



TALENT – LIVE – PLAY – BIZ – WORK – RIVER – BRIDGE – TALENT

READI REGIONAL  
DEVELOPMENT  
PLAN

LIVE – PLAY – BIZ – WORK

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# FULFILLING THE VISION

The Evansville Region has a transformational vision to become the talent and economic region of choice in the Midwest. The data-driven, multi-year strategy requires focused improvements in talent attraction, growth opportunities, quality of place amenities, and necessary infrastructure, which are all clearly outlined in this Regional Development Plan (RDP). With the success of the Regional Cities Initiative serving as a launching pad for growth, the community vision and strategies laid out in the RDP are the culmination of thoughtful planning that began as a data exercise in 2018. Regional stakeholders internally called this strategic planning process “Talent 2025”. Externally to talent, the region is making the case why “e looks good on you” to its target population.

The RDP is built on the work of public and private entities throughout the Evansville Region. It highlights potential projects and initiatives demonstrating the transformational opportunity and strong alignment with the goals of Talent 2025 and Regional Economic Acceleration + Development Initiative (READI). This RDP showcases how the region will utilize public funding to leverage private investment. The RDP’s projects encompass the key goals necessary to achieve this vision. Talent 2025 is divided into two phases, including near-term opportunities that can be enabled by READI funding (Phase I) and long-term projects that help the Evansville Region fully achieve its transformational vision (Phase II). Knowing population growth and talent attraction and retention are the main drivers for both Talent 2025 and READI, the Evansville Region identified seven project categories as key to becoming the talent and economic region of choice in the Midwest. These READI categories are Talent 2025 and the region’s unique accelerators.



## GOAL #1

Be deliberate about bringing 5,000 high-paying new job opportunities to our region that build on our strong manufacturing history and secure its future.

**WHY?** These jobs give our workforce and our kids more career choices to increase their household income.

## GOAL #2

Increase our population by 10,000 residents, half of which are in the early stage of their careers.

**WHY?** We need more people to fill the jobs and to fuel our future, and the younger they are the more years they have to work here and to raise families along with us.

## GOAL #3

A highly trained workforce that is globally competitive and relevant.

**WHY?** When we add a highly trained workforce to our many existing assets, we will become an even greater place for our citizens and our businesses to grow, thrive and commit to being part of our future. With our central US location and our unparalleled transportation options (highways, direct access to worldwide waterways and a great airport), global relevance is ours for claiming.

## GOAL #4

Reduce the percentage of households living in poverty.

**WHY?** If “e is for Everyone,” we must make sure every family has education and job opportunities, food, shelter and health care to prosper and thrive in our region.

## GOAL #5

Get healthier – improve the quality and quantity of our residents’ lives.

**WHY?** Poor health, premature deaths and time lost from work and school cost our society huge amounts of money every year. For our citizens, our businesses and our community to “Choose Greater Evansville” as a great place to live and build a career, we need healthy people.



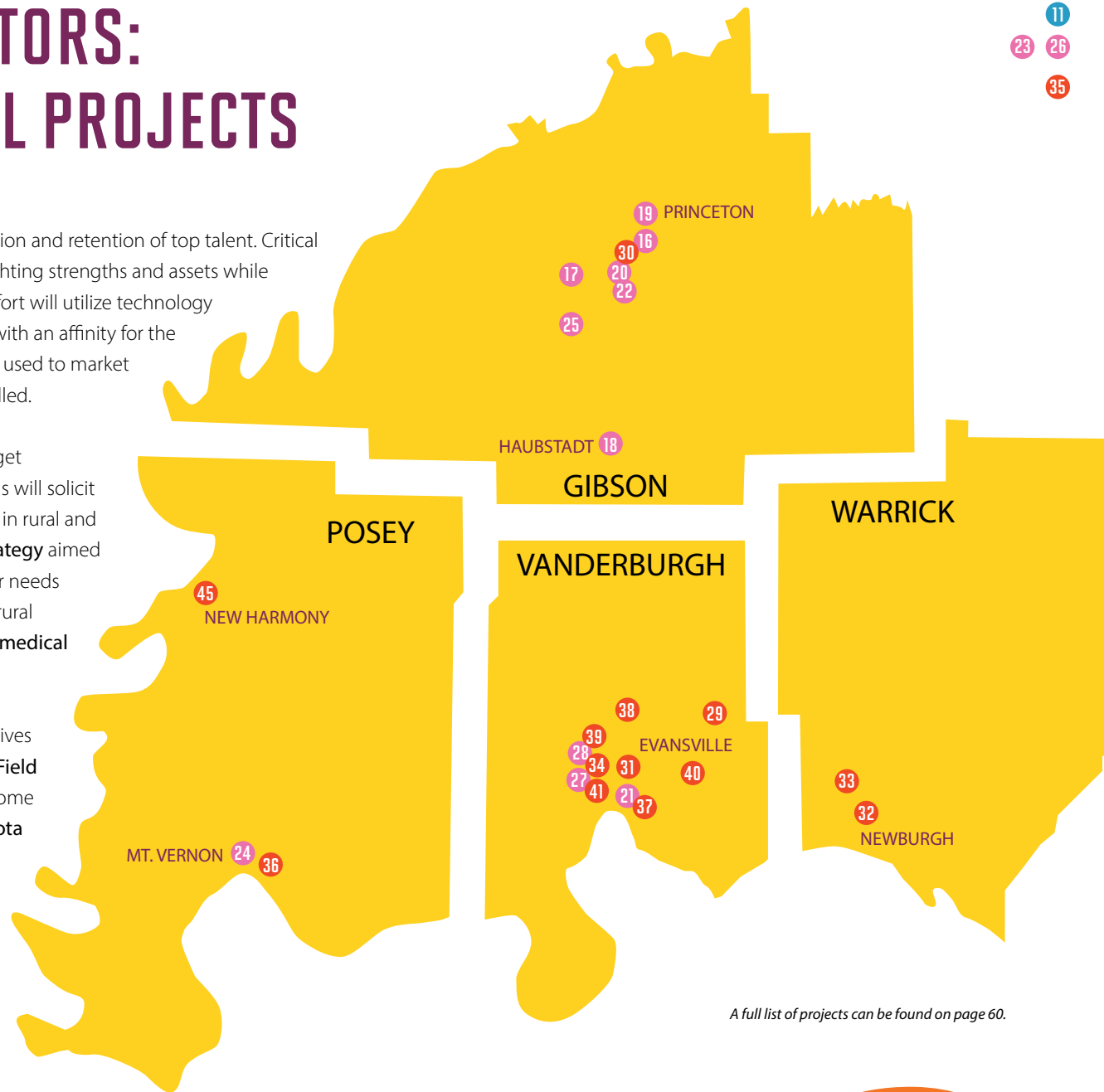
# TALENT 2025 ACCELERATORS: HIGHLIGHTED POTENTIAL PROJECTS

● **talentREADI** Target population growth strategies for the attraction and retention of top talent. Critical to this effort will be **telling the Evansville Region's shared story**, highlighting strengths and assets while eradicating confusing and conflicting impressions. A complementary effort will utilize technology and targeted marketing to **identify, qualify, engage and recruit talent** with an affinity for the Evansville Region and an interest in relocating. The database can also be used to market to existing residents who are unemployed, underemployed or under-skilled.

● **liveREADI** Thoughtfully develop housing that is attractive to target populations and strategically fits employer needs. A request for proposals will solicit projects, ultimately targeting **three \$35 million housing developments** in rural and urban settings. These three will be embedded in a **regional housing strategy** aimed at increasing diverse housing choices in locations that support employer needs and employee preferences. A critical need for affordable, extended stay rural housing for medical students completing clinical rotations, necessitates **medical housing that will be built** to attract and retain these future physicians.

● **playREADI** Improve quality of place for healthier, more fulfilling lives for residents. The 240,000-square-foot **Warrick County Sports Park and Field House** will enable the region's three universities' athletic teams to stay home to play and capitalize on the burgeoning youth sports industry. The **Toyota YMCA** in Downtown Princeton will provide a new first-class amenity for local residents and prospective talent interested in working for Toyota or its suppliers. With the area's first indoor pool, the new Y will house the swim programs for local public school districts and Oakland City University.

Bicycle and pedestrian trails encourage residents and visitors to enjoy the outdoors and exercise while also serving as important routes for workers to access jobs and training. READI funding will support efforts to implement the **Regional Key Connector Trails Strategy** by identifying and funding missing connections in the Evansville Region's trail network.



A full list of projects can be found on page 60.



● **bizREADI** Expand employment clusters offering high-paying jobs to attract young talent to live and work in the Evansville Region. Taking the region's **Smart Manufacturing Cluster** to the next level, the **Robotics Technology Center (RTC)** at Vincennes University's Gibson Center Campus will align training in existing and future technologies across multiple industry sectors and connect high school students to fulfilling careers. Supported by the region's **Tri-State Manufacturers' Alliance**, the RTC enhances the Evansville Region's ability to adopt Industry 4.0 technologies through state **Manufacturing Readiness Grants**.

What the RTC is to the Evansville Region's Smart Manufacturing Cluster, the **Child and Adolescent Psychiatry Clinic and Research Center** at the IU School of Medicine - Evansville campus is to the region's fast-growing **Life Sciences Cluster**. Not only will the Center expand psychiatry and mental health access, but its **Real World Psychiatric Data Analytics Platform** will serve as a "living laboratory" of patient data to gain insights into national diagnostic and treatment processes. Commercializing the Platform will be a nationally recognized, first-of-its kind catalyst to drive the growth of regional and statewide entrepreneurial ventures.

If economic growth is not equitable, the entire region will not benefit from this momentum. Talent 2025 leads the way with a **DEI (Diversity, Equity and Inclusion) Supply Chain Program** to coach diverse suppliers, more deeply connecting them to regional business opportunities. An existing loan pool will be transitioned to target minority- and women-owned companies.

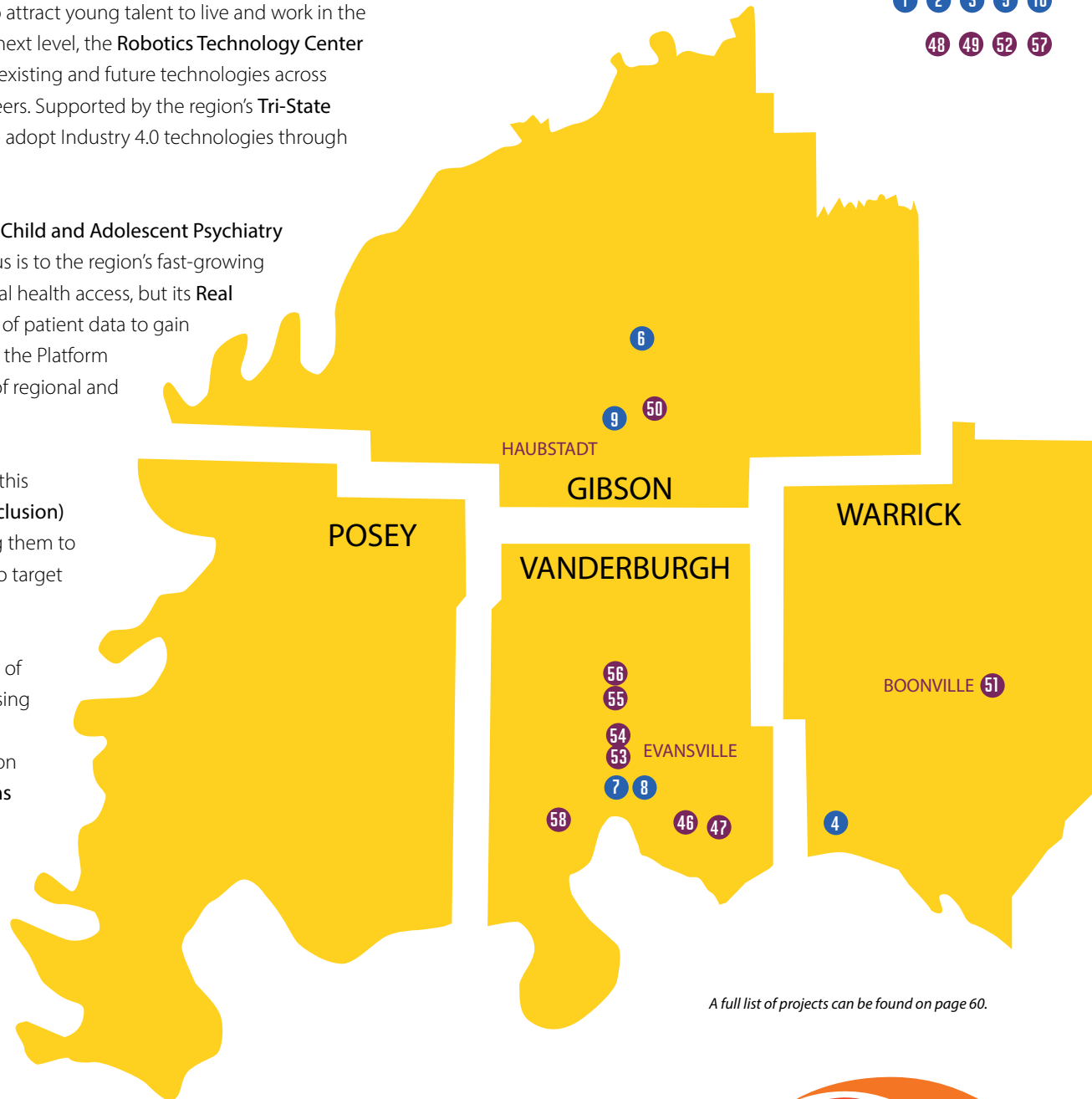
● **workREADI** Develop a workforce prepared for the jobs and careers of the future. One of the fastest growing of these careers is nursing. By addressing a regional shortage of nurses, the **University of Southern Indiana Nursing Program Expansion** will help build the Life Sciences Cluster and capitalize on the State of Indiana's over \$30 million investment in **USI's Health Professions Building**.

Growth in the Evansville Region's Smart Manufacturing Cluster will benefit from Ivy Tech Community College's proposed **Mobile STEM Assessment and Certification Project**. Advancing Ivy Tech's goal to deliver 50,000 high-quality certifications, certificates and degrees per year, the Project will **create a self-contained mobile unit** to assess, teach, train and certify students across 10 Southwest Indiana counties in mechatronics, industrial automation and other Industry 4.0 technologies.

## REGIONAL PROJECTS

8 PROJECTS WITHOUT A PHYSICAL LOCATION OR TBD.

1 2 3 5 10  
48 49 52 57



A full list of projects can be found on page 60.

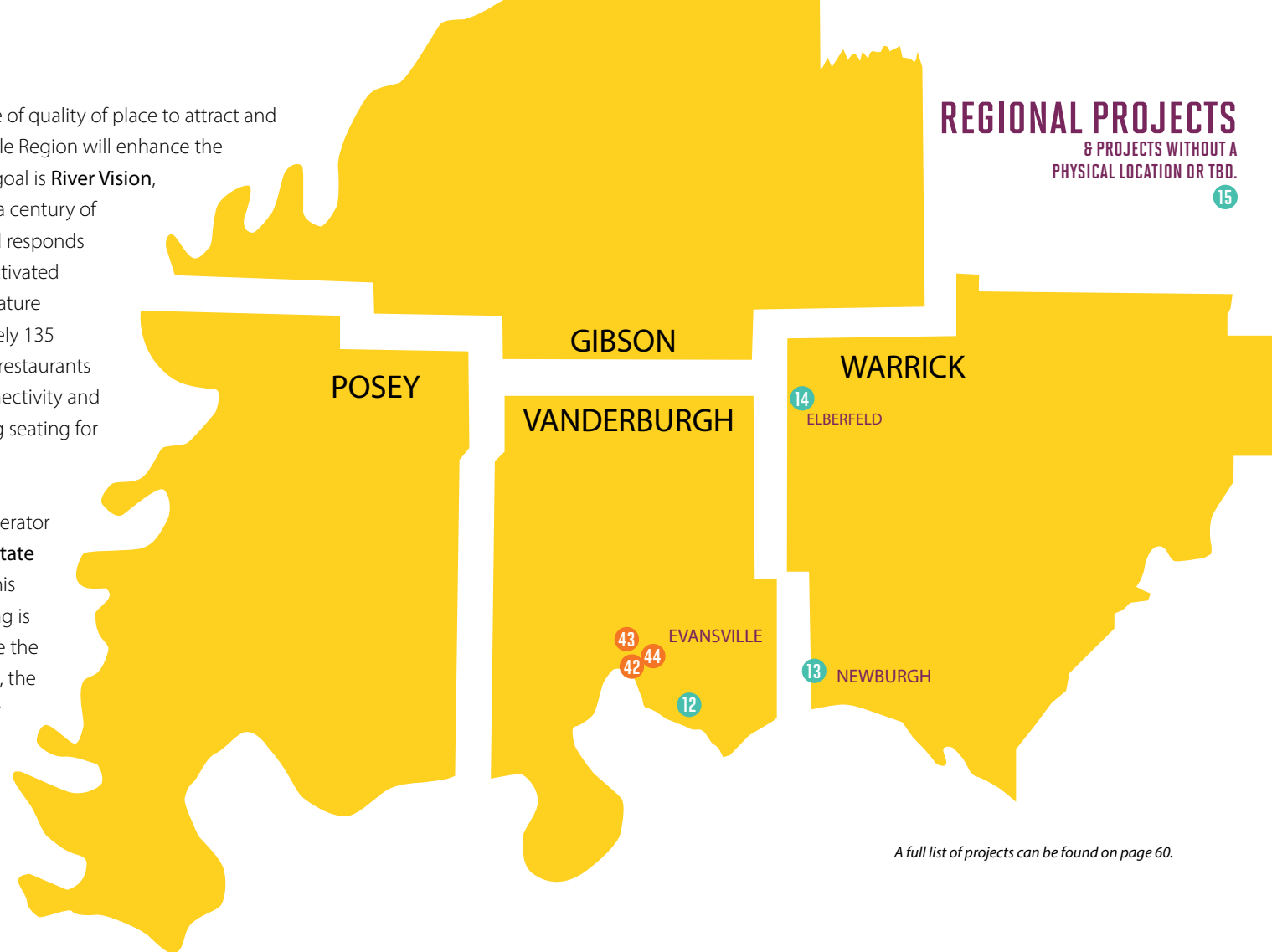
## EXECUTIVE SUMMARY

● **riverREADI** Reflecting the critical importance of quality of place to attract and retain talent and drive economic growth, the Evansville Region will enhance the region's "Front Porch" gathering space. Critical to this goal is **River Vision**, a collection of public and private projects that fulfills a century of plans for enhanced Ohio Riverfront development and responds to thousands of citizen surveys demanding a more activated and inviting waterfront destination. River Vision's signature development, the **River Center**, contains approximately 135 water-view, market-rate rentals, 32,000 square feet of restaurants and retailers, an active park, art installations, trail connectivity and a stair-step design that enhances views while creating seating for large events.

● **bridgeREADI** With a unique economic accelerator arriving as soon as 2027 in the form of the **new Interstate 69 Bridge**, the Evansville Region is ready to plan for this once-in-a-generation opportunity. Key to this planning is **identifying and controlling properties** that maximize the economic potential of the bridge and its key element, the Ohio River Crossing. BridgeLink, the bi-state advocacy organization leading the initiative, will work closely with state, federal and local governments, businesses and regional planning partners to create an **I-69 Corridor Master Plan** as a blueprint for capitalizing on this \$1.5 billion infrastructure investment.

## REGIONAL PROJECTS & PROJECTS WITHOUT A PHYSICAL LOCATION OR TBD.

15



A full list of projects can be found on page 60.

## TRANSFORMATIONAL IMPACT

To evaluate Talent 2025's proposed READI projects, the Evansville Region worked with economic development consulting firm Broad Ripple Strategies (BRS) to create an **evaluation matrix** containing assessment criteria across a range of benefit categories. Research on best practice communities, the latest thinking in place-based economic development, and BRS's experience from over 30 years in the field combined to inform estimates of the READI projects' potential impact and return on investment.

Overall, **the priority READI projects were determined to have very strong value for the investment criteria.** This was especially true for the projects' potential to drive additional investment in the Evansville Region, their benefit across all regional communities, and the region's enhanced competitiveness for talent. Importantly, project investments were determined to have long-term sustainability.

## EXECUTIVE SUMMARY

The READI projects' **potential for follow-on investment was the strongest overall assessment category**. If successfully activated and implemented, the READI projects have the potential to attract billions in follow-on investment to transform the Evansville Region's built environment, economy, workforce and quality of life and place.

Understanding that an important READI investment criterion is broad, long-term regional impact, the **Talent 2025 projects were expected to drive sustained investment** in direct and follow-on spending. An exception was housing, which is notoriously cyclical and prone to investment lulls.

**Assessment categories identified as lower** potential impact will need more focused strategy to ensure effectiveness. The areas that have the most opportunity for growth are direct investment, external perceptions, improved health outcomes and improved wealth equity. Even so, **certain individual projects provided strong return** for one or more of these categories.

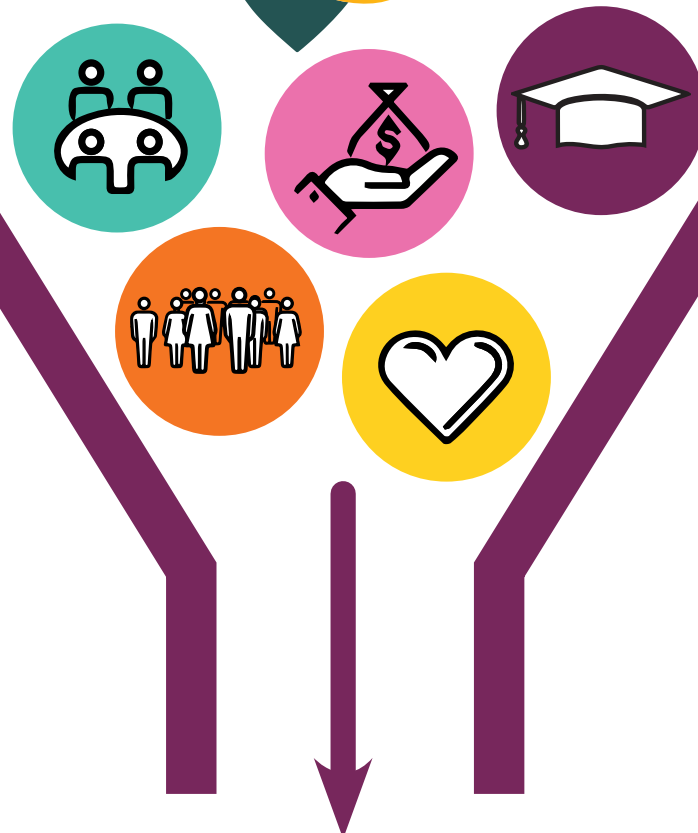
## THE ASK:

Achieving the distinct vision in this RDP requires strategic action and cooperation between the public sector, private sector and economic development partners. These opportunities will materialize with **proactive cooperation and resource identification**, specifically in financing the opportunities. That is why the region is asking for \$50+ million in READI funding. The ability to execute, as demonstrated with Regional Cities, clearly sets the Evansville Region apart and helps both Indiana as well as the broader community reach its collective goals. READI funding catalyzes the region achieving its vision. In fact, as this RDP demonstrates, SWIRDA is prepared to utilize more than \$50 million in READI dollars with the private investment and strategy needed to complete even more transformational projects.

In addition to READI investment, the region is prepared to work alongside the Indiana Economic Development Corporation on its offer to **secure funding sources available through state agencies**. Additional state funding that would pair with projects and initiatives include: redevelopment tax credits, certified technology parks, innovation vouchers, Manufacturing Readiness Grants, 21 Fund investments, Next Level Flights, Next Level Trails, Small Business Restart Grants, Career Accelerator Fund, Water Infrastructure Grants, Health Issues & Challenge Grants, etc.

***With the READI Initiative award of \$50+ million and the State of Indiana as a supportive partner, the Evansville Region will make a compelling case to talent why “e looks good on you”!***

# TALENT 2025



# READI





# OUR REGION

SECTION 1 •

# SIZED FOR SUCCESS

The Evansville Region is connected by neighboring cities and towns, and by neighborly people who live, work and play together every day. These communities are home to a thriving mix of business and industry, eclectic nightlife and diverse civic events. No matter where someone is from, everyone can find a place here. The Evansville Region is sized for success, just big enough to provide abundant opportunities for prosperity and personal achievement, yet just small enough to allow people and businesses to stand out and make a tangible impact on the community. At the end of each day, each person can see how “e” looks good on them.

The Evansville Region is made up of Vanderburgh, Warrick, Gibson and Posey counties, in order of population. There are 23 incorporated communities within these four counties, ranging from communities of 257 residents to nearly 120,000 people. The City of Evansville has a population of 117,557, which makes up 39% of the regional population of 303,535. As Indiana’s third largest city, Evansville is the retail, medical, entertainment and transportation hub for the Tri-State area, which is composed of Southwest Indiana, Northwest Kentucky and Southeast Illinois.

All 23 communities within Vanderburgh, Warrick, Gibson and Posey county are actively engaged in the strategic planning and implementation initiatives of the Regional Development Plan (RDP). Each community offers a unique contribution to the overall regional experience yet is fully aware that the success of the region relies on their collective ability to showcase exceptional quality of life. The smaller communities are participating and recognize that major projects in the larger cities will have a positive impact for them because they are stronger as a regional economy. Investments in urban areas of the region will beneficially impact rural communities, and vice versa.

## VANDERBURGH

EVANSVILLE  
DARMSTADT

## WARRICK

BOONVILLE  
NEWBURGH  
CHANDLER  
LYNNVILLE  
ELBERFELD  
TENNYSON

## GIBSON

PRINCETON  
FORT BRANCH  
OWENSVILLE  
OAKLAND CITY  
HAUBSTADT  
PATOKA  
HAZLETON  
FRANCISCO  
MACKEY  
SOMERVILLE

## POSEY

MOUNT VERNON  
POSEYVILLE  
NEW HARMONY  
CYNTHIANA  
GRIFFIN



Photos: Alex Morgan Imaging



# ACCELERATION & REGIONAL GROWTH

The Evansville Region is not what it used to be – it's better. In the last five years, the Evansville Region has seen extensive development and revitalization, driven by its people. People who wanted more to do on the weekends, people who wanted their cultures represented and people who had big dreams and ideas. The Evansville Region has reimagined itself and is not done yet.

The Evansville Region is primed for acceleration not only by the grassroots efforts of its residents, but by larger economic drivers that will transform the entire landscape of the Tri-State. Although the footprint of the core Evansville Region is inclusive of all communities located within the four counties, the economic drivers reach beyond the traditional boundaries of the four counties.

One of the key filters used to define the broader region is the economic and social interaction that occurs daily. The U.S. Bureau of Economic Analysis considers the region to include 24-counties located in three states. The two largest business sectors are advanced manufacturing and health/life science. Infrastructure and health care are two accelerators that will change the landscape of the region, and both are positive influences on the core region defined in the RDP.

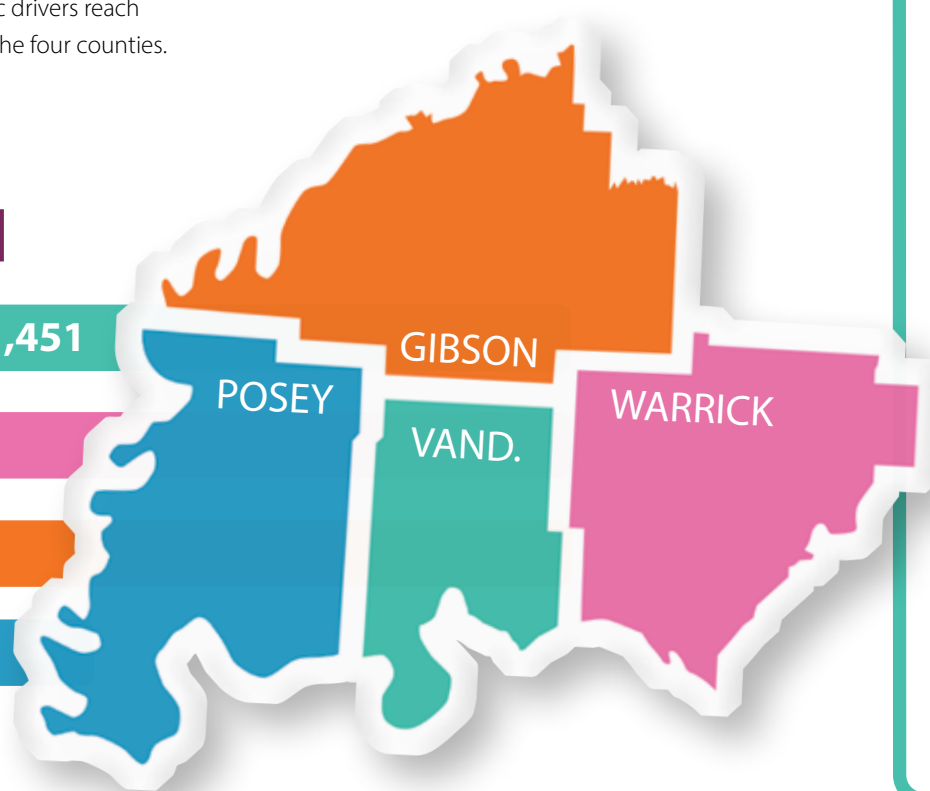
## REGIONAL POPULATION

VANDERBURGH: 181,451

WARRICK: 62,998

GIBSON: 33,659

POSEY: 25,427



Source: 2019 population estimates from the United States Census Bureau.

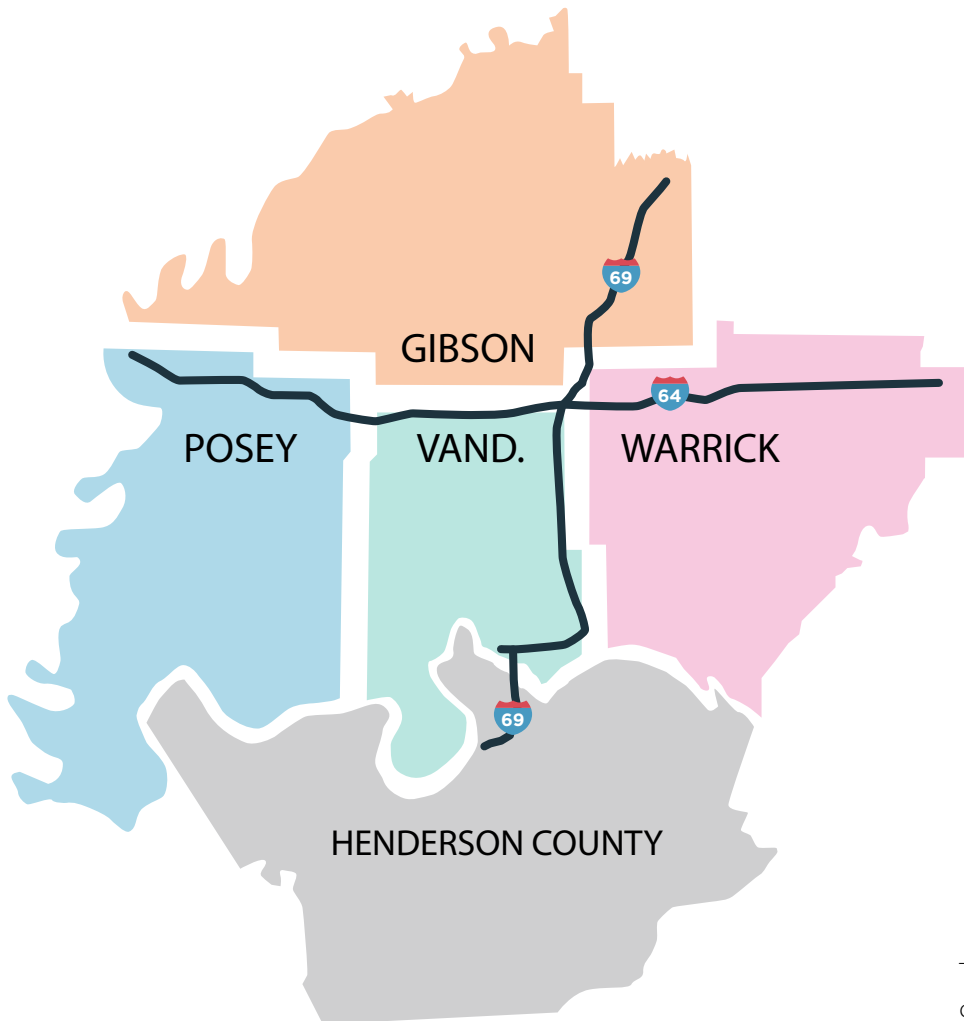
## MAJOR BUSINESSES & ANCHOR INSTITUTIONS





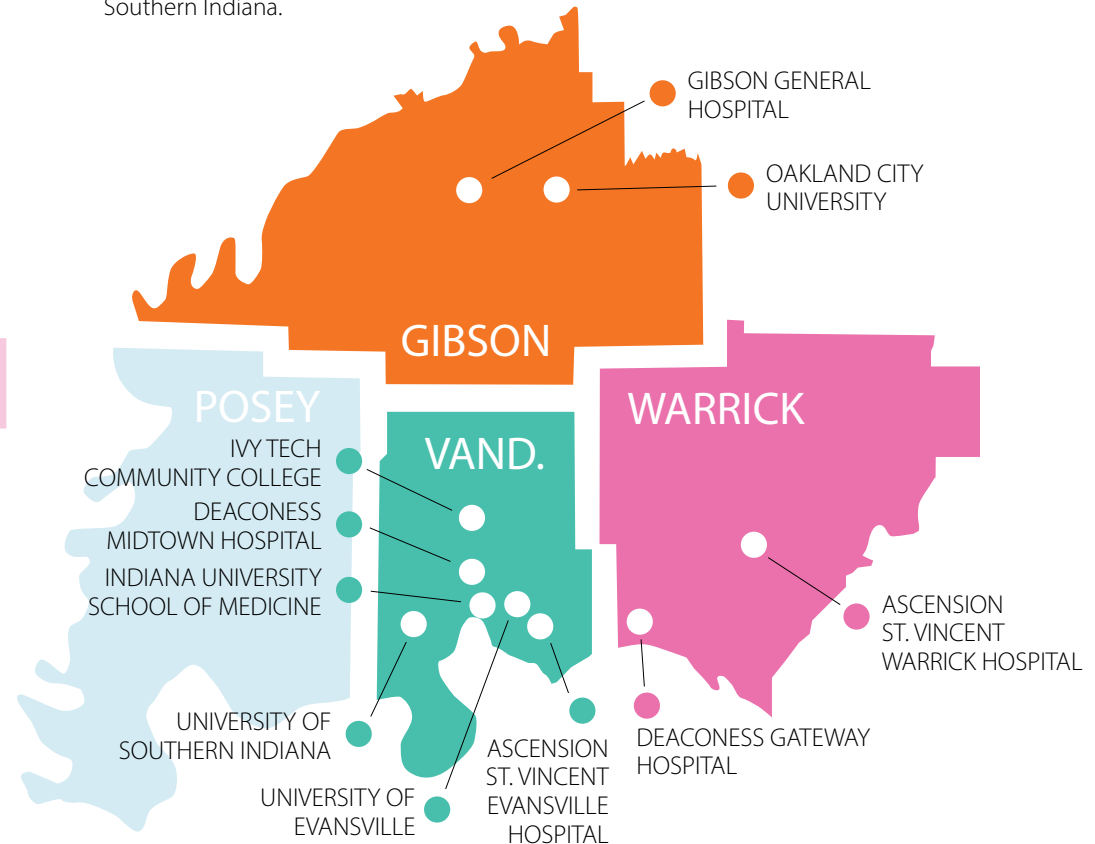
## I-69: A NEW INTERSTATE CONNECTION: BRIDGING THE REGION

Indiana and Kentucky are united and working together for a better way to cross the Ohio River. The I-69 corridor will be improved by creating an Ohio River Crossing between Evansville, IN and Henderson, KY. The bridge further defines the regional opportunities and collaboration efforts.



## LEVERAGING HOSPITAL AND HEALTH EDUCATION PARTNERSHIPS

The Southwest Indiana Graduate Medical Education Consortium (SIGMEC) is a collaboration of academic and hospital partners (see image below with partners.) The consortium offers a superior educational experience for Southern Indiana's medical residency programs, with the goal of increasing Indiana's medical residency talent. SIGMEC leverages partnerships across Indiana, and the region's hospital and health care network reaches 28 counties in Southern Indiana.



The Evansville Region has not identified any central stakeholders that are not actively part of the current RDP, but given the size of regional growth potential in both the I-69 Bridge and SIGMEC partnership, additional collaboration opportunities may be envisioned in the future.

# DEFINING OUR REGION: WHERE COLLABORATION IS EASY!



The Evansville Region has been collaborating regionally long before regionalism was a key phrase in economic development. The region has been defined through years of planning, collaboration, shared labor shed, public and private partnerships, economic development projects and community advancement opportunities. Over the past 15 years, the Economic Development Coalition of Southwest Indiana, the Southwest Indiana Chamber and the Growth Alliance for Greater Evansville have worked tirelessly – often side-by-side – to fuel economic and community growth. As these organizations came together, along with other civic and business leaders, they established a bold vision for the future prosperity of the Evansville Region and arrived at an important consensus: They are stronger and more effective together. From that realization, a new economic partnership was born.

Fast-forward to April 1, 2021... the Evansville Regional Economic Partnership (E-REP) was formed as an organization unified to advance the interests of businesses throughout the Evansville Region. The new economic partnership promotes regional economic development and vitality through catalytic leadership, collaborative planning and coordinated investment. E-REP continues to serve Vanderburgh, Warrick, Gibson and Posey counties in Indiana as the contracted regional economic development organization and supports partnerships in Henderson, KY. A public-private partnership, E-REP represents key anchor institutions, supports industry sector growth and innovation, and leads alignment between business leaders, community champions and the public sector. The Board of E-REP is deliberately inclusive and is guided by community, business and elected officials representing the entire region. Key stakeholders among the legacy organizations and E-REP can be found in the Appendix, Section 1.



In structuring the new organization, E-REP intentionally aligned efforts to leverage the unique capabilities and expertise of its many partners throughout the region. These regional connections help to further shape the region.

- The E-REP Elected Official Council includes mayors, county council presidents, commissioners, town board presidents and clerk-treasurers from the local municipalities in Vanderburgh, Warrick, Gibson and Posey counties.
- The E-REP Economic Development Council is made up of professional economic development partners including local economic development officials, chamber executives, Work One, IEDC liaison, Downtown Development as well as utility partners in Vanderburgh, Warrick, Gibson, Posey, Pike, Knox and Spencer counties.

## CONNECTING E-REP TO THE READI REGION

E-REP serves as the management arm for the Southwest Indiana Regional Development Authority (SWIRDA) which is the formal applicant for the READI initiative. SWIRDA is a quasi-unit of government formed in 2015 to serve as the Regional Development Authority, and its footprint mirrors the E-REP's official economic development partnership in Indiana. In 2015, Southwest Indiana became one of three recipients for the Regional Cities Initiative funding of \$42 million. The initiative built strategic quality of place amenities to attract and retain talent and strengthen the core of the community, and SWIRDA completed Regional Cities in 2020. The region is "READI" to build on the success of 19 projects that served as a launching pad for continued regional strategic planning.

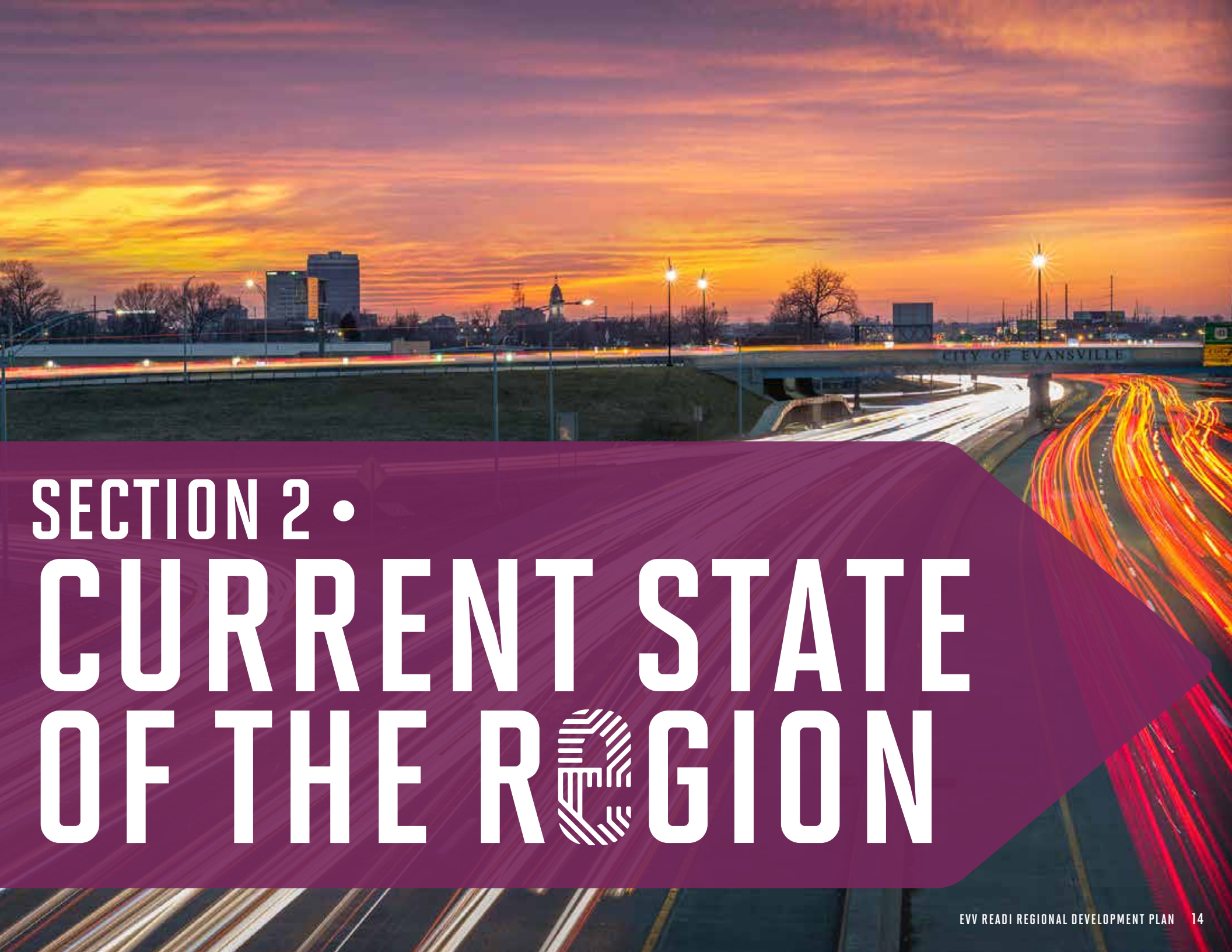
## TALENT 2025 STRATEGIC PLANNING

In 2019 E-REP, through its predecessor organizations, championed a regional strategic planning initiative known internally as Talent 2025. Talent 2025 is the road map for the RDP enabled by READI and is further outlined in Section 2. The result of this collective effort with engaging leadership, staff and stakeholders is an ambitious five-year plan to recast economic development to advance broad-based prosperity for the region. Talent 2025 reflects five counties, which includes Henderson, KY, acknowledging their important component of our census-determined MSA (Multiple Statistical Area). This is complementary to the SWIRDA-designated Evansville Region and E-REP economic development contracts in Indiana.

*Innovation Pointe, E-REP Headquarters,  
Downtown Evansville, IN*



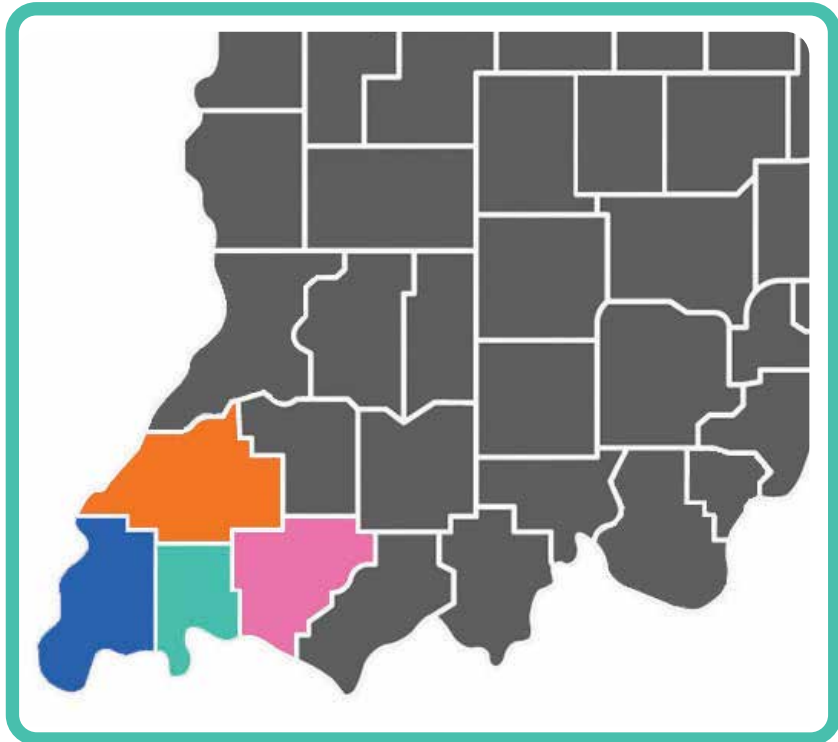




# SECTION 2 • CURRENT STATE OF THE REGION

# BY THE NUMBERS

The Evansville Region anchors Southern Indiana with the largest city in the state south of Indianapolis. The region overall has seen slight population growth over the last nine years and continues its strong position of having a robust economy driven largely by advanced manufacturing and health and life sciences. Vanderburgh, Warrick, Gibson and Posey counties all contribute to this growing region in their own unique way. Located 60 miles south of the median center of U.S. population, the Evansville Region offers lower transportation costs and easy access to almost every U.S. market. The region is uniquely centralized between four major metropolises – Indianapolis, Louisville, Nashville and St. Louis.



To succeed in population growth and retention, working regionally is key. The region must focus on strategies that will grow the population of the entire region, not just individual counties. A win for one county is not a win for all counties located within the region. Regionalism and working together on strategies to achieve population growth is critical because:

- If Posey County grows population 10%, but the other three counties decrease population by 1%, the region will have net population loss.
- If in-migration doubles, but current residents see a 10% decline, the region will again see population decline.
- If visitor counts to local attractions double, but population is stagnant, the region will not have met its growth goal.

As growth strategies are considered, there must be a comprehensive understanding of the region's current trajectory – the realities, opportunities and challenges. The following facts about population and demographics provide the basis for understanding of the current state of the region. The deep dive into metrics and the regional scorecard developed through Talent 2025 are located in Section 7 and Section 10, respectively.

# DEMOGRAPHIC DATA

Population in the Evansville Region grew 1.5% from 2010 through 2019 compared with 6.1% in the nation. Individual growth of each county is outlined in the following table.

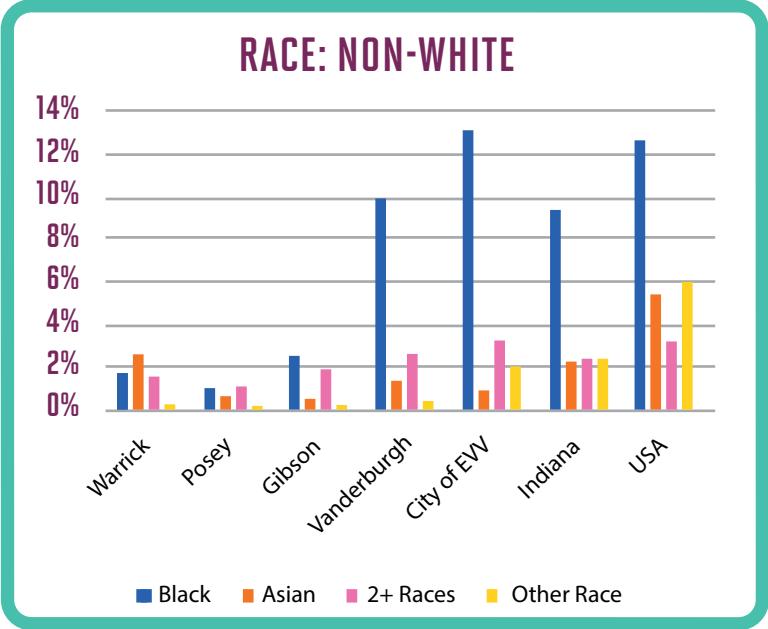
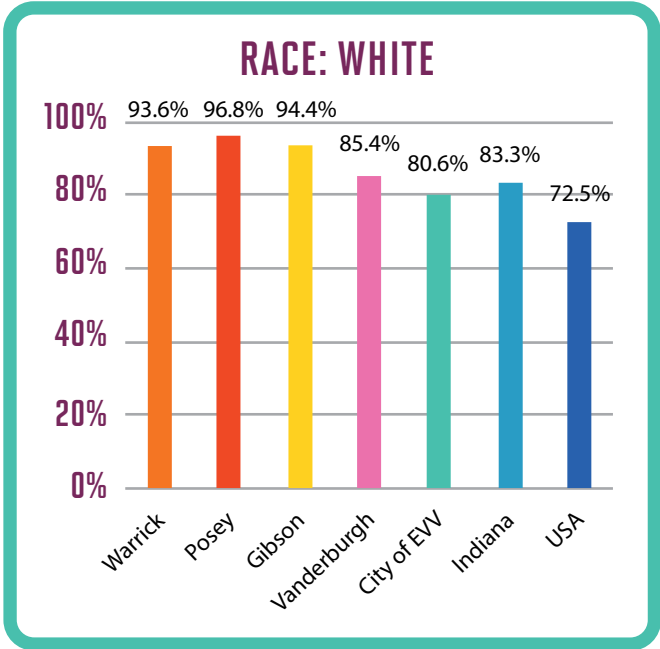
COUNTY	2010	2019	GROWTH (#)	GROWTH (%)
Vanderburgh	179,842	181,451	1,609	1%
Warrick	59,689	62,998	3,309	5.5%
Gibson	33,503	33,659	156	0.5%
Posey	25,910	25,427	(483)	-1.9%
Total Population	298,944	303,535	4,591	1.5%

Source: US Census Bureau, American Community Survey 2019

Warrick County had the largest percentage increase in population of the four counties from 2010 to 2019 with 5.5% overall increase. Most of the growth came from residents shuffling between Indiana counties including those within the Evansville Region, but 38% of Warrick in-migration came from out-of-state moves. Population growth in Vanderburgh and the City of Evansville saw a 1% population increase. Downtown Evansville saw a 5% population increase alongside increases in the outermost parts of the city limits.

Gibson County’s population increase was largely led by those in the 50-64 age range, which saw a 2010-2019 growth of 8%. Posey County saw a slight population decrease led by a 19% decrease in individuals in the 35-49 age range.

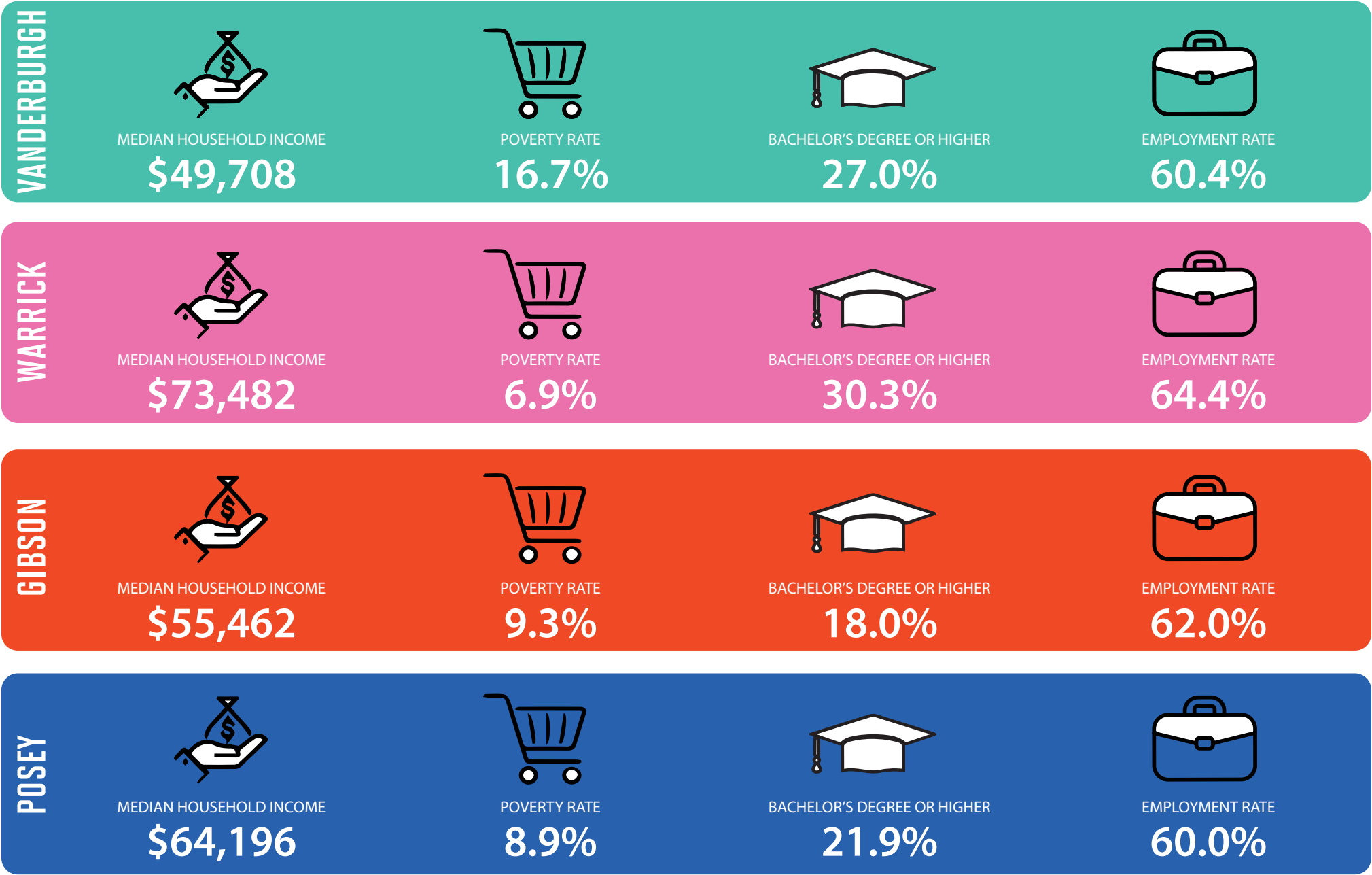
As is commonly the case in cities across the country, the central core of the region (in this case Vanderburgh County and the City of Evansville) is the most racially and economically diverse. The City of Evansville is 80.6% white; the ratio is over 93% for Gibson, Posey and Warrick counties. Further breakdown of how the four counties compare with the entire state and the country are listed to the right.



Source: U.S. Census, American Community Survey 2019



Other demographic statistics below – median household income, poverty rate, bachelor’s degree or higher, and employment rate – paint a picture of the four individual counties that make up the Evansville Region.



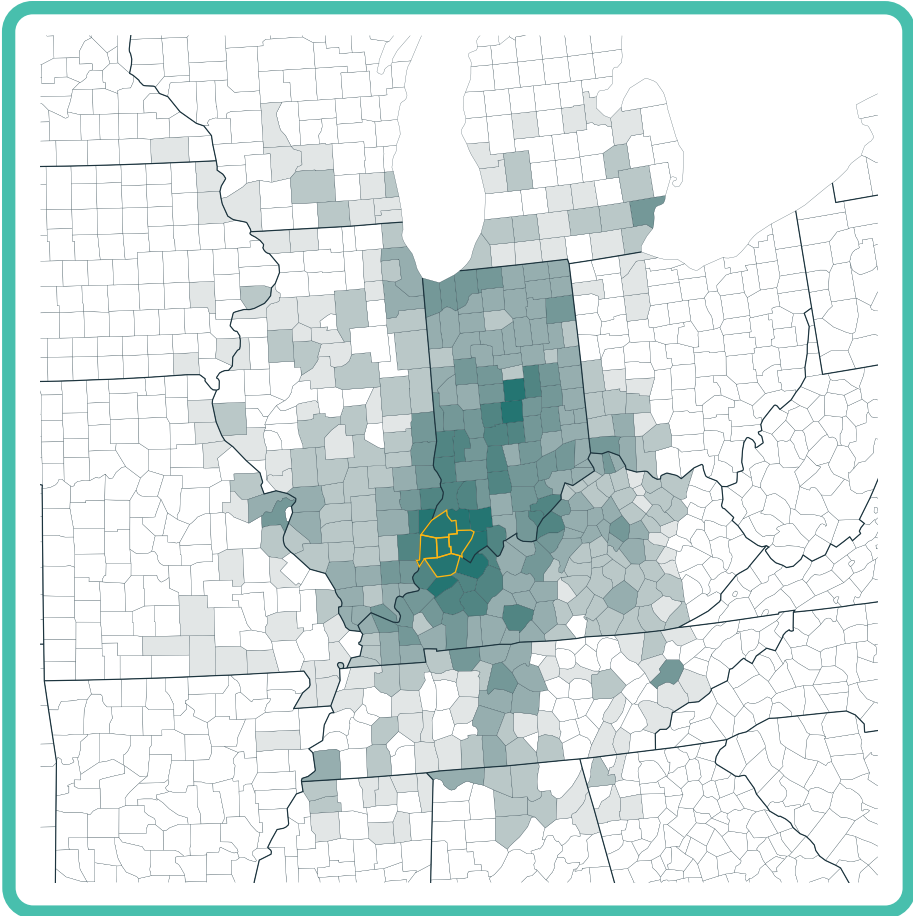
Source: U.S. Census, 2019 American Community Survey

2 • CURRENT STATE OF THE REGION

The growth in young professionals with a bachelor's degree or higher is a highlight within population growth statistics in the region. The map to the right shows how the City of Evansville compares to other cities around the state and some of the peer or aspirational cities from Talent 2025.

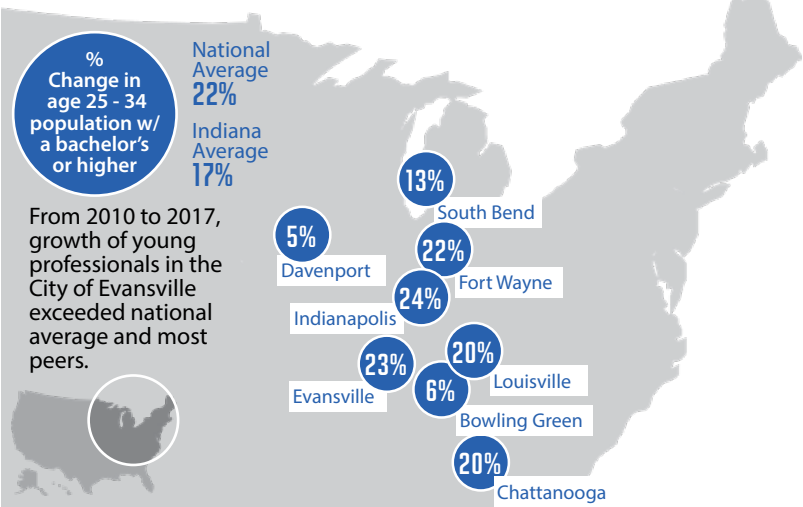
Warrick County saw an even higher percentage of growth in this young talent demographic in the period covered with 34% growth.

The Evansville Region has over 25,000 people who commute to the region for work.



Commuting Patterns; Source: Chmura's JobsEQ

POPULATION GROWTH OF  
YOUNG PROFESSIONALS BY CITY, 2010 - 2017



Source: US Census, American Community Survey



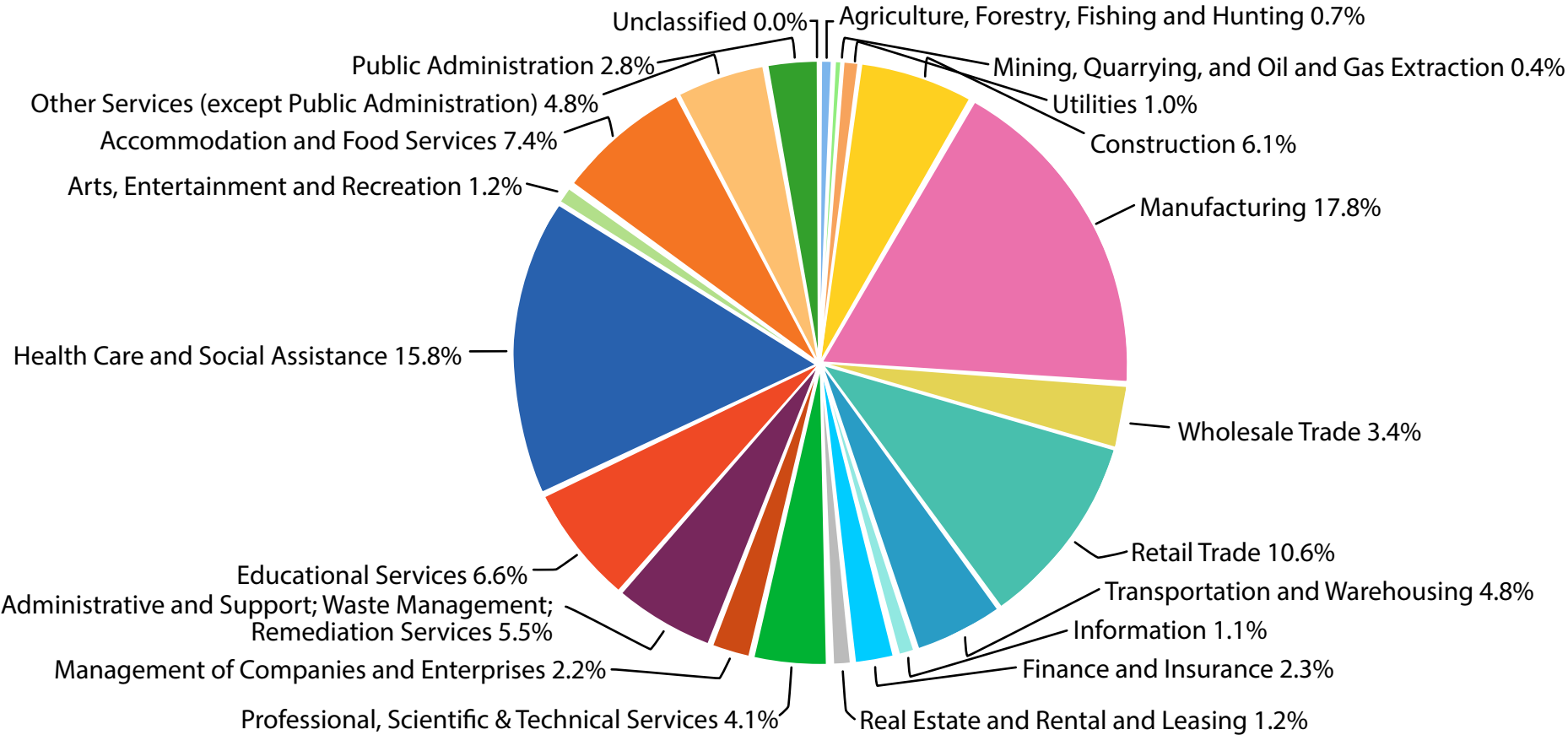
Members of the E-REP Young Professionals Alliance.

# ECONOMIC STATISTICS

The largest employment sector in the Evansville Region is Manufacturing, employing 27,396 workers. The next-largest sectors in the region are Health Care and Social Assistance (24,409 workers) and Retail Trade (16,287). The initiatives in the RDP speak to creating employment opportunities with higher income potential in these economic

sectors. High location quotients (LQs) indicate sectors in which a region has high concentrations of employment compared to the national average. The sectors with the largest LQs in the region are Manufacturing (LQ = 2.15), Utilities (1.88) and Management of Companies and Enterprises (1.43).

TOTAL WORKERS FOR EVANSVILLE REGION BY INDUSTRY



Source: JobsEQ® Data as of 2021 Q1

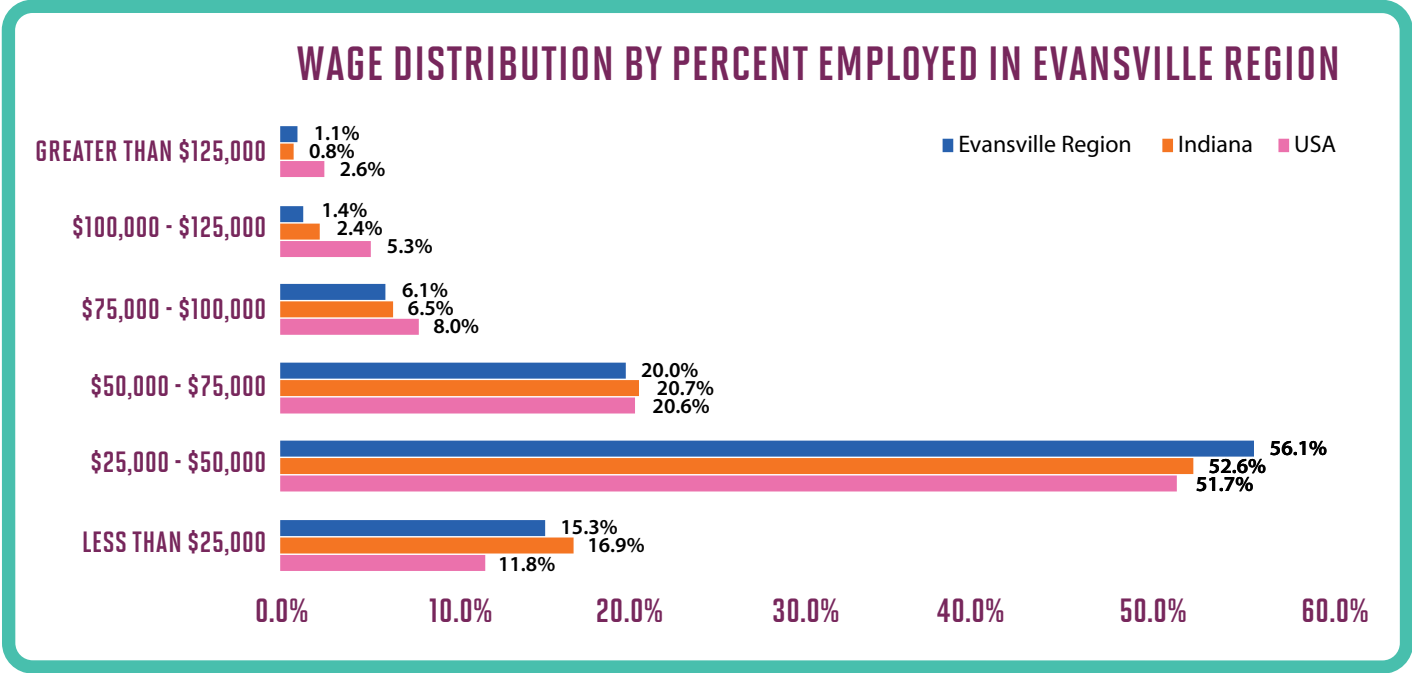


2 • CURRENT STATE OF THE REGION

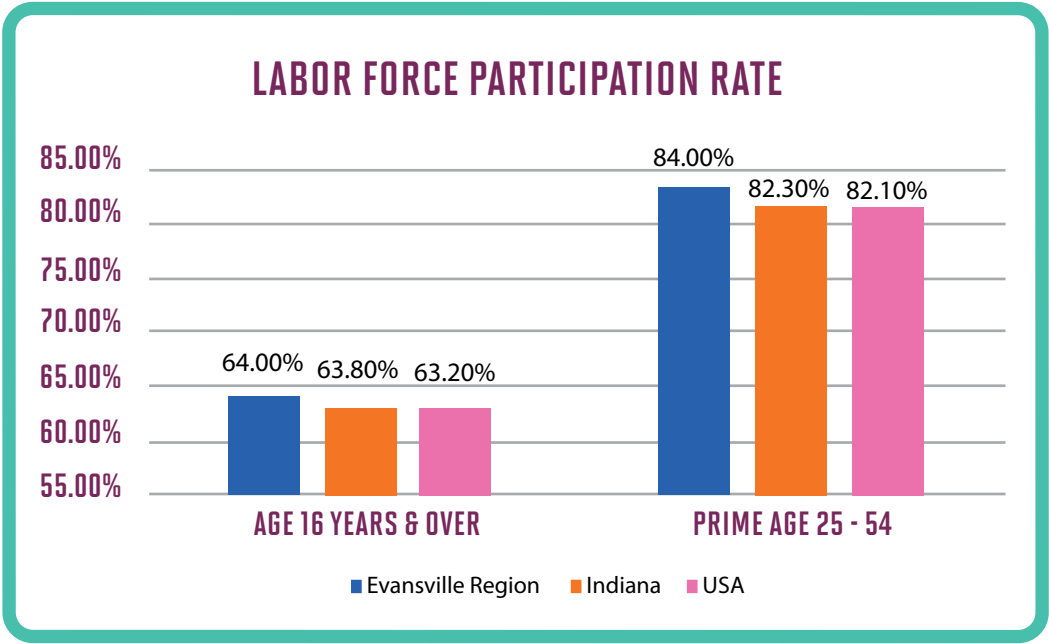
As shown in the charts, the majority of average wages per worker across all occupations in the Evansville Region falls in the \$25,000 to \$50,000 range. More than 56% of workers in the region are employed in this wage range, higher than both Indiana (52.6%) and the nation (51.7%). Conversely, the region has a smaller percentage of employment in higher-paying jobs, particularly in the \$100,00 to \$125,000 range (1.4%). The same trends generally hold at the county level, though Gibson County has 62.5% of employment in the \$25,000 to \$50,000 range, and Posey County has higher percentages than the rest of the region in both the \$50,000 to \$75,000 range (24.6%) and \$75,000 to \$100,000 range (7.5%). Both counties also have a lower percentage of workers making less than \$25,000.

Labor force participation rates in the Evansville Region are strong, slightly outpacing the state and national rates. This is an asset for business recruitment and expansion with companies looking for regions that can produce the workers needed to meet their growth needs.

A full report of regional data can be found in the Appendix, Section 2.



Source: Chmura's JobsEQ®



# LEADING TO TALENT 2025: HISTORY OF PREVIOUS PLANNING EFFORTS



The Evansville Region's Regional Development Plan (RDP) was not created overnight nor as a reactionary response to the READI funding announcement. The community vision and strategies laid out in the plan are the culmination of thoughtful planning that began as a data exercise in 2018. Regional stakeholders internally called this strategic planning process "Talent 2025". Externally to talent, the region is making the case why "e looks good on you" to its target population. This plan will execute on the region's vision to be the talent and economic region of choice in the Midwest by gaining resources that increase the size and capacity of the talent pool and enhance the quality of place. The RDP is built on the work of public and private entities throughout the Evansville Region and just across the river in Henderson, KY.

## TALENT 2025 STRATEGIC PLANNING PROGRESSION

### 2015

Regional Cities awarded to Evansville Region as a launching pad for regional development momentum through 19 one-off projects

### 2017

'e is for everyone' community branding initiative launched laying the foundation for regional storytelling



### 2018

Talent 2025 data-driven process began and key regional indicators identified to measure against peer and aspirational communities

### 2019

Talent 2025 workgroups created to embed a cross-sector collaborative approach in planning

### 2020

Talent 2025 priorities confirmed and regional stakeholders adopt as strategic plan; Talent 2025 Phase I and Phase II projects identified



### 2021

E-REP formed as unified economic development, community development and chamber organization to drive Talent 2025 priorities



### 2021

READI identified as opportunity to enable Talent 2025 Phase I projects

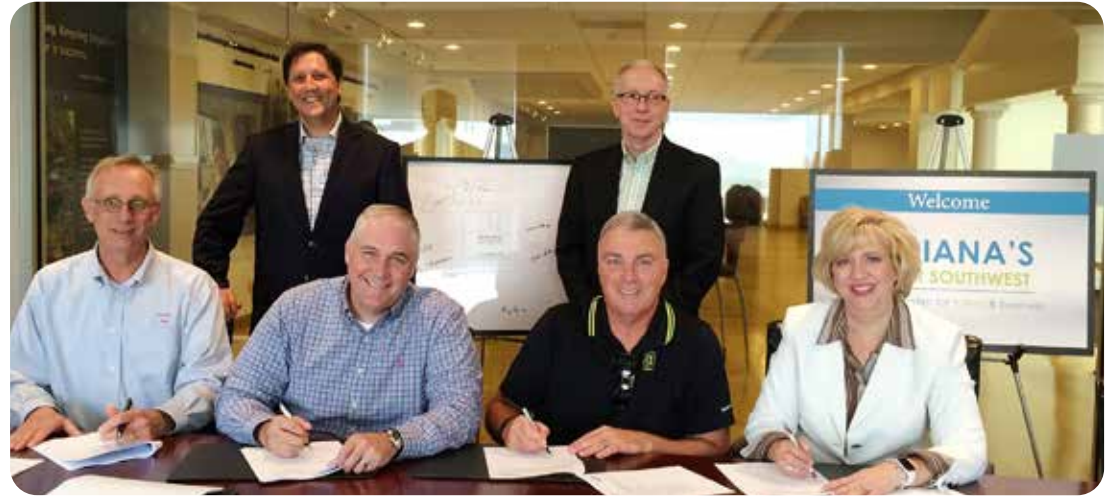
# A UNIFIED ORGANIZATION BUILT TO DRIVE TALENT 2025

In 2006, public and private leaders merged several legacy organizations to form the Economic Development Coalition of Southwest Indiana (Coalition), which served the economic development and community development planning needs of the four counties that comprise Southwest Indiana's portion of the region: Vanderburgh, Warrick, Gibson and Posey counties. The success of the Coalition's work in community development as well as supporting major employers' location, expansion and operating needs was extraordinary. Alongside the Coalition, the Southwest Indiana Chamber of Commerce had a 106-year history as an association of businesses advancing the climate for growth and prosperity in the same geography. These two organizations were long regarded as the shared voice of thought leadership, impactful services and aligned planning for the region. Along with the Southwest Indiana Small Business Development Center hosted by the SWIN Chamber, partner local Chambers and local economic development organizations including the Growth Alliance for Greater Evansville (GAGE), the Evansville Region developed a supportive culture for regional decision-making and regional action.

In 2021, the SWIN Chamber, Coalition and GAGE elected to merge into a unified entity to enhance the regional cohesion of the three legacy organizations and build on the trusted relationships. The Evansville Regional Economic Partnership, (E-REP) advances regional prosperity and global relevance by aligning the work of economic development with pro-economy public policy, community and entrepreneurial development, talent attraction, quality of place enhancement and strategies for regional growth. Developing and advancing the execution of Talent 2025 is among E-REP's top priorities.

## REGIONAL CITIES LEADS TO "E IS FOR EVERYONE":

When the Indiana's Great Southwest plan was awarded \$42 million in 2015 through the Regional Cities Initiative to advance quality of place on a regional basis, the region was a well-intentioned collection of communities that recognized they had to work together or fail. Four years later, the last of the gateway, core and supportive projects representing nearly \$1 billion of public, private and philanthropic investment was completed. The region transformed the physical landscape with 19 brick-and-mortar projects as well as changed cautious skepticism to enlightened recognition that counties must work together to thrive.



*Original SWIRDA board members sign Regional Cities Initiative award.*

Coming alongside the Regional Cities award, "e is for everyone" as the regional branding initiative began building on the Regional Cities' successes by making the case that the Evansville Region is a location where everyone is welcomed, valuable and important to its future. While celebratory in nature, the value of the "e is for everyone" initiative is proving itself month after month and year over year as employers throughout the region adopt the brand and incorporate it in their own marketing. Community organizations are also embedding "e is for everyone" in their missions and value statements. Benefits of the broad adoption of this aspirational brand campaign include an increase in pride among residents in all demographics, loyalty to the local businesses that incorporated "e is for everyone" branding, and broad-based momentum among community organizations. Grassroots opinion leaders affirm that the brand is proving a genuine reflection of the region. (Source: Net Promoter scores and University of Southern Indiana survey)

## THE IMPERATIVE FOR A REGIONAL STRATEGY:

Thanks to the launching pad of Regional Cities and the aligned "e is for everyone" brand strategy, the Evansville Region began to transform. The community was showing Indiana and the Midwest that it can be a Midwest region of choice while building confidence and pride. The associated stories of a connected, creative, celebratory and inclusive region began to prove out in social media and engagement to both internal residents and external aspirational communities. The Evansville Region was building its reputation as a welcoming and inclusive place to live by becoming just that.

## 2 • CURRENT STATE OF THE REGION

The timing was right for the next strategic planning exercise and a true regional strategy, not just a series of one-off projects. Talent 2025 began as a data-driven study in 2018. The Chmura indicator report can be found in the Appendix, Section 7. More than 40 community stakeholders – representing Vanderburgh, Warrick, Gibson and Posey counties in Indiana as well as Henderson County in Kentucky devoted almost a year to examining data, comparing peer regions and discussing a shared dilemma: How to grow into the talent and economic region of choice in the Midwest. The Talent 2025 data included the Evansville, IN-Henderson, KY MSA; more generally, Indiana’s third-largest city, and the surrounding counties of Vanderburgh, Gibson, Posey and Warrick in Indiana and Henderson, KY. The shared labor shed is also consistent with the Talent 2025 footprint. A summary of metrics and peer communities can be found in Section 7. A regional key indicator dashboard showing success metrics can be found in Section 10.

**A full SWOT analysis can be found in Section 5. Key thought-provoking points included:**

- Population had not grown significantly in 20 years
- Median household incomes were lower than peer communities
- Health indicators were bad and getting worse
- Poverty rates were trending in the wrong direction
- Educational attainment measures were not setting the region up for success

**However, there were some bright spots:**

- More of the youngest were in high-quality, early education than in years past
- Manufacturing sector was sound and growing
- Low cost of living was a high value

**In research, the data also showed advancing cities, communities and regions across the country share common traits that distinguish them from their counterparts who are stuck.**

**Cities, communities and regions who are growing:**

- |   |                               |
|---|-------------------------------|
| • Lead and collaborate                  | • Activate community support  |
| • Plan for inclusive growth             | • Engage anchor institutions  |
| • Tackle big problems by starting small | • Take risks, adjust, iterate |
| • Invest in data                        |                               |



*Community vision exercise through Leadership Everyone’s VOICE Initiative showcasing Downtown Mt. Vernon*

The region worked hard through Regional Cities and “e is for everyone” to advance its trajectory. But in order to have a true regional strategy, it would have to sustain a cross-sector collaborative approach to community advancement to catalyze transformation and impact. While there are many great things happening across the region, a systematic, coordinated and focused effort would be needed to positively impact demographic, economic, human capital and social changes in mind for the region.

**Five separate workgroups were convened to address different aspects of this objective and build upon a cross-sector collaborative approach:**

- Population growth
- Employment and wage growth
- Educational attainment
- Poverty
- Health

Additional information about the workgroups can be found in Section 3. Each group thoroughly studied secondary data for the region, identified national best practices and developed strategies to advance identified goals. A best practice summary from 4th Economy can be found in the Appendix, Section 2. Workgroups charged themselves to think differently about growth and change, to be intentional about welcoming new approaches, and to commit to outcome-driven strategies.





# TALENT 2025

## SIX KEY STRATEGIES

### POPULATION GROWTH

### EMPLOYMENT & WAGE GROWTH

### EDUCATIONAL ATTAINMENT

### HEALTH INDEX

### POVERTY REDUCTION

#### KEY FINDINGS THROUGH TALENT 2025:

- Regional strength currently lies in a **manufacturing industry, which is increasingly automating processes**
- Current manufacturing employees are **missing the skills they need to transition**; future workers are **uninformed about the education and experience they will need**
- The economic profile of the current manufacturing workforce suggests many employees are **at-risk of falling into poverty** if their jobs are displaced
- A second strength, **health & life sciences, requires more degreed professionals** than the current workforce offers
- A **lack of alignment** within and across industries, educators, nonprofit and government is hampering efforts to address these issues

Over the three years the Evansville Region invested in developing Talent 2025, six essential strategies were adopted and committed to by the more than 100 stakeholders involved in the data study, research and early planning process. The Evansville Region – including public and private business, elected officials, nonprofits, and like-minded organizations from throughout the five-county, bi-state region – adopted these priorities and committed to align effort, investment and measurable progress:

- *Align employment and wage growth around the **priority sectors of advanced manufacturing and health & life sciences.***

- Invest and **improve regional infrastructure** that will support innovation, new business start-ups and expansion of existing business.
- Increase **alignment between skills/credentials and future jobs** with a focus on building cradle to career, early childhood education through 14/16 education system.
- Create a **unified regional marketing platform** to consistently communicate the region's value proposition to all target audiences toward the specific goals of population and business growth.
- Initiate coordinated community-wide support and efforts to plan and implement solutions to **raise at-risk residents to self-sufficiency.**
- Accelerate the development and **adoption of policy, systems and environmental changes that support healthy habits, built environment and active living.**

As community leaders reached consensus on these strategies, it became evident that the centerpiece of the aspirations all revolved around sourcing, securing, developing and valuing talent. The aspirations are necessary for employer needs, for the enhanced quality of life for residents and for the future residents and businesses that plan to call the Evansville Region home.

**Talent 2025 is the shared commitment to each other and to the bright future envisioned for the Evansville Region.** Regional goals are further outlined in Section 7.

- **It is** an investment strategy, it is a programming strategy, it is a commitment to supporting strategies and projects that deliver outcomes toward the region's shared goals.
- **It is NOT** a physical development plan for the region although many strategies call for thoughtful planning and development initiatives
- It expects and depends on **broad-based** adoption and deliberate widening the scope and ownership of the agreed-upon goals.
- It expects to demonstrate **material progress by year-end 2025**, yet it recognizes that the strategies will have a longer timeline to be fully realized.
- It is enabled and aligns with 21st Century Talent Regions; with the services of the Southwest Indiana SBDC; and is complimentary of the Central Indiana Corporate Partnership Indiana GPS project.

#### TALENT 2025 PHASES

Talent 2025 tactics are divided into two phases. Overall, the Talent 2025 plan is highly aligned with the goals of READI. Phase 1 priorities are short-term projects and programs to be completed within five years. Phase II priorities are longer-term priorities. Section 8 further outlines how READI can enable Talent 2025 Phase 1. A summary of Talent 2025 tactics in both Phase I and II can be found in Appendix, Section 2.

# FUNDING ENABLERS FOR TALENT 2025:

## SOURCES OF FUNDS

Achieving the vision set forth in the RDP requires strategic action and cooperation between public sector, private sector and economic development partners.

Section 8 identifies market opportunities that can encourage high-quality development and initiatives. In many cases, these opportunities will not materialize without active intervention and cooperation between the public and private sector, specifically in the financing of the opportunities.

In this section, sources of funds have been highlighted that can come alongside READI and will be an important part of the development of key projects and initiatives. Catalytic projects are often also challenging projects. They require creative financing in order to succeed. In some cases, one or more of the tools listed below may need to be utilized.

## PRIVATE SECTOR INVESTMENT

Private sector investment is the cornerstone of the RDP. All projects are framed in a manner that fully leverages initial and future private sector investment. It is anticipated that private sector investment will be the largest source of funds, even exceeding the 3:1 requirement of the READI program. These private sources will come from a variety of sources including corporate investment, local investor equity, bank-leveraged debt and institutional investments.

## LOCAL PUBLIC SOURCES:

**City/County Budgets:** Projects that are a high priority for public entities may have funds designated via capital improvements in their department budgets. Infrastructure, performing arts venues and public space enhancements are specific areas that could receive this category of funding.

**Tax Increment Financing (TIF):** Property taxes generated from new investment in a designated area are set aside by the local government and reinvested in the area to promote development. All four counties and many of the respective jurisdictions have created tax increment financing districts and effectively utilize TIF funding.

**Tax Abatement/Phase-In:** A property tax deduction from the assessed valuation granted by the designated body for the construction of a new structure or rehabilitation. The number of years of tax phase-in is based on scoring of criteria such as capital investment, jobs created and wages.



Community vision exercise through Leadership Everyone's VOICE Initiative.

**Affordable Housing Fund (AHF):** This existing City of Evansville fund provides grants, loans and loan guarantees for the development, rehabilitation or financing of affordable housing for individuals and families whose income is at or below 80% of the county's median.

## TAX CREDITS

**New Market Tax Credits (NMTC):** The NMTC program incentivizes economic growth in targeted areas using federal tax credits that attract private investment in commercial properties and certain types of mixed-use developments.

**Low Income Housing Tax Credits (LIHTC):** This federal program subsidizes the acquisition, construction and rehabilitation of affordable rental housing for low- and moderate-income tenants.

**Historic Tax Credits (HTC):** The HTC program encourages the rehabilitation and reuse of historic buildings with federal tax credits.

**State Tax Credit Programs:** There are state programs that offer incentives for a variety of projects. The Indiana Redevelopment Tax Credit (RTC) is a good example of a program that may provide benefits to catalytic projects.

## REDUCED INTEREST/EQUITY

**Corporate/Equity Fund:** Leading local corporations could make contributions to a fund that can be used to provide equity for mission-aligned projects and land-banking key parcels. The formation of these funds has been key efforts in other major downtown revitalization effort across the country.

**Opportunity Zone:** A federal program that encourages those with capital gains to invest in low-income and undercapitalized communities. The Evansville Region has six federally designated opportunity zones.

**Revolving Loan:** A program that provides gap financing through a self-replenishing pool of money, using interest and principal payments on old loans to issue new ones.

## PHILANTHROPY:

**Naming Rights:** Civically minded corporations might be willing to invest significant funds in public projects, such as parks, trails and other community amenities, in exchange for naming rights or some other type of prominent advertising.

**Affordable and Workforce Housing:** Local companies may be willing to directly invest in a fund that supports affordable and workforce housing, particularly if the lack thereof affects their ability to attract and retain employees.

## AMERICAN RESCUE PLAN

Similar to counties, cities and towns across the country, the region will receive funds through the American Rescue Plan of 2021. Specific amounts include:

- City of Evansville ..... \$65M
- Vanderburgh County ..... \$35M
- City of Boonville ..... \$1.405M
- Gibson County ..... \$6.5M
- City of Mount Vernon ..... \$1.468M
- Posey County ..... \$4.9M
- City of Oakland City ..... \$543M
- Warrick County ..... \$12.2M
- City of Princeton ..... \$1.97M

## EDUCATION FUNDING TIED TO AMERICAN RESCUE PLAN

- EVSC ..... \$84M
- Warrick County School Corp. .... \$6.4M
- East/North/South Gibson ..... \$4.7M [total]
- Mt. Vernon / North Posey ..... \$2.5M

In addition to specific jurisdiction awards listed above, there are federal EDA grant programs or challenges that have been funded through the American Rescue Plan that could be applied for to secure funding for key initiatives, such as:

- Build Back Better Regional Challenge (EDA) ..... \$75M
- Good Jobs Challenge (EDA) ..... \$500M
- Economic Adjustment Assistance Challenge (EDA) ..... \$500M
- Travel, Tourism and Outdoor Recreation Grants (EDA) ..... \$750M
- Statewide Planning, Research and Network Grants (EDA) ..... \$90M

## GRANTS

**State & Federal Programs:** There are many federal and state resources currently proposed or recently announced that will bring hundreds of millions of dollars to the region. Some programs require matching funds or have other investment stipulations. The following is a listing of the funding resources that E-REP is monitoring for opportunities within the Evansville Region. (If amounts are known, they are included for reference.)

## FEDERAL

- Land Water Conservation Fund (DNR) ..... \$4.5M
- Recreational Trails (DNR) ..... \$1M
- STEM Talent Challenge (EDA) ..... \$2M
- Research and national Technical Assistance (EDA) ..... \$3.5M
- SWIF - State and Local Fiscal Recovery Funds Infrastructure ..... \$100M
- USDA Rural Development Loan/Grant Program (Various)
- Infrastructure Bill (Various)

## STATE

- New Flight Incentives ..... \$7M
- Next Level Trails (DNR) ..... \$35M
- Broadband (OCRA) ..... \$250M
- Small Business Restart Grants ..... \$60M
- Career Accelerator Fund ..... \$75M
- Water Infrastructure Grants ..... \$160M
- Health Issues & Challenge Grants ..... \$50M
- Evansville PSC Development Area ..... \$500K
- IHCD Development Fund
- IHCD Housing Trust Fund



# TALENT 2025

## GOAL #1

Be deliberate about bringing 5,000 high-paying new job opportunities to our region that build on our strong manufacturing history and secure its future.

## GOAL #2

Increase our population by 10,000 residents, half of which are in the early stage of their careers.

## GOAL #3

A highly trained workforce that is globally competitive and relevant.

## GOAL #4

Reduce the percentage of households living in poverty.

## GOAL #5

Get healthier – improve the quality and quantity of our residents' lives.





SECTION 3 •

# STAKEHOLDERS & EXECUTION

# TEAM WORK MAKES THE DREAM WORK!



Talent 2025 is driven by five key community organizations focused on improving the Evansville Region. Each organization developed core strategies and tactics to achieve the overall goals of Talent 2025.

A full listing of community champions, stakeholders and anchor institutions can be found in the Appendix, Section 3 along with contact information for the key leaders.

**EVANSVILLE REGIONAL BUSINESS COMMITTEE (ERBC):** A group of executives representing the largest businesses in the Evansville Region with a mission to advance regional prosperity by advocating, collaborating and engaging on key initiatives and investments. ERBC is providing *overall support* for Talent 2025.

**WELBORN BAPTIST FOUNDATION:** The Foundation seeks to help nonprofit organizations thrive and transform the Region by investing in nonprofit excellence, early learning, healthy eating and activity, and Christ-centered living. The Foundation is leading the *health strategy*.

**JUNIOR ACHIEVEMENT OF SOUTHWESTERN INDIANA (JA):** JA's mission is to inspire and prepare young people to succeed. JA's programs – in core areas of work readiness, entrepreneurship and financial literacy – ignite young people to experience and realize the realities of work and life in the 21st century. JA is leading the *education strategy*.

**United Way of Southwestern Indiana:** United Way unites resources to address community issues. Its vision is to see a community where all individuals and families have the opportunity to achieve their full potential. United Way is leading the *poverty strategy*.

**Evansville Regional Economic Partnership (E-REP):** E-REP leads regional economic development, business growth and investment, and regional economic vitality through catalytic leadership, collaborative planning and coordinated investment. EREP is leading the *population growth, employment growth and wage growth strategies*.



# WE KNOW HOW TO IMPLEMENT A PLAN!



Demonstrating once again that the Evansville Region knows about collaboration, it was the first in the state to create a four-county ordinance in 2015 to form its Regional Development Authority (RDA). The Southwest Indiana Regional Development Authority (SWIRDA) will serve as the applicant for READI. All members of the five-member RDA have been involved in the Talent 2025 planning process. Formation documents can be found in the Appendix, Section 3.

As the applicant for READI, SWIRDA will have the overall responsibility for implementing the RDP. SWIRDA has designated E-REP to provide project management staffing and oversight to execute the RDP. E-REP’s role will include budget and schedule management; coordination with and reporting to the Indiana Economic Development Corporation; coordination and communication of general project information with the public and local media; and coordination with SWIRDA, local government officials and each project point of contact.

Talent 2025 will be the Regional Development Plan (RDP) with Phase I enabled by READI. The goals of Talent 2025 align with the goals of READI, enabling key projects and tactics in the RDP. As the management arm of SWIRDA, E-REP developed a strategic process aligned with stakeholders and anchor institutions to prioritize projects and programs that meet the READI goals and timeline within Talent 2025.

With E-REP as a key partner in Talent 2025 and also as the management arm for SWIRDA to execute the RDP, there is alignment in implementing the RDP. SWIRDA, EREP, ERBC, Welborn Baptist Foundation, United Way of SWIN, and JA are committed to this community planning process and the success of Talent 2025 enabled by READI.



### 3 • STAKEHOLDERS & EXECUTION

The Community Engagement approach to connect Talent 2025 with READI is outlined in Section 4. The following summarizes how stakeholders' roles are defined in terms of the RDP.

#### A. Applicant: Southwest Indiana Regional Development Authority (SWIRDA)

- Vanderburgh County: Jim Ryan, Chairman and CEO, Old National Bank;
- Warrick County Representative
- Posey County: Beth McFadin Higgins, Mt. Vernon, Indiana, attorney, McFadin Higgins & Folz;
- Gibson County: Tim Hollander, Vice President of Manufacturing, Toyota Indiana; and,
- City of Evansville: Steve Greenley, Senior Vice President Generation Development, CenterPoint Energy

#### B. Managing arm and project team: E-REP

- Greg Wathen and Tara Barney serve as Co-CEOs
- If awarded READI funding, SWIRDA will empower E-REP as the management arm to execute the READI-enabled plan. READI implementation can build upon the successful execution process of the Regional Cities Initiative.

**C. Steering Committee** (30 people): Business Leaders, Elected Officials, Community Partners and Anchor Institutions tasked with reviewing projects and transformational Talent 2025 ideas that fit within READI criteria. A full listing of participants is on this page to the right.

**D. Working Group** (80-100 people): Larger community group tasked with providing feedback during steering committee's project identification and refinement process. This group served as a conduit for broader communities' input and provided feedback to steering committee and project team.

Participants included:

- Business leaders, entrepreneurs, elected officials, community partners, E-REP Executive Committee, airport, downtowns, Evansville Metropolitan Planning Organization, and Talent 2025 and anchor institutions such as universities, libraries and hospitals.

## STEERING COMMITTEE:

- Jim Ryan – Old National Bank
- Beth McFadin Higgins – McFadin Higgins & Folz
- Tim Hollander – Toyota
- Steve Greenley – CenterPoint Energy
- Howard Nevins – InTerraChem
- Mayor Greg Wright – City of Princeton
- Mayor Lloyd Winnecke – City of Evansville
- Commissioner Cheryl Musgrave – Vanderburgh County
- Mayor Bill Curtis – City of Mt. Vernon
- Councilman Ron Bacon – Warrick County
- Candace Chapman – Downtown Development
- Steve Roelle – Success Warrick County
- Tami Muckerheide – Gibson County EDC
- Jenna Richardt – Posey County Economic Development Partnership
- Johnathan Pope – YMCA
- Shawn McCoy – Deaconess
- Dan Parod – Ascension St. Vincent
- Evan Beck – Woodward Realty
- Pete Paradossi – ERBC
- Amanda Schmitt – CenterPoint Energy
- Jill Carpenter – Community Foundation Alliance
- Amy Canterbury – United Way
- Pat Creech – Welborn Foundation
- Bob Jones – Greater Evansville Relief Fund
- Marcia Forston – Junior Achievement (SWIN)
- Sally Rideout – Rideout Public Affairs
- Josh Armstrong – Downtown Evansville EID
- Tara Barney – E-REP
- Audrie Burkett – E-REP
- Greg Wathen – E-REP
- Ashley Riester – E-REP



Working Group

# SECTION 4 • COMMUNITY ENGAGEMENT





# COMMUNITY ENGAGEMENT

The Evansville Region has a strong history of working together for the betterment of the region, and the Talent 2025 planning process is the culmination of a true regional approach. More than 50 community stakeholders - representing Vanderburgh, Warrick, Gibson and Posey Counties in Indiana and Henderson County in Kentucky - devoted a year to understand the data behind growing the community into the talent and economic region of choice in the Midwest.

Metrics and a regional scorecard were created to be used by the key community organizations developing the Talent 2025 strategies. Workgroups made up of community champion organizations were then established. Below is a summary of how each workgroup involved the community with over 400 participating in workgroup or collective impact work.

**Population and Wage Growth:** The Evansville Regional Economic Partnership is leading the population growth as well as the employment and wage growth goals. A workgroup was created for population growth with a second workgroup created for employment and wage growth. Affiliates include: Berry Global, University of Evansville, Old National Bank, Toyota, Redstitch Digital, For Evansville, AstraZeneca, IU School of Medicine-Evansville, University of Southern Indiana, Kyndle, Elevate Ventures, Posey County Economic Development Partnership and SS&C Technologies.

**Educational Attainment:** Junior Achievement of Southwest Indiana is leading the educational attainment goals. An initial workgroup was created and comprised of Koch Enterprises, Evansville Vanderburgh School Corporation, Ivy Tech Community College, Warrick School District, Flanders, Audubon Kid Zone, University of Southern Indiana, University of Evansville, and Young and Established. Once the initial strategies were developed, a collective impact model was implemented to engage the community with over 165 individuals participating.

**Health Index:** The Welborn Baptist Foundation is leading the health index goals. An initial workgroup was created and comprised of Ascension St. Vincent, Deaconess Health Systems, University of Southern Indiana, ECHO Community Health Care and Vanderburgh Health Department. Once the initial strategies were developed, a collective impact model was implemented to engage the community with over 70 individuals participating.

**Poverty Reduction:** United Way of Southwestern Indiana is leading the poverty reduction goals. An initial workgroup was created and comprised of Evansville Christian Life Center, HOPE of Evansville, Audubon Kids Zone, Memorial Community Development Corporation, Evansville Vanderburgh Public Library and CenterPoint Energy Foundation. Once the initial strategies were developed, a collective impact model was implemented to engage the community with 133 individuals participating.

## MEDIA COVERAGE



### E-REP JUNE NEWSLETTER



### E-REP GUIDING PRINCIPLE: Advance regional prosperity and global relevance



### POLICY: Regional Leaders Ramping Up for the \$500 Million READI Program



### READI PROGRAM MUST-HAVES:



### FOR IMMEDIATE RELEASE



### Evansville region organizes for READI Program application



### BUSINESS



### PRESS RELEASE



### COURIER & PRESS SUNDAY BUSINESS SECTION

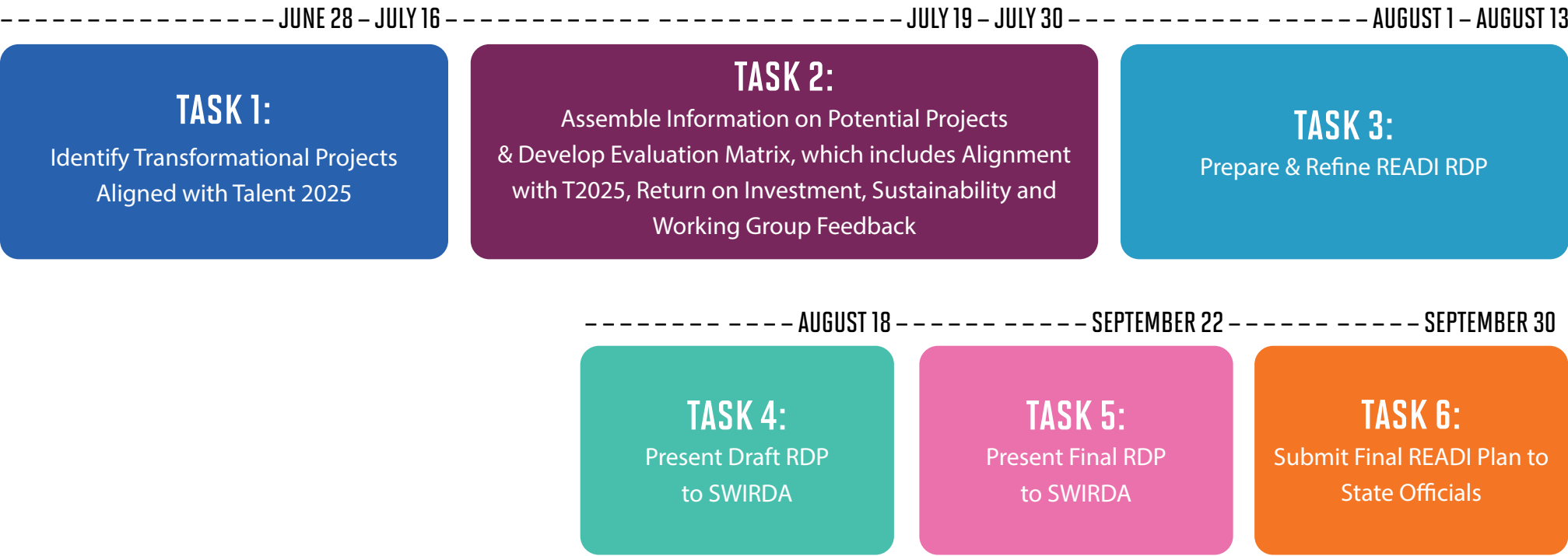


# CONTINUING COMMUNITY ENGAGEMENT WITH THE READI OPPORTUNITY

The Talent 2025 workgroups will continue over the next several years to execute strategies and tactics. With the opportunity for READI as a funding source of Talent 2025 initiatives, the application and planning process for the READI enabled portion of the Talent 2025 plan continues to be a community engaged process while holding true to the goals and objectives created through Talent 2025. The Stakeholder and Execution process is outlined in Section 3. A summary of READI Key project meetings is listed in the Appendix, Section 4.

As a quasi-unit of government participating in open door policy, the Southwest Indiana Regional Development Authority (SWIRDA), the READI applicant, is committed to transparency. All SWIRDA meetings require proper public notice and are open to the public. They will continue to remain open to the public after the READI submission. As the management arm of SWIRDA, E-REP developed a strategic and inclusive process to prioritize projects and programs that meet the READI goals and timeline within Talent 2025. The application and planning process for the READI enabled portion of the Talent 2025 plan will continue to be a community engaged process.

## READI PLANNING PROCESS HIGHLIGHTS COMMUNITY ENGAGEMENT



## TASK 1:

Identify  
Transformational  
Projects  
Aligned  
with  
Talent 2025

JUNE 28 – JULY 16

## GOAL:

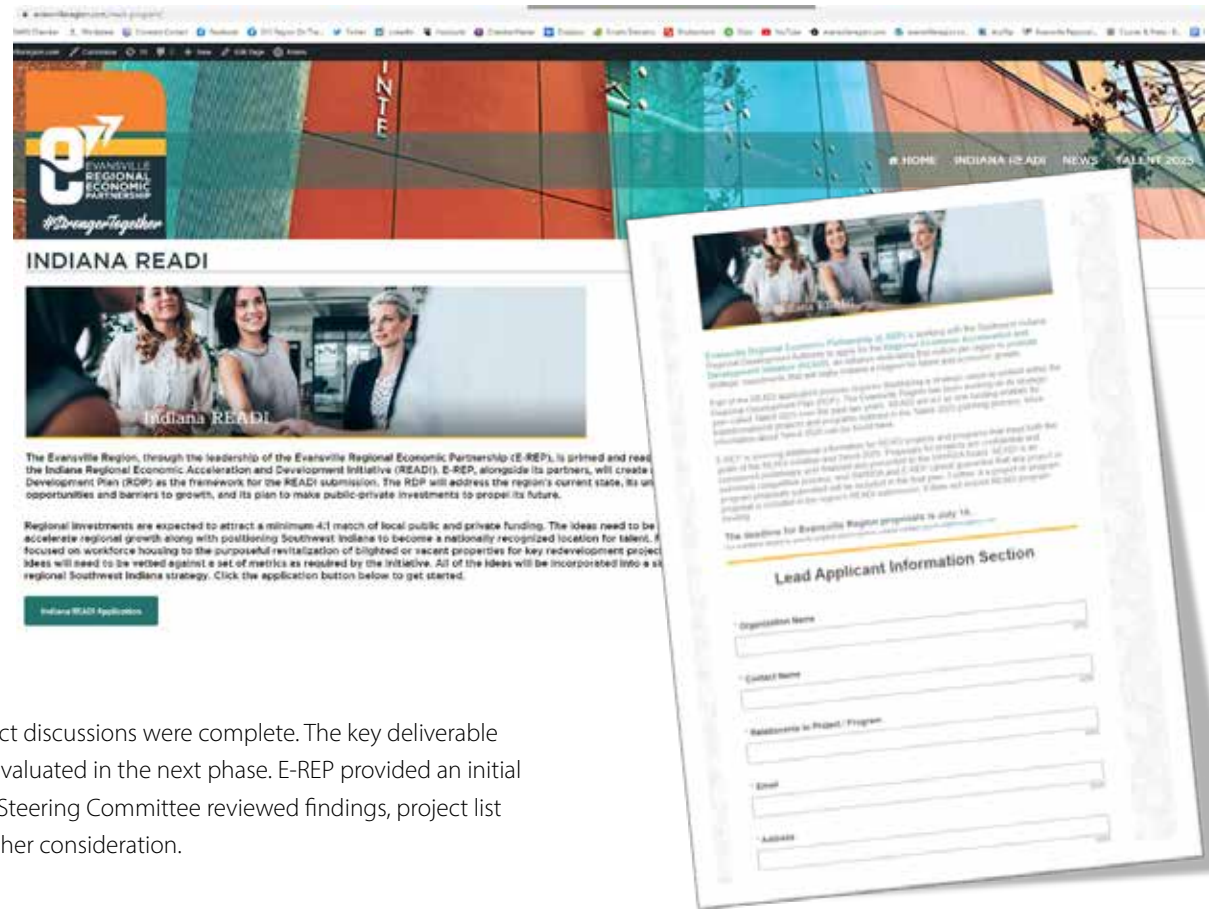
Understand the  
Talent 2025 regional  
vision and review  
the READI eligible  
projects in the  
region.

## DELIVERABLE:

List of potential READI projects and  
descriptions to be evaluated in  
the next phase.

The meetings began with E-REP briefing the steering committee on the READI initiative and its associated benefits. E-REP laid the groundwork to understand the alignment between Talent 2025 and READI while prompting the identification of transformative projects. This was followed by an iterative process to ensure that all ideas were brought forward for consideration. The result would be an exhaustive list of projects that can leverage private investment. All efforts were made to hold meetings at the convenience of steering committee members and at a variety of times.

During Task 1, E-REP created an online form tool allowing potential project or program partners to submit additional ideas that aligned with READI goals and Talent 2025. The E-REP team had conversations with over 125 partners with ideas ranging in size, fruition and complexity. A press release was also published to ensure that project ideas were gathered from every corner of our region.



By July 16, all preliminary exploratory briefings and preliminary project discussions were complete. The key deliverable for this task was a list of all potential projects and descriptions to be evaluated in the next phase. E-REP provided an initial project list and continued sourcing ideas with regional stakeholders. Steering Committee reviewed findings, project list and input from stakeholder meetings to ensure all ideas received further consideration.

## TASK 2:

Work with Steering Committee to Assemble Information on Potential Projects & Develop Evaluation Matrix

JULY 19 - JULY 30

## GOAL:

Assemble project information and create evaluation matrix and criteria to prioritize projects and frame a review of a draft of the Regional Development Plan. Facilitate a larger working group session as an additional filter on projects.

## DELIVERABLES:

Evaluation Matrix with Established Criteria for Prioritizing Projects, Initial List of Priority Projects based on Matrix, Draft Framework for READI RDP.

During this period, the E-REP team along with the Steering Committee assembled information for all potentially viable projects identified under Task 1. Details of each project were enumerated, such as estimated timelines/start/completion; anticipated funding sources; project readiness; and both capital and operating cost budgets.

E-REP developed an Evaluation Matrix to compare the benefits of the projects identified. Evaluation criteria was developed to objectively prioritize projects. The Evaluation Matrix was then populated with data and values for the various criteria assigned. The result was an initial list of priority projects for the READI Regional Development Plan (RDP).

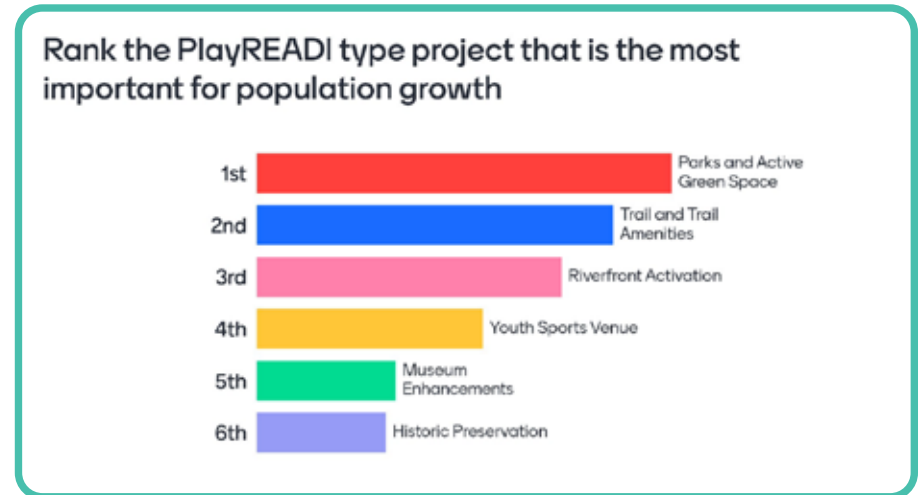
### The Evaluation Matrix included:

- Alignment with Talent 2025
- Return on Investment
- Sustainability
- Working Group Feedback



On July 27, a larger Working Group gathered as an additional filter on transformational projects. This exercise was conducted through a facilitator. The 100+ person Working Group consisted of E-REP Executive Committee members, Talent 2025 workstream leads, stakeholders, elected officials, business and nonprofit leaders, and anchor institutions. The Working Group meeting yielded a wealth of information that was brought to the Steering Committee.

Results from the Menti text-in polling tool that was used with the Working Group are below:



E-REP further analyzed data collected through VOICE, which is a multi-year, region-wide initiative facilitated, produced and managed by Leadership Everyone. VOICE is a community-wide, citizen-driven visioning process that asks citizens to share their ideas and visions for the region's preferred future to build strategic actions toward collaborative goals. The sessions allow respectful conversations to take place, all voices to be heard, and every vision to be documented. **Some 3,000 people took part in 32 visioning sessions.** The data collected from these sessions is broadly utilized by community leaders – and is now used during the READI planning process – to launch, organize and support collaborative projects. The number one vision from all the sessions is that Evansville Region

residents want to see enhanced quality of place. Some of the most common quality of place visions are highlighted below. Additional details about VOICE data summaries can be found in Appendix, Section 4.

**Working Group and Voice sessions highlighted the importance of:**

1. Riverfront development & activation
2. Housing near or walkable to lifestyle services, work and multi-modal trails
3. Importance of activated greenspace and trail amenities



## TASK 3:

Prepare & Refine  
RDP

AUGUST 1 - AUGUST 13

## GOAL:

Prepare &  
Refine RDP.

## DELIVERABLE:

Initial Draft RDP  
with Highlighted  
Potential Projects  
Identified.

Task 3 consisted of reviewing feedback from Steering Committee and subcommittee members to further clarify and refine projects and priorities. E-REP helped gather and share feedback on the draft strategy to the Steering Committee. The process of defining, clarifying and refining projects was ongoing. Continuing to populate and consider the Project Evaluation Matrix with pertinent information was key to refining priority projects. E-REP created a list of highlighted potential projects and initiatives demonstrating the transformational opportunity and strong alignment with the goals of Talent 2025 and READI. These spotlights show how the Evansville Region can achieve its overall goals and strategies put forth in the RDP. Highlighted potential projects and initiatives also showcase how the region can meet and exceed the 4:1 match expectation established by the Indiana Economic Development Corporation. Projects identified throughout the entire READI process, even those not scoring highly on the evaluation matrix, are worthy economic development projects that E-REP will drive move forward outside of READI as the regional economic development partner.

## TASK 4:

Present Draft  
RDP to SWIRDA

AUGUST 18

## GOAL:

Present the Draft  
RDP to SWIRDA.

The initial draft RDP document was shared with SWIRDA for review. In accordance with the Guidelines for READI, the RDP was presented at SWIRDA meeting and received approval to progress to final draft.

## TASK 5:

Present Final  
RDP to SWIRDA

SEPTEMBER 22

## GOAL:

Present the Final  
RDP to SWIRDA  
for approval.

The Final RDP was refined by E-REP in accordance with the Guidelines for READI and shared at SWIRDA meeting for approval.

## TASK 6:

Submit Final  
READI Plan to  
State Officials

SEPTEMBER 30

On behalf of SWIRDA, the E-REP team submitted the Final READI Plan to the Indiana Economic Development Corporation.

## DELIVERABLE:

Final READI Report Submitted  
in Accordance with  
Guidelines.



An aerial photograph of a town during a festival at sunset. A large crowd of people fills a central street, flanked by colorful tents and festival booths. The sun is low on the horizon, casting a warm orange glow over the scene. The town's architecture, including brick buildings and houses, is visible around the festival area.

# SECTION 5 • OUR READI VISION





# LOOKS GOOD ON YOU!

We will be the talent and economic region of choice in the Midwest. We are building a community where people can make a great life for themselves: a place that combines the comfort of home with a platform to shout to the world, where young folks want to live and hang out on the weekends, where neighbors can find unique ways to contribute to the community, and where we can celebrate together what makes us look good and feel great. Between the life-long locals and our newest residents, there's an abundance of compelling people, talents and perspectives.

The Evansville Region's future is bright where lush farms connect neighboring towns and cities. Towns and cities are filled with neighborly people who live, work and play together every day. And these cities, towns and farms are enlivened by a thriving mix of innovative business and industry, eclectic nightlife and diverse community events. No matter where you're from, you can find a place here.

We've got more career paths than many places in the Midwest. Great careers usually begin with a great education - our schools and universities are exceptional in both quality and value. Here, respect for each other and each other's ideas creates opportunity and innovation, and elevates us as an Indiana community of economic vitality; a community where everyone can succeed. Our Region is full of almost limitless opportunities.

We have miles of trails and thousands of acres of public parks and forests to enjoy, and our overall cost of living beats out most of the country. Our riverfronts are destinations and gathering spaces for residents, visitors and businesses. And our neighborhoods are brimming with personality that reflects the people and places that call them home. At the end of the day, each person can see how the region looks good on them.



# OUR READI VISION

The Evansville Regional Economic Partnership is committed to specific goals for our community over the next five years. We've named this vision for a stronger region "e looks good on you" – incorporating the goals and strategies of prior work through a community planning initiative called Talent 2025. At its core, this Regional Development Plan (RDP) is focused on population growth. The objective of Talent 2025 is to align resources that increase the size and capacity of the

## We are talentREADI

### Target population growth strategy for attraction and retention

The Evansville Region is sized for success, just big enough to provide abundant opportunities for prosperity and personal achievement – and just small enough to allow people and businesses to stand out and make a tangible impact on our community. Yet, our regional population has been basically unchanged for years. Sure, people move around within our community, but facts are facts, the Evansville Region is not much larger than we were 20 years ago. We need more people to fill our 11,000 vacant jobs and fuel our future. We are READI to welcome TALENT to our region through population growth strategies targeted at early career workers who can build a career, connections and families here, along with mid-career professionals and entrepreneurs.

## We are liveREADI

### Housing that fits employer needs and attracts target population

To grow population, the Evansville Region needs the right housing mix to give residents options when choosing where and how to live. Quality and attractive housing projects are needed in locations that entice our target population and meet employer needs. As people want to live in walkable environments and new kinds of housing, the region needs to respond with programs and incentives that align preferences with employment opportunities in urban, suburban and rural areas that limit impacts on traffic, infrastructure, schools and the environment. We are READI to create the right places for our talent to LIVE.

talent pool and enhance the quality of place in the greater Evansville Region. Talent 2025 builds upon the success of the Regional Cities Initiative investment and is further explained in Section 2. Our vision will position the region and its member communities as national leaders in economic and population growth over the next 5-10 years. By committing to these specific aspirations, we've set our community on the right track.



Photo: Alex Morgan Imaging

## We are playREADI

### Improve quality of place for a healthier, more fulfilling life

Recreation, outdoor activities, parks and trails, and the natural environment are arguably as important as job opportunities and schools in attracting and retaining our target demographic: talent at the start of their careers. The region's temperate four-season climate suits the development of these amenities, especially planned trail development to build a network allowing everyone a healthy way to get around, especially if you do not have a car. We aren't PLAYing around when we create an incREADible amenity and art-rich place to live, work and play!



## We are bizREADI

### High-paying jobs that attract young talent to live and work here

How do we as a region create higher wage jobs that attract talent to live, work and stay in the Evansville Region? These jobs give our workforce and our kids more career choices to increase their household income, the type of jobs that move families out of poverty and create self-sustaining households. It takes targeted investment and attention to grow and attract jobs that will create wealth in our community – jobs with a “multiplier” effect, leading to even more local employment. Playing to our strength of advanced manufacturing and health and life sciences, we are READI to expand our existing and new BUSINESS.

## We are workREADI

### Workforce prepared for jobs and careers of the future

With talent availability becoming arguably the most important competitive issue for economic development, we want our workforce to be skilled for careers of the future. When we add a highly trained workforce to our many existing assets, we will become an even greater place for our citizens and our businesses to grow, thrive and commit to being part of our future. To be clear, we are not competing with the next region, or even the next state; the Evansville Region’s future is in being “globally relevant.” With our central U.S. location, our unparalleled transportation options (highways, direct access to the worldwide waterways, and a newly updated superior airport) global relevance is ours for claiming. We are connecting our skill-up resources with our business community needs showing we are READI to WORK.

## We are riverREADI

### Highly activated destination with a “Front Porch for our region” vibe

Rivers were the superhighways of their time, critical routes for the movements of goods and people. Though their utility for shipping and passenger travel has diminished over the years, rivers are experiencing a renaissance of investment as quality of life and quality of place amenities. The Evansville Region is centered on the Evansville riverfront, and we have a great start to build from with a trail connecting Mickey’s Kingdom playground, a skate park and the Evansville Museum to the LST 325 Memorial and Tropicana Casino. We have the opportunity to build upon improvements made to make our region’s “Front Porch” the #1 destination for residents, businesses and visitors. It can also change how we’re perceived, not only by existing residents but also influencers outside the community. We have a long-term vision for our RIVER that is transformational, and we are READI to continue momentum with River Vision as the catalyst.



*Representatives from the Evansville-Henderson region in Washington D.C. advocating for the Ohio River Crossing I-69 Bridge.*

## We are bridgeREADI

### IN and KY united to capitalize on the unique opportunity to build the I-69 bridge

We have a unique accelerator arriving as soon as 2027: the Ohio River Crossing I-69 Bridge connecting Hoosiers to the National I-69 corridor, which connects Canada to the Gulf of Mexico. The project not only addresses a solution to long-term cross-river mobility, but it plays to the Evansville Region’s strengths of being in the logistical center of the United States. The region provides unique advantages for these businesses and industries, including a central U.S. location, within 3.5 hours of five cities with metro populations of 1+ million. Indeed, the true impact of the highway expansion will be to activate development parcels that stand to benefit from the access and capacity provided by the I-69 bridge. We are READI to plan for the growth that will come from the BRIDGE.

# SWOT ANALYSIS

We love our community, but are there opportunities to change for the better? The data, and our shared Indiana ethics and standards, say YES. By turning some key factors from down to up, the Evansville Region can have a brighter, more dynamic and prosperous future for all: new residents and long-standing local families; start-ups, corporate headquarters and closely-held businesses; and schools and universities.



## STRENGTHS

1. The EVV region is **sized for success**, just big enough to provide abundant opportunities for prosperity and personal achievement, yet small enough to allow people and businesses to make an impact.
2. The Evansville Region is “quietly effective.” As home to some of Indiana’s most valued institutions: Mead Johnson (now Reckitt); Berry Global, the world’s leader in the plastics industry; Toyota Motor Manufacturing of Indiana and its suppliers; and Old National Bank to name just a few. We know how to build, how to scale up and how to innovate. These companies keep us ahead of the curve: Evansville outpaces the national average in the **number of patents** issued yearly.
3. We are **“high-value”** with a cost of living consistently below the national average and a favorable GDP growth curve that reflects our industry and retail strengths.
4. We are **energetically regional**, and we are connected. Thanks to the reach of our labor shed, our mix of major employers, our workforce who travel among and throughout our counties (not just to Evansville), we know how to “hang together” for our shared success. Regionalism is embedded in our culture, in our people serving non-profits, cultural and faith organizations, and in our future.
5. We enjoy a comprehensive **employer commitment to hire students directly from high school** and to then invest in career training that aligns student/employee’s interests with employment demands. Internships, work experiences and apprenticeships are our culture. From Toyota to AmeriQual, GAF and SABIC, our homegrown young talent know they have great career and life choices in the Evansville Region.
6. EVV is the regional hub for employment, retail, air service and health care. **We leverage our Tri-State location.** Our MSA spans the Ohio River, and we are an easy multi-modal logistics center with advantageous access to both the workforce and spending power of residents of our neighboring states.

## WEAKNESSES

1. The Evansville Region is challenged until the **I-69 Corridor** is fully functional. We are “overlooked” for business location opportunities that depend on a north-south freight route.
2. We are home to a **fast-changing coal industry**. Demands for carbon-based fuel sources will require our best planning and attention as this sector of our economy evolves. People employed in this industry will need employment options that ensure they continue to live here.
3. Our well-earned reputation as “high-value” and “low-cost” have a flip side. Over half of our total regional workforce have annual wages between \$25,000 - \$50,000 per year. **Our poverty rates continue to be too high**, significantly because wages and housing costs don’t align.
4. While the Evansville Region is blessed with industry that spans the reach of our region, our workforce and housing are not as disbursed. Lack of **workforce housing near employment sites** is a problem, particularly in meeting the shared needs of jobseekers and employers to be “close.”
5. The Evansville Region is rightfully known for our **build it ourselves culture**, which often makes us slow to change. Conversely, this culture also accounts for the long and prosperous history of many family-owned businesses of scale, our volunteerism that is unparalleled, and for our collective will when we get behind a plan such as Talent 2025.

# OPPORTUNITIES

1. **I-69 Bridge construction** is confirmed and will be an economic development multiplier across many target industries as well as define the region as a key logistics corridor. How we plan and prepare sites, infrastructure and alignment with the Port of Indiana in Mt. Vernon, EVV Regional Airport (with nonstop and one-stop connections from hundreds of domestic and international points of origin) and other logistics assets is our most unique opportunity to transform our region over the coming decade.
2. We can and are **“connecting the dots” for young talent** by demonstrating alignment between causes they care about and regional opportunities. How we advance our commitment to equitable prosperity for all in our neighborhoods and the built environment, how we welcome and support domestic and international newcomers, and how we demonstrate a commitment to active and healthful lifestyles will be critical to growing our region’s population.
3. We are a **“community of colleges.”** With five institutions of higher education, offering programs from certifications and associate degrees to multiple doctoral programs (including the Indiana University School of Medicine) we’re doing a great job prepping our annual grads for tomorrow’s opportunities. College success comes from great local schools, and our great high schools include Signature School, Indiana’s #1 and the national #10 best high school per US News & World Report. With more than 10 institutions of higher education within our reach and four hometown options, more than 30,000 graduates can choose the Evansville Region as the best place to launch a career.
4. **Talent 2025, our region’s plan for growth, can be transformational.** If the region’s business, civic, cultural and community thought leaders enjoy continued success in aligning investment, volunteer talent and focus to executing the plan and its goals, the Evansville Region will be a cohesive and prosperous blend of the best of urban and rural, of quality of life and of equitable prosperity for its residents.
5. **We are a region of Downtowns:** Downtown Evansville has earned wide regard for its renaissance over the last decade and is rightly recognized as our region’s energy hub, our “Front Porch.” But the unique nature and energy of a riverfront downtown can also be found in Downtown Newburgh and Mt. Vernon. Opportunities to leverage traditional “American Main Streets” and their unique appeal are ripe in Boonville (where Abraham Lincoln studied law), Princeton, Oakland City and New Harmony throughout our rural areas.

# THREATS

1. Our strong advanced manufacturing sector is destined for disruption by a tsunami of technology advances. How we prepare is our most significant challenge. **The Tri-State Manufacturing Alliance, TSMA**, is our regional powerhouse of manufacturers and allies, working together to embed technology intelligence, best practices and shared R&D where appropriate in the operating cultures of both our largest manufacturers and the hundreds of smaller manufacturers and suppliers that are the foundation of our economy. Their shared success at collaborating and advocating for our “build it ourselves” culture is essential for our region’s future prosperity. Standing up the facilities that foster this technology up-skilling is critical for the Evansville Region.
2. The Evansville Region must be **globally-relevant**. Our industry mix of manufacturers with global sales reach and agriculture demand that we gain relevance as a location with merit. If we fail to develop a comprehensive internal and external communications strategy that promotes our robust employment environment and quality of place by clarifying social, recreational and professional opportunities as well as promoting our location and economic strengths, we have a cloudy future.
3. Our regional manufacturing industry must manage the complex transitions to smart manufacturing including credentialing for **current and coming workforces** – based on a shared vision that the future requires artificial intelligence, robotics and digital technology efficiencies in operations.
4. Indiana ranks in the bottom third for per pupil K-12 spending. While our statewide leadership in high-quality early childhood education offers our youngest residents a powerful advantage, we must align resources and public policy to ensure their educational journey continues through high school graduation to training and career.
5. We cannot fail to play to our strengths. The Evansville Region is a **dominant center for health care, life science manufacturing and bioresearch** including a medical school. If we fail to leverage the opportunity this unique convergence of institutional and research capacities with our industrial resources presents by not developing the talent resources to build velocity and broaden the high-wage, high-value life science and medical AI industry, it will be a significant loss.





# SECTION 6 • TRENDS



The following is a synopsis of long-term and future-facing community and economic development trends. Under each of the trends are highlighted projects and related investments aligned with these trends that tie trends to outcome opportunities. Highlighted projects tie trends to outcome opportunities. Details of each project are included in Section 8.

## EXTERNAL PERCEPTIONS MATTER FOR ECONOMIC AND POPULATION GROWTH

It is more critical than ever that regions influence how their stories are told outside their communities. Controlling the narrative can mean the difference between talent and corporate prospects considering the region as a desirable place to locate versus dismissing it outright as a community in decline. With the advent of online and social media, it is harder than ever to capture prospects' attention. Fortunately, the "e is for Everyone" campaign has laid the groundwork for an even more targeted initiative to enhance and inspire individuals to further engage with the Evansville Region, shift the negative perceptions of the community, and attract and retain businesses and talent to the region.

- Regional Marketing Strategy
- TMap: Bringing Talent Back Home to Southwest Indiana
- Regional Housing Strategy
- Warrick County Sport Park and Field House
- Key Connector Trails
- River Vision and River Center
- Site Development Along I-69 Corridor

## TALENT CAPACITY AND HOUSING DRIVE ECONOMIC DEVELOPMENT SUCCESS

The availability of talent with the skills to satisfy employer demand will be the U.S. economy's defining competitive issue for the foreseeable future. Unfortunately, there is a current "people shortage" due to Baby Boomer retirements, workers leaving the labor market, low birth rates and slowing immigration. Multiple factors affect a community's talent capacity, including "cradle to career" education and lifelong learning, quality of life and place, and career opportunities, but an increasingly critical challenge is the availability of affordable housing. Currently, the shortage of affordable housing costs the American economy about \$2 trillion a year in lower wages and productivity. As a low-cost area with a strong economy and key quality of life assets, the Evansville Region has the tools to compete in the marketplace for talent.

- Regional Marketing Strategy
- TMap: Bringing Talent Back Home to Southwest Indiana
- Regional Housing Strategy
- Medical Education Expansion Housing
- Warrick County Sports Park and Field House
- Toyota YMCA
- Key Connector Trails
- Smart Manufacturing Cluster and Robotics Technology Center
- IU School of Medicine Child and Adolescent Psychiatry Clinic and Research Center
- DEI Supply Chain Program
- USI Registered Nurse Expansion Initiative
- Mobile STEM Assessment and Certification Project
- River Vision and River Center



Photo: Chris Berneking Photography



Photo: Alex Morgan Imaging

## QUALITY PLACES SATISFY MARKET DEMAND FOR DYNAMIC, ACTIVE LIVING

While talent used to look for a job first and a place to live second, this sequence is being reversed as quality of place and lifestyle amenities increasingly determine where people will live and work. Active, healthy lifestyles and full social calendars are trumping big paychecks for many of today's workers. The billions of dollars communities have invested in downtown development, bicycle and pedestrian trail networks, riverfront revitalization, recreation amenities, arts and cultural facilities, and sports stadiums are testament to the increasingly competitive battle to attract and retain talent. The Evansville Region has made many of these investments and is poised to invest even more as it strives to become a destination of choice for talent.

- Regional Housing Strategy
- Warrick County Sports Park and Field House
- Toyota YMCA
- Key Connector Trails
- River Vision and River Center
- Site Development Along I-69 Corridor



Photo: Alex Morgan Imaging

## INDUSTRY 4.0 IS MANUFACTURING'S NEXT FRONTIER

Low-cost foreign competition and other factors have led to an exodus of high-paying jobs at factories designed to mass produce basic goods. To remain competitive, U.S. producers have innovated to customize products and processes through advances that have come to be known as "Industry 4.0." This new era of manufacturing leverages smart and autonomous systems optimized by data, artificial intelligence and machine learning to transform the production process and its outputs. With its strong employment base in advanced manufacturing, the Evansville Region is well positioned to capitalize on the Industry 4.0 revolution.

- Regional Marketing Strategy
- TMap: Bringing Talent Back Home to Southwest Indiana
- Regional Housing Strategy
- Smart Manufacturing Cluster and Robotics Technology Center
- DEI Supply Chain Program
- Mobile STEM Assessment and Certification Project
- Site Development Along I-69 Corridor





## THE KEY ROLE OF LIFE SCIENCES IN A POST-PANDEMIC ECONOMY

Health care and life sciences has been the nation's fastest growing private employment sector for many years. The aging of the Baby Boomer generation, longer average life spans and government's renewed emphasis on life sciences' pivotal role in combating the COVID-19 pandemic have the industry poised for even stronger growth. Governments, health systems, payers, retail pharmacies and nonprofits now routinely collaborate with the life sciences industry to develop, distribute and administer new and enhanced treatments. Leveraging its new Indiana University School of Medicine campus as the anchor for a growing Life Sciences Cluster, the Evansville Region can build upon its other assets to create thousands of well-paying jobs for years to come.

- Regional Marketing Strategy
- TMap: Bringing Talent Back Home to Southwest Indiana
- Regional Housing Strategy
- Medical Education Expansion Housing
- Toyota YMCA
- IU School of Medicine Child and Adolescent Psychiatry Clinic and Research Center
- DEI Supply Chain Program
- USI Registered Nurse Expansion Initiative
- Mobile STEM Assessment and Certification Project
- Site Development Along I-69 Corridor

## HUBS FOR INNOVATION AND ENTREPRENEURSHIP ARE CATALYSTS FOR WEALTH CREATION

Mark Andreessen, venture capital investor and founder of browser company Netscape, once famously commented that "software was eating the world," a reference to the growing role of information technology and smart innovation in the global economy. Multinational corporations like Apple, Google, Dell, Microsoft and thousands of others once began as startups, often out of the founder's garage or dorm room. Communities that foster dynamic innovation and startup ecosystems are increasingly becoming the economic powerhouses of the 21st Century. As a region that knows how to build, how to scale up and how to innovate, the Evansville Region outpaces the national average for annual patent awards. It is poised to leverage this growing capacity to take its entrepreneurship efforts to the next level.

- TMap: Bringing Talent Back Home to Southwest Indiana
- Smart Manufacturing Cluster and Robotics Technology Center
- IU School of Medicine Child and Adolescent Psychiatry Clinic and Research Center
- DEI Supply Chain Program
- Mobile STEM Assessment and Certification Project
- Site Development Along I-69 Corridor



Photo: Alex Morgan Imaging

## DIVERSITY, EQUITY, INCLUSION AND SELF-SUFFICIENCY ARE GOOD FOR BUSINESS

Economic inequality in America is higher than at any point since the late 19th century. The concept of inclusion is first and foremost a moral issue, but it is also an important determinant of economic prosperity. Because economic exclusion results in lower economic output and lost earnings, economically healthy cities are more inclusive than distressed ones. The Evansville Region has launched efforts to address inequity but knows it can do more to create opportunity jobs that improve self-sufficiency and bridge earnings and income gaps in the community.

- Regional Housing Strategy
- Smart Manufacturing Cluster and Robotics Technology Center
- IU School of Medicine Child and Adolescent Psychiatry Clinic and Research Center
- DEI Supply Chain Program
- USI Registered Nurse Expansion Initiative
- Mobile STEM Assessment and Certification Project

## A RENEWED FOCUS ON LOGISTICS AND SUSTAINABLE SUPPLY CHAINS

The economic turmoil caused by the COVID-19 pandemic exposed vulnerabilities in the production processes and supply chains of firms just about everywhere. Many companies are now considering a strategy of producing a substantial proportion of key goods within the region where they are consumed. As manufacturers reduce or even eliminate their dependence on sources perceived as risky, new mandates to optimize the locations and logistics of supply chains create opportunities for centrally located regions like Evansville and its future Interstate 69 bridge.

- Regional Marketing Strategy
- Smart Manufacturing Cluster and Robotics Technology Center
- IU School of Medicine Child and Adolescent Psychiatry Clinic and Research Center
- DEI Supply Chain Program
- Site Development Along I-69 Corridor



Photo: Chris Berneking Photography





# SECTION 7 • REGIONAL GOALS

Photo: Livin Imagery LLC

# GOALS ARE DERIVED FROM TALENT 2025 PRIORITIES & PLANNING

More information on Talent 2025  
can be found in Section 2.



## GOAL #1

Be deliberate about bringing 5,000 high-paying new job opportunities to our region that build on our strong manufacturing history and secure its future.

**WHY?** These jobs give our workforce and our kids more career choices to increase their household income.

## GOAL #2

Increase our population by 10,000 residents, half of which are in the early stage of their careers.

**WHY?** We need more people to fill the jobs and to fuel our future, and the younger they are the more years they have to work here and to raise families along with us.

## GOAL #3

A highly trained workforce that is globally competitive and relevant.

**WHY?** When we add a highly trained workforce to our many existing assets, we will become an even greater place for our citizens and our businesses to grow, thrive and commit to being part of our future. With our central US location and our unparalleled transportation options (highways, direct access to the worldwide waterways and a great airport), global relevance is ours for claiming.

## GOAL #4

Reduce the percentage of households living in poverty.

**WHY?** If “e” is for Everyone, we must make sure every family has education and job opportunities, food, shelter and health care to prosper and thrive in our region.

## GOAL #5

Get healthier – improve the quality and quantity of our residents lives.

**WHY?** Poor health, premature deaths and time lost from work and school cost our society huge amounts of money every year. For our citizens, our businesses and our community to “Choose Greater Evansville” as a great place to live and build a career, we need healthy people.



## POPULATION GROWTH



GOAL: 10,000 RESIDENTS

## YOUNG ADULT POPULATION



GOAL: 5,500

## DECREASE POVERTY



GOAL: 2,100

## IMPROVE HEALTH



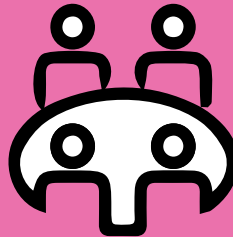
GOAL: 0.3  
(FROM: -0.2 TO +0.1)

## COST OF LIVING



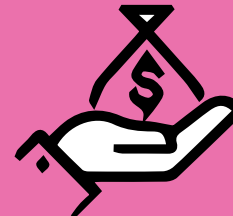
GOAL: FAVORABLE TO PEERS

## EMPLOYMENT GROWTH



GOAL: 5,000 JOBS

## INCREASE WAGES



GOAL: \$10,000

## INCREASE EDUCATIONAL ATTAINMENT

HIGH SCHOOL GRADUATION RATES



GOAL: 88.0%

BACHELOR'S DEGREES



GOAL: 25.0%

**TALENT  
2025  
GOALS**



# HOW DO WE MEASURE UP?

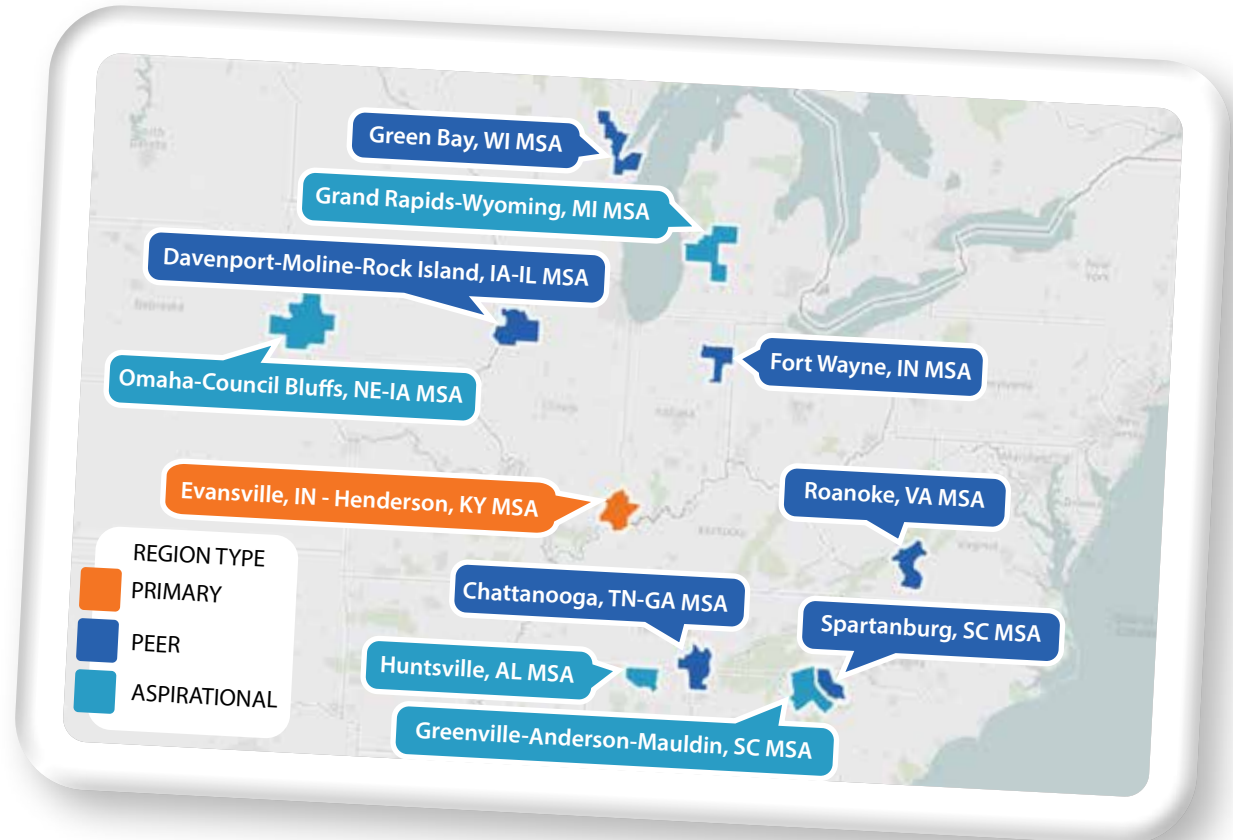
An in-depth analysis as to how the Evansville Region's economy was performing prior to the 2008/2009 financial crisis was a key benchmark, and Talent 2025 provides a useful timeline with both encouraging and challenging news for the region. The good news is that the region is doing better than is sometimes portrayed, particularly on measures of tradable industry presence. The Evansville Region has serious challenges in population and employment growth, wages, educational attainment and health, which could jeopardize future prosperity if left unattended. Using a wide range of variables related to the regional population, economy, infrastructure and quality of place, the Evansville Region identified the following metropolitan statistical areas (MSAs) as peer regions for the Evansville, IN-Henderson, KY MSA:

## PEER COMMUNITIES:

- Chattanooga, TN-GA MSA
- Davenport-Moline-Rock Island, IA-IL MSA
- Fort Wayne, IN MSA
- Green Bay, WI MSA
- Roanoke, VA MSA
- Spartanburg, SC MSA

## ASPIRATIONAL PEER COMMUNITIES:

- Grand Rapids-Wyoming, MI MSA
- Greenville-Anderson-Mauldin, SC MSA
- Huntsville, AL MSA
- Omaha-Council Bluffs, NE-IA MSA





The Evansville Region worked with Chmura Economics and Analytics to identify a set of 32 development indicators in demographic, economic, human capital and social categories in comparison to its peers and aspirational peers such as population size, manufacturing employment share, cost of living, rail miles and number of museums for example. To more clearly focus future strategies, eight (8) development indicators were identified as essential metrics for the economic and social development of the region and are included in a regional scorecard found in Section 10. The Chmura report can be found in the Appendix, Section 7.

## EIGHT KEY METRICS:



Population growth	Average annual wage
Young adult population	Bachelor's degree or higher
Poverty rate	Cost of living
Employment growth	Overall health index

**POPULATION GROWTH:** Important as an indicator of an expanding economy and vibrant community. Population also forms the basis for the labor shed and new investment tends to flow to areas with growing population.

**YOUNG ADULT POPULATION:** Age of population is important due to social and economic implications making the young adult population, ages 20 to 34, a sought-after component for long-term sustainable growth.

**POVERTY:** Closely related to household income. High poverty levels are often associated with low bachelor's degree attainment, which challenges workforce development. A high poverty rate also implies a greater level of community resources needed to address the challenge.

**EMPLOYMENT SIZE AND GROWTH:** The broadest and timeliest indicator of a region's overall economic health. Growing employment creates more opportunities for residents and helps grow the population.

## CHMURA - 32 DEVELOPMENT INDICATORS

CATEGORY	VARIABLE	DATA SOURCE
Demographics	Population Size	Census
Demographics	Population Growth Rate	Census
Demographics	Median Age	Census
Demographics	Young Adult Population (age 20-34)	Census
Demographics	Median Household Income	Census
Demographics	Diversity (minority percentage)	Census
Demographics	Poverty Rate	Census
Demographics	Disability Rate	Census
Demographics	Labor Force Participation for Disabled	Census
Demographics	Single Parent Household	Census
Economic	Employment Growth	Chmura's JobsEQ
Economic	Average Annual Wage	Chmura's JobsEQ
Economic	Unemployment Rate	Chmura's JobsEQ
Economic	Labor Force Participation Rate	Chmura's JobsEQ
Economic	Growth Rate of Economy	Chmura's JobsEQ
Economic	Manufacturing Industry Mix	Chmura's JobsEQ
Economic	Healthcare Industry Mix	Chmura's JobsEQ
Economic	PBS Industry Mix	Chmura's JobsEQ
Economic	FIRE Industry Mix	Chmura's JobsEQ
Economic	Airport Enplanements	FAA
Economic	Patents	US Patent Office
Economic	Small Businesses	Census County Business Pattern
Human Capital	Bachelor's Degree Attainment	Census
Human Capital	Post-Secondary Degree Awards, Total	NCES
Human Capital	High School Graduation Rates	NCES via County Health Rankings
Human Capital	Early Childhood Education	NCES
Social	Cost of Living	C2ER
Social	Homeownership	Census
Social	Median Home Values	Census
Social	Building Permits	Census
Social	Adult Obesity	County Health Rankings
Social	Overall Health Index	County Health Rankings

**AVERAGE ANNUAL WAGES:** Affects a variety of demographics like household income, housing market, quality of life and other socioeconomic indicators. Understanding the average annual wage is important in helping us achieve the region's goals and raise the standard of living. It's not all about jobs but improving the overall quality of life for the residents of the Evansville Region.

**EDUCATIONAL ATTAINMENT, BACHELOR'S DEGREES:** The first education metric, those with bachelor's degrees, measures those having multiple skills that are adaptable in a variety of business sectors. A highly educated workforce is more flexible in its ability to adapt to the ever-changing market landscape. Well-educated talent can help to attract cutting-edge technologies and the high-paying, high-tech jobs associated with their level of skill and can also drive increased entrepreneurship and innovation.

**EDUCATIONAL ATTAINMENT, HIGH SCHOOL GRADUATION RATES:** the second educational attainment metric, high school graduation rates, is an indicator of the region's public-school delivery systems. Many of the Evansville Region's business sectors, especially those not requiring a college degree, rely on high school graduates as their main supply for talent. Colleges such as Ivy Tech Community College and Vincennes University also rely upon that talent pool to improve skills.

**COST OF LIVING:** Another important economic and social indicator with implications for business attraction and population migration, a low cost of living helps the Evansville Region be more competitive and allows young adults priced out of high-cost areas to purchase homes and start businesses.

**HEALTH:** The overall health index is a composite index that, at the broadest level, looks at health outcomes and health factors with four specific indicators: premature death, low birth weight, tobacco use, and diet and exercise. Businesses like to invest in healthy communities because of the positive impact on productivity and overall health care costs.



## KEY FINDINGS PEER COMPARISON (ACROSS ALL 32 INDICATORS):

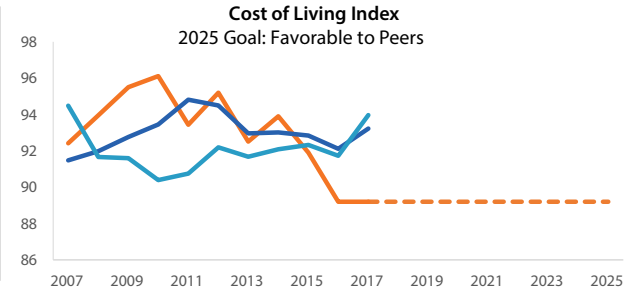
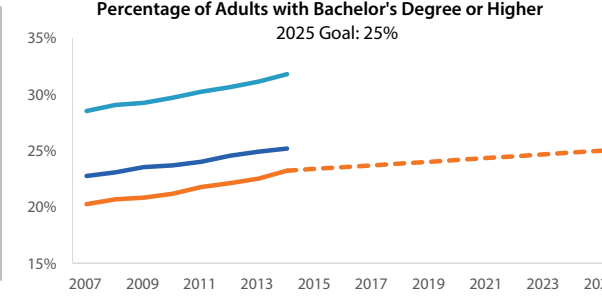
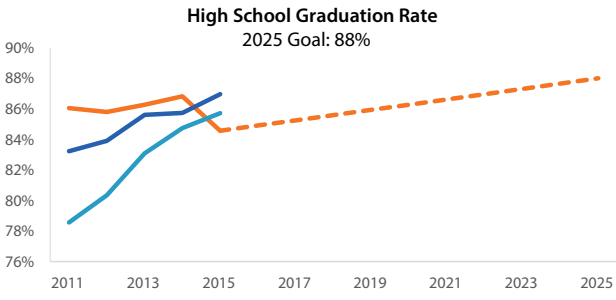
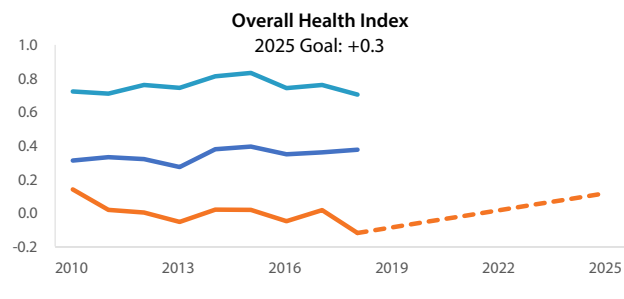
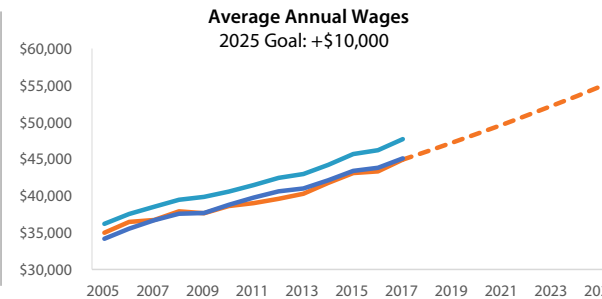
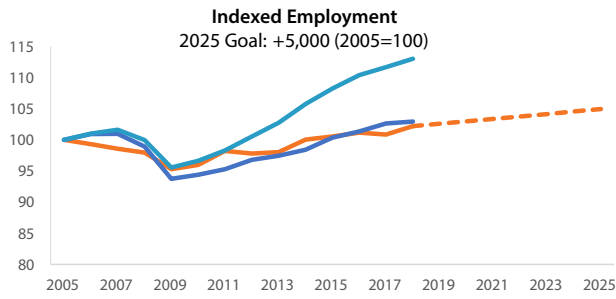
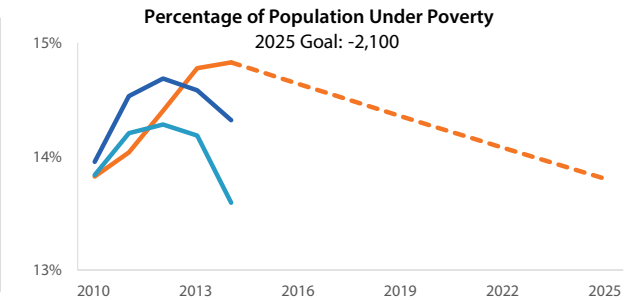
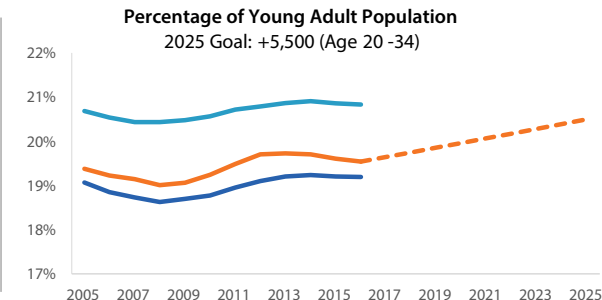
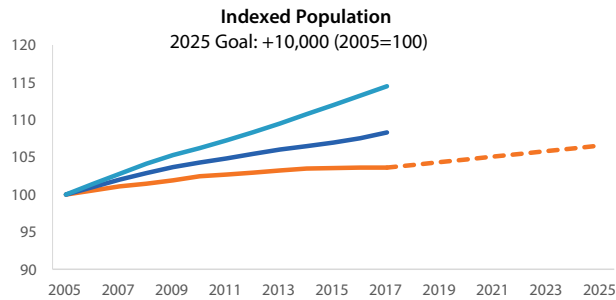
- Demographically, the region lags in terms of population growth, median household income, poverty, and disability, but performs better in labor force participation for disabled workers.
- For most economic indicators such as employment growth, average annual wage, unemployment rate, labor force participation rate and GDP growth, the region is similar to peer regions. The region performs better than peers in patents per capita, but lags in airport enplanements.
- In human capital indicators, the region underperforms its peers in the proportion of the adult population with bachelor's or higher degrees but performs better in early childhood education. While the high school graduation rate of the Evansville Region was only slightly lower than its comparison regions, the recent trend, dragged down by Vanderburgh County, is concerning.
- In social indicators, the region performs better in lower cost of living and home costs.

## ASPIRATIONAL PEER COMPARISON:

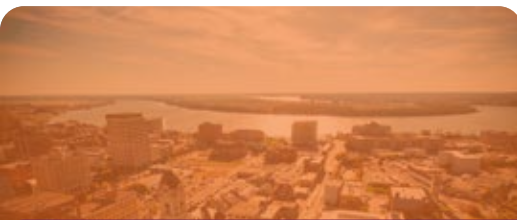
- Underperforms in most demographic indicators such as population growth, median age, poverty and median income.
- Similar in economic indicators such as the unemployment rate, percent of business establishments that are small businesses, and percent of households owning homes. Lags in employment growth, average annual wage, GDP growth rate, patents and airport enplanements.
- Underperforms in human capital indicators, including fewer degree awards per capita and having a lower proportion of the population with bachelor's degrees. However, the region does have a higher rate of early childhood education.
- Exceeds its aspirational peers in key social indicators like cost of living and median home values, but lags in building permits and overall health.

# TALENT 2025 GOAL ACHIEVEMENT & TREND IMPACT

Evansville      Peer Regions      Aspirational Peer Regions







# SECTION 8 • PROJECTS







POPULATION GROWTH

INCREASE POPULATION PRIME WORKING AGE

EMPLOYMENT &amp; WAGE GROWTH

INCREASE PER CAPITA INCOME

EDUCATIONAL ATTAINMENT

INCREASE EDUCATIONAL ATTAINMENT

HEALTH INDEX

IMPROVE HEALTH OUTCOMES

POVERTY REDUCTION

INCREASE PROPERTY VALUES STATEWIDE

Through Talent 2025, the Evansville Region's vision is to be the talent and economic region of choice in the Midwest by gaining resources that increase the size and capacity of the talent pool and enhance the quality of place. With the success of the Regional Cities Initiative as a launching pad, the region developed a cross-collaborative strategic plan. This plan, known to stakeholders as Talent 2025, showcases to talent why "e Looks Good on You" through six key strategies. Overall, the Talent 2025 strategies are highly aligned with the goals of READI, and Talent 2025 tactics are divided into two phases: near-term opportunities that can be enabled by READI funding (Phase I) and long-term projects that help the Evansville Region fully achieve its vision (Phase II). Phase I projects fit within the READI 1-4 year timeframe. The full planning process is outlined in Section 2 under "Previous Planning Efforts," and stakeholders are identified in Section 3.





# THE EVANSVILLE REGION LOOKS GOOD ON YOU!

## STRATEGIES

- Create a **unified regional marketing platform** to consistently communicate the value proposition to all target audiences toward the specific goals of population and business growth.
- Align employment and wage growth around the **priority sectors of advanced manufacturing and health and life sciences**.
- Invest and **improve regional infrastructure** that will support innovation, new business start-ups and expansion of existing business.
- Increase **alignment between skills/credentials and future jobs** with a focus on building cradle to career, early childhood education through 14/16 education system.
- Initiate coordinated community-wide support and efforts to plan and implement solutions to **raise at-risk residents to self-sufficiency**.
- Accelerate the development and **adoption of policy, systems and environmental changes that support healthy habits, built environment and active living in target audiences**.

An initial READI project list was sourced from Talent 2025 Phase I alongside a public call for projects through community outreach and an online portal. One hundred twenty-five projects with a total capital investment of \$1.12 billion were submitted for READI review and consideration. These projects are designed to enhance talent attraction and development, quality of place, quality of life, quality of opportunity, innovation and entrepreneurship.

With the Evansville Regional Economic Partnership (E-REP) leading the discussion on behalf of SWIRDA, the steering committee filtered the list to 60 potential high-impact projects and initiatives. Using an evaluation matrix further outlined in Section 9, the projects and initiatives were reviewed based on connection to Talent 2025 and READI goals including the following:

- |   |                                 |
|---|---------------------------------|
| • Direct Investment                                       | • Improved External Perceptions |
| • Enhanced Competitiveness for Targeted Population Growth | • Sustainability                |
| • Targeted Job Growth                                     | • Improved Wealth Equity        |
| • Potential for Follow-On Investment                      | • Improved Health Outcomes      |
| • Potential Benefit Across Full Region                    | • Timeline                      |
| • Increased Wages   |                                 |



## 8 • PROJECTS

Many of the projects identified throughout the entire process, even those not scoring highly on the evaluation matrix, are worthy economic development projects that E-REP will move forward outside of READI as the regional economic development partner.

Through the READI planning process common themes around the types of projects and initiatives necessary to achieve Talent 2025 and READI goals began to surface. These categories are the Evansville Region's Talent 2025 Accelerator enabled by READI. With population growth, attraction and retention as the main drivers for Talent 2025 and READI, the Evansville Region identified seven categories as the enablers to building a better community and a place where residents can envision building a fulfilling life. Categories further showcase how "e Looks Good on You" to talent.

•talentREADI

•liveREADI

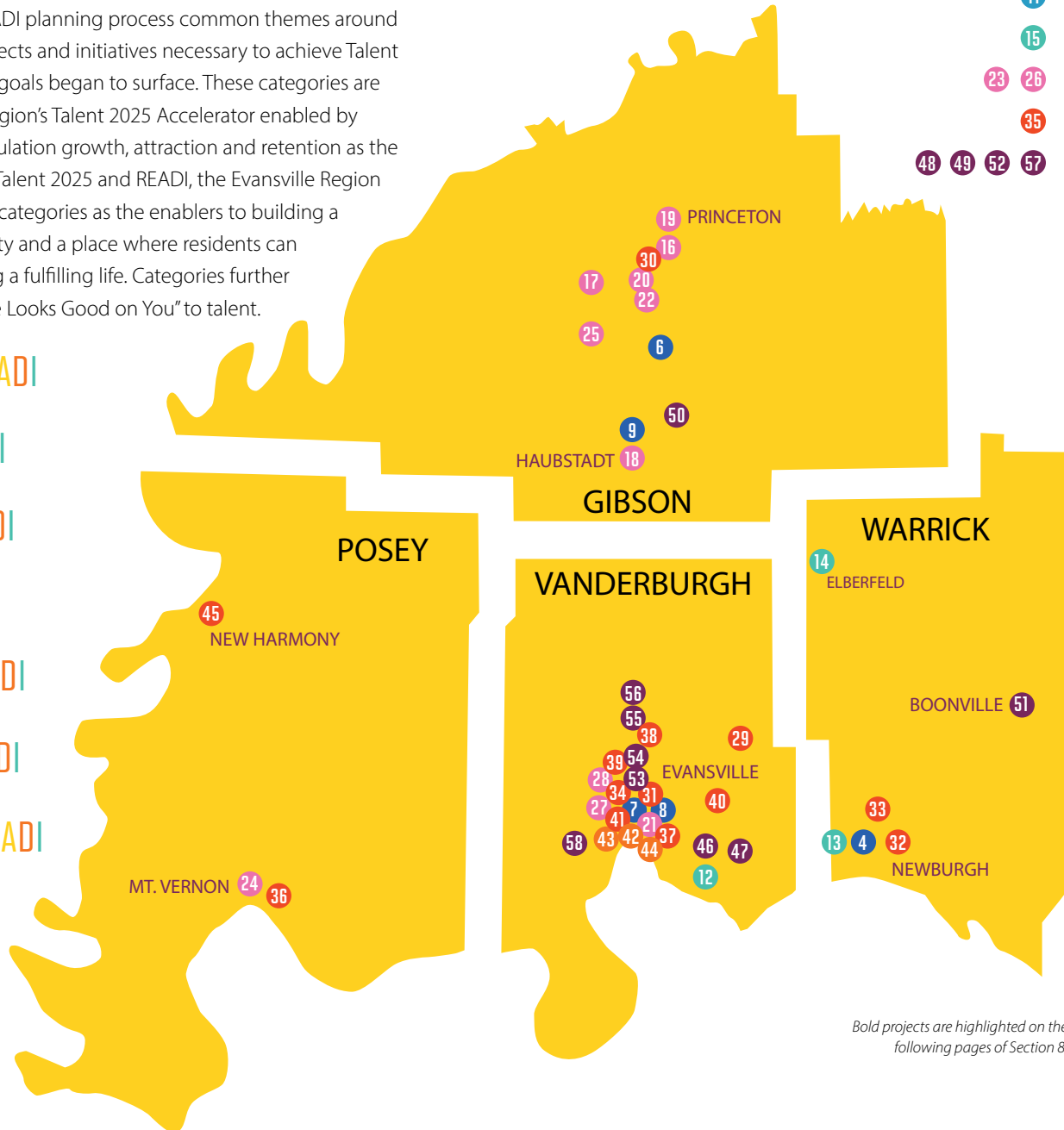
•playREADI

•bizREADI

•workREADI

•riverREADI

•bridgeREADI



*Bold projects are highlighted on the following pages of Section 8.*

## REGIONAL PROJECTS & PROJECTS WITHOUT A PHYSICAL LOCATION OR TBD.

1 2 3 5 10  
11  
15  
23 26  
35  
48 49 52 57

1. Smart Manufacturing Cluster & Robotics Technology Center
2. DEI Supply Chain Program
3. TMAP: Bringing Talent Back Home to the Evansville Region
4. The Women's Hospital Expansion
5. Southwest Indiana Maker Network
6. TMMI Childcare Center Expansion
7. Deaconess Research Oncology Research
8. IU School of Medicine Child & Adolescent Psychiatry Clinic and Research Center
9. Media Creation Center, Paint shop, Warehouse for Distribution
10. Vulcan Hydroponics
11. Regional Marketing Strategy
12. Site Development Along I-69 Corridor
13. Orthopaedic Drive Development Corridor
14. North Warrick Industrial Rail Spur
15. Vanderburgh Industrial Park 2.0
16. Downtown Loft Apartments
17. DRC Westwoods, LLC
18. Southern Hills Subdivision
19. Clear Meadow Estates
20. Princeton Apartment Complex
21. Medical Education Expansion Housing
22. Workforce Housing - Princeton
23. Regional Housing Strategy
24. Mount Vernon 2nd & Main Population Growth & Quality of Place
25. Gibson County Housing Development
26. Vuteq Housing
27. Fieldhouse Flats & Child Enrichment Center
28. Karges Lofts
29. Renovations to the Deaconess Sports Park
30. Toyota Indiana YMCA
31. Children's Museum of Evansville Expansion
32. Warrick Trails - Regional Sports Loop (RSL)
33. Warrick County Sport Park & Field House
34. Renovation/Restoration Veteran's Memorial Coliseum
35. Key Connector Trails
36. Key Trail Connector from Mt. Vernon to Trailhead Located at University of Southern Indiana
37. At the Bend in the River: Our Artistic & Cultural Heritage Renewed
38. Garvin Park Renovation
39. Expansion of SWIRCA & More
40. Roberts Park
41. Hulman Hotel
42. River Center, The Signature Development of River Vision
43. WF Housing
44. Walnut Street Connector Completion
45. Inclusion of a Pedestrian/Bike Path on Harmony Way Bridge
46. Wellness & Recreation Center (WRC)
47. 4T Academy Expansion
48. Online skills training
49. Talent Pipeline Development Targeting the Local Justice System
50. Robotics Technology Center
51. Warrick County Career Pathways School
52. Eleven Fifty Academy Coding Bootcamp
53. JA Discovery Center & Learning Lab: JA BizTown & JA Finance Park
54. Re-Imagine CK Newsome Community Center
55. Future Workforce - Ivy Tech Community College Evansville Program Innovations
56. Mobile STEM Assessment & Certification Project
57. Innovate WithIN Pitch Competition
58. USI Registered Nurse Expansion Initiative

## READI CATEGORIES: TALENT 2025'S ACCELERATOR

**talent**READI

Target population growth strategy for attraction and retention

**live**READI

Housing that fits employer needs and attracts target population

**play**READI

Improve quality of place for a healthier, more fulfilling, and fun life

**biz**READI

High paying jobs that attract young talent to live and work here

**work**READI

Workforce prepared for jobs and careers of the future

**river**READI

Highly activated destination with a "Front Porch for the Region" vibe

**bridge**READI

IN and KY united to capitalize on the unique opportunity to build the I-69 bridge

Within each category, E-REP had discussions with potential projects and initiatives. Each category below highlights a potential project or initiative demonstrating the transformational opportunity and strong alignment with the goals of Talent 2025 and READI. These spotlights summarize the Evansville Region's ability to achieve its overall goals and strategies put forth in the RDP. Highlighted potential projects also showcase how the region can meet and exceed the 4:1 match expectation established by the Indiana Economic Development Corporation.

In summary, the highlighted projects in this section represent a total of \$657 million in potential investment with over \$50 million in local funding representing 8% of the investment and \$549 million in private funding representing 83% of the investment. Potential projects and initiatives highlighted are also financially stable within three years. In fact, as this RDP demonstrates, SWIRDA is prepared to utilize more than \$50 million in READI dollars with the private investment and strategy needed to complete even more transformational projects.

READI CATEGORY	TOTAL \$	LOCAL \$	READI \$	PRIVATE \$
TalentREADI	5,530,000	1,000,000	1,200,000	3,330,000
LiveREADI	122,917,000	15,000,000	18,583,000	89,334,000
PlayREADI	68,163,500	20,700,000	13,500,000	33,963,500
BizREADI	80,375,000	2,000,000	14,500,000	63,875,000
WorkREADI	5,831,861	-	1,154,000	4,677,861
RiverREADI	48,000,000	9,500,000	9,500,000	29,000,000
BridgeREADI	327,000,000	1,500,000	500,000	325,000,000

The Evansville Region is sized for success: Just big enough to provide abundant opportunities for prosperity and personal achievement, and just small enough to allow people and businesses to stand out and make a tangible impact on our community. Yet, our regional population has been basically unchanged for years. Sure, people move around within our community, but facts are facts: The Evansville Region is not much larger than we were 20 years ago. We need more people to fill our 11,000 vacant jobs and fuel our future. We are READI to welcome TALENT to our region though population growth strategies targeted at early career workers who can build a career, connections and families here, along with mid-career professionals and entrepreneurs.



talentREADI  
is a  
Regional Project



# PROJECT: REGIONAL MARKETING STRATEGY

## DESCRIPTION:

The Evansville Region's Regional Development Plan (RDP) is anchored by a shared commitment to a **Regional Marketing Strategy** that tells the region's collective story, highlights strengths, differentiates assets and mitigates confusing and conflicting impressions. A digitally-enabled marketing program with mutual buy-in from the many organizations who have a hand in creating the impression that will attract and retain the diverse array of young talent is essential to Talent 2025 delivering impact. It is the key to enabling the cohesion among the projects and initiatives proposed as the READI strategy to deliver on population growth and increase in prosperity for current and future residents. Through the "e is for everyone" community branding initiative, the Evansville Region has built a solid foundation to understand the importance of a platform to build the region's brand. The mission of "e is for everyone" is to create a platform where everyone can connect with someone or something new, find a unique way to contribute to the community, and celebrate together what makes the region great. The primary goal is to generate and elevate a positive perception of the Evansville Region. It is time to take the brand a step further with a full Regional Marketing Strategy. A well thought out and executable strategy will also help the Region tell the stories of both Talent 2025 and READI enabled projects further outlined in the RDP.

Growing and successful regions are delivering targeted information and promotional communications to an array of audiences seeking a first or new work home, a business location or a meeting site. They are having success in capturing population growth among those with pre-existing ties and specialized high-demand skillsets. These digitally enabled and unified campaigns are successfully reaching high-demand skillsets such as tech workers, teachers and health care professionals by promoting quality of place amenities as well as employment and business environment assets. They are also demonstrating success at cross-selling to future business prospects demanding a strong talent pipeline and to the talent interested in the region's career and lifestyle strengths. These unified regional marketing approaches are reducing message confusion and successfully leveraging measurable analytics on website engagement. Metrics then inform social media use to build relationships with targets that matter for the region – both with business attraction candidates and talent.



## COMMUNITIES SUCCESSFUL WITH THIS APPROACH:

- Get far more useful return on marketing investments by delivering analytics that identify successful alignment of messaging and their target audiences
- Effectively share the unique quality of place assets with audiences making location decisions, both talent and businesses
- Have a strong pipeline of prospects and closed deals
- Leverage local "ambassadors" to connect one-on-one with top prospects
- Have actionable data and analytics that keep messages timely and on target
  - o Build content around what is being searched by targets
  - o Inform investments in site inventory and quality of place assets
  - o Inform use of targeted recruiting budget
- Keep overhead low by sharing staff capacity, content, etc.

## TIMELINE:

### UNDERWAY

Social media campaign beta testing the messages that attract targeted talent, 20-34 years of age, meeting and target industry decision-makers and visitors.

### Q4 2021

E-REP will have digitally-enabled website launched and baseline analytics enabled.

### Q1 2022

Website will be fully deployed with analytic codes that capture user data and align with social media strategies to deliver sales stories to targeted buyers.

### Q2 2022

Regional Marketing strategy will align with TMap (detailed in next highlighted project) database of Indiana friendly contacts to recruit the talent that aligns with employer demands and regional vision.

## INVESTMENT STRATEGY:

TOTAL PROJECT COST	\$ 5,000,000	SOURCE
Local Public Funds	\$1,000,000	CVB, Airport, local units of government
State Public Funds	\$1,000,000	SWIRDA
Private Funds	\$3,000,000	"e is for everyone" community branding initiative

## LONG-TERM SUSTAINABILITY/VIABILITY OF INVESTMENT:

Maintenance and ongoing activation of the Regional Marketing Strategy will be implemented by the key stakeholders listed below.

Success of the Regional Marketing Strategy is measured by:

1. Economic Development project leads generated
2. Successful and positive penetration of the regional college graduate population of 30,000
3. Percentage of successful message delivery to and feedback from individuals sourced by T-Map who consider employment opportunities in the region

## KEY STAKEHOLDERS:

The organizations in the business of promoting the region for economic success who will benefit from analytics that inform their sales to target audiences:

- Economic Development entities, both local and regional
- Chambers of Commerce
- CVBs
- Tourism and hospitality businesses
- Event facilities and event promoters

Key stakeholders will also work alongside the Indiana Destination Development Corporation as the state's agency to tell inviting stories to residents and visitors alike. As Indiana's branding

is developed, the regional marketing strategy will look to complement Indiana's brand message.

**Employers with talent needs.** In conjunction with a digital newcomer's guide, the digitally enabled marketing strategy will interact with employer sites. Many leading businesses can share relevant analytics from their sites with the unified regional site. These same businesses use the unified site to position their company messages to better reach their targets. These include TMMI, with an announced demand for 1,400 new team members; Berry Global; Henderson, KY-based Pratt Industries, with an announced need for 340 new employees; and the collective businesses with over 11,000 position openings in the Evansville Region.

## HOW DOES THIS CONNECT?

READI is about population growth, and the Regional Marketing Strategy is perfectly aligned with READI goals to increase the prime working age population.

- Every spotlighted project will contribute to the favorable image and quality of place that will strengthen the region.
- These same projects and the many other economic development opportunities proposed for READI will benefit from the strength of the regional "story."
- The T-Map Database Project will be a key data source for the social media strategy associated with executing the Regional Marketing Campaign.

# PROJECT: TMAP: BRINGING TALENT BACK HOME TO THE EVANSVILLE REGION

## DESCRIPTION:

TMap uses technology and targeted marketing to identify, qualify and engage terrific talent at scale. Whether there is a need for executives or engineers, marketers or managers, TMap finds the addressable talent pool, scores the pool to find the most willing-and-able recruits and runs engagement campaigns to bring them to the Evansville Region.

In its most basic sense, TMap is a big data play targeting individuals who have an affinity to the Evansville Region and enables a targeted marketing effort to recruit employees with interest in the region. It also allows for marketing to those within the region who are unemployed, underemployed or under skilled. Building a targeted database that fits employers' current and future talent needs is critical as part of the READI strategy to grow population. The database is also an important part of empowering the Regional Marketing Strategy. TMap is building a pipeline of individuals who have demonstrated an interest of returning to the state and working. At present, TMap has a database of 15 million from which to build a pool of qualified candidates for the Region's businesses. The idea is that it's easier to recruit people who know or have an affinity with Indiana. For example, people who have attended high school or college in Indiana would likely have more affinity for the state and be more apt to return for work than those with no connections.

**TMap will develop and execute a pilot program to generate a pool of qualified applicants for the region's businesses. Through this partnership, TMap will:**

- Create a database of regionally connected talent relevant to hiring profiles
- Run targeted talent attraction campaigns using the TMap platform to test marketing messages and engage qualified candidates
- Create a pipeline of qualified candidates who will be hired by participating companies

**TMap will also provide the following services:**

- Data sourcing, analysis and storage
- Coordinated message development for targeted talent marketing campaigns
- Candidate engagement campaign testing and execution
- Project coordination
- Performance/results monitoring and reporting





## TIMELINE:

### OCTOBER 2021

TMap will execute the pilot program while building the framework for a regional database.

### 2022

After the pilot completes, TMap will expand to regional partners. The database created for the Evansville Region will be an ongoing process to update and a key enabler of the Regional Marketing Strategy.

## INVESTMENