17 of the 26 priority projects had either been completed or are in development. With many changes throughout the City since, a fresh look was needed. Taylor Siefker William Design Group is working to develop the new Comprehensive Plan.

Revolving Loan Funds

The Crawford County Revolving Loan Fund (RLF) has assisted 26 loan clients in creating and/or saving an estimated 92 jobs within Crawford County. Since the RLF was founded in 1999, the fund has loaned out more than $1,943,500 and leveraged over $2 million in private investment.

The RLF exists to help entrepreneurs start, expand, or retain businesses in Crawford County. RLF loan recipients are expected to increase investment and disposable revenue in the county, create jobs, and further enhance possibilities for related industry. All RLF loan recipients are required to produce or retain at least one job for each $20,000 of RLF investment.

The RLF exists to provide the “gap” financing needed to induce local financial institutions to complete a financing package. RLF clients must contribute at least 10% equity, and working capital loans are limited to 50% of total project cost. RLF financing is in the form of a direct loan to an individual or business at variable rates.

The Crawford County Board of Commissioners contracts with Indiana 15 Regional Planning Commission to administer and provide technical assistance for the fund. For more information about the program contact our office or the Crawford County Economic Development office at 812-739-4479.

Regional Economic Acceleration and Development Initiative (READI)

Indiana First Partners

Knox, Pike, Spencer, Perry, and Harrison counties are proudly looking forward to implementation of the Regional Economic Acceleration and Development Initiative (READI) regional development plan titled "Catalyst for Community Prosperity." These five counties, known as the "Indiana First" region, strategically identified projects and programs to grow population by building on a strong foundation of working together.

The Southwest Indiana Development Council (SWIDC) is the coordinating organization. The consultant team of Rundell Ernstberger Associates, AECOM, and CWC Latitudes listened to the partners in creating the regional development plan, which was submitted September 30, 2021, to the Indiana Economic Development Corporation (IEDC). On November 29, 2021, Indiana First presented to IEDC the themes, focus areas, outcomes, partnerships, and strengths of the Indiana First region.

The themes are Housing, Innovation, Downtown Revitalization, Quality of Life, Talent Attraction & Education, Economic Development, Tourism. The $1.2 billion in projects were prioritized by alignment with the program goals to result in a significant population growth impact.

Indiana 15 Regional Planning Commission is excited about the long-term and sustainable opportunities and transformational growth in Southern Indiana through this READI Initiative.

Indiana First was awarded $15 Million and Indiana Uplands were awarded $30 Million.

National Association of Development Organizations (NADO)

The 2021 NADO Annual Training Conference was attended by Lisa Gehlhausen from October 16-19, 2021 in Portland, Oregon.

"Brownfields Redevelopment;" "Effective Promotion and Communication of Regional Development Organizations;" "Midwest Caucus Meeting to discuss challenges and opportunities;" "Strengthening Rural America;" "Roles of the Regional Development Organization with the American Rescue Plan Act;" "Grant Audit Readiness and Compliance Requirements in a Pandemic Environment;" "Comprehensive Economic Development Strategies;" and "Advocacy during unprecedented times" were all presented at the Moving Forward Conference. Learning from peers about their exciting projects and the insightful sessions are relevant and educational for our regional planning districts.

Indiana Association of Regional Councils

Indiana Association of Regional Councils (IARC) is a statewide organization of regional planning commissions led by Director Brian Long. Through IARC, members find value in discussing regional strategies, current topics, the benefits of regional planning, solutions, and state wide collaboration. IARC meets monthly. IARC Officers are James Turnwald-President, Lisa Gehlhausen-Vice President, and Rose Scoval-Treasurer.

Port Infrastructure Development Program (PIDP)

Recently awarded in December 2021, was a $1,600,000 grant to the City of Tell City and the Perry County Port Authority, along with the non-federal share of $400,000. The project will remove an existing pier and construct a new 40' foot diameter pier located approximately 230 feet upriver. The new pier will allow for direct barge-to-truck unloading of cargo and truck-to-barge loading, a new service that has not been offered previously. The new pier will also compliment the barge mounted crane and riverbank ramp. The award was made by the U.S. Department of Administration Maritime Administration (MARAD) through the Port Infrastructure Development Program (PIDP).

Perry County Port Authority Bridge Rail and Capacity Enhancement

EDA is investing $4,511,548 in grant funds to make railway infrastructure improvements necessary to support the growth of manufacturing in Perry and Spencer counties. The project includes replacing two timber trestle bridges and rail approaches on the Hoosier Southern Railroad located at Milepost 8.1 over the Anderson River and at Milepost 11.7 over the East Fork of Crooked Creek near Lamar. Once completed, the two new bridges will provide additional reliability, reduced maintenance costs, and upgraded capacity to handle heavier freight, which will provide the region with another resource to strengthen its logistics cluster and diversity into related clusters to become more resilient in response to disasters like the flooding that occurred in 2018 and 2019 and the COVID-19 pandemic.

The Perry County Port Authority will be contributing a local match of $1,127,887 from a USDA loan repayment with a total project cost of $5,639,435. These two bridge replacements have been an ongoing need for several years. The Port Authority continued sharing the story of this need and was elated to receive the CARES Act funding through EDA for this significant transportation logistics project. CSR Engineering completed the plans for Bridge 11.7, with construction recently completed by Cooper Rail Service. Bidding documents and plans are currently underway for the next railroad bridge and milepost 8.1 and expect to bid in early 2022.

Bridge 11.7 Complete

USDA-Rural Business Development Grants

The Commission assisted the Pike County Progress Partners with a USDA-RBDG application in the amount of $99,999. The funds were awarded in July and have been used to purchase advanced manufacturing equipment for the new Elmer Buchta Technology Center. Pike County Progress Partners contributed $3,592 in local match.

The Commission also assisted Lincolnland Economic Development Corporation with a USDA-RBDG application in the amount of $20,000 to create a revolving loan fund to spur entrepreneurship. The grant was awarded in July. Lincolnland Economic Development Corporation contributed $2,000 in local match.

Regional Economic Recovery and Resiliency Plan

The Commission has contracted with Rundell Ernstberger & Associates + AECOM to develop an action plan that will help the region respond to the economic and social impacts of the coronavirus pandemic and future economic disruptions. The economic recovery and resiliency plan utilizes CARES Act funds from the Department of Commerce-Economic Development Administration.

The plan, titled, "STEADFAST: Creating Deeper Roots for a Stronger Future," will provide short-term economic endurance strategies, long-term recovery strategies, and regional economic recovery strategies to enable the region to persevere and prevail in the wake of COVID-19 and navigate and endure future economic, biological, and natural emergencies.

Data gathering included a survey, and 17 topic-specific focus groups—agriculture, medical, small business, WorkOne, tourism, emergency management administration, transportation, community services, education, community foundations/United Way, 21st Century Talent Region Crawford County, Dubois County, Orange County, Perry County, Pike County and Spencer County. Current multi-hazard mitigation plans, comprehensive plans, housing studies and sales data, zoning, transportation, the Comprehensive Economic Development Strategy, and other plans were reviewed as part of the data collection process for this plan.

The plan is under development and will be presented at a summit planned for spring of 2022.

21st Century Talent Region

Indiana 15 welcomes the newly designated 21st Century Talent Region: Southern Indiana Gateway. This new region, which corresponds to the six county Indiana 15 region, has committed to working across geographic lines to attract, develop and connect talent while working together with the Office of Career Connections and Talent, Indiana Economic Development Corporation, and CivicLab. The region is developing a data-driven plan to grow population, increase educational attainment, and raise household income through a set of five target goals. This new designation was celebrated at an event on August 9, 2021, in Crawford County, in which the 10-member committee was recognized for their hard work and continued dedication to this important work. The committee is made up of county economic development directors, county chamber of commerce directors, and local business people. Indiana 15 looks forward to working with this group toward achieving shared goals.

Pike County COVID Response

The Pike County Commissioners received a grant award of $250,000 through the Office of Community and Rural Affairs to provide grants of up to $10,000 to small businesses to retain jobs held by low-moderate income employees.

Through two rounds of applications, the Commissioners were able to award 42 small businesses in Pike County grants ranging from $1,000 to $10,000. These businesses employ 204 county residents and will be able to keep their doors open and operations continuing as usual while still navigating the impact that COVID has had on the county.

INDIANA 15 REGIONAL PLANNING COMMISSION

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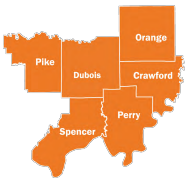

Thank you to our 2021 Board Members for their year of service.

CRAWFORD COUNTY	APPOINTED BY
Mr. Morton Dale	County Commissioners
Mr. Bill Breeding*	County Council
Ms. Tarra Carothers	Town of English
Ms. Lucy Veltman	Town of Leavenworth
Mr. Michael Haverstock	Town of Marengo
Mr. Bill Byrd	Town of Milltown

DUBOIS COUNTY	APPOINTED BY
Mr. Nick Hostetter	County Commissioners
Ms. Charmian Klem	County Council
Mr. Paul Lake	City of Huntingburg
Mr. Paul Lorey*	City of Jasper
Ms. Mary Ann Cummings*	Town of Birdseye
Ms. Beverly Schulthise*	Town of Ferdinand
Ms. Melanie Barrett*	Town of Holland

ORANGE COUNTY	APPOINTED BY
Mr. Marshall Noble	County Commissioners
Mr. Carl Anderson	Co. Commissioners At-large
Mr. Jack Hinkle	County Council
Mr. John F. Noblitt*	Town of Orleans
Mr. Danny Hickman	Town of Paoli
Mr. John Harrison	Town of West Baden Springs

GOVERNOR'S APPOINTEE
Mr. Stephen Bartels *

*Executive Board member

PERRY COUNTY	APPOINTED BY
Mr. Tom Hauser*	County Commissioners
Ms. Tara Damin*	Co. Commissioners At-large
Mr. Joe Hermann	Co. Commissioners At-large
Mr. David Etienne	County Council
Ms. Brenda Pohl	City of Cannelton
Mr. Larry Kleeman	City of Tell City
Mr. Bernard Linne	Town of Troy

PIKE COUNTY	APPOINTED BY
Mr. Jon Craig*	County Commissioners
Mr. Mark Flint	Co. Commissioners At-large
Mr. Ryan Coleman	Co. Commissioners At-large
Mr. Todd Meadors	County Council
Ms. Jody Hoover	City of Petersburg
Mr. Ron Beadles	Town of Spurgeon
Ms. Debra Lamb	Town of Winslow

SPENCER COUNTY	APPOINTED BY
Ms. Heather Gries	County Commissioners
Mr. Todd Ruxer	County Council
Mr. Don Winkler*	City of Rockport
Mr. Mason Seay	Town of Chrisney
Mr. Don Wertman	Town of Dale
Ms. Angie Fischer	Town of Grandview
Mr. Michael Johannes	Town of Santa Claus

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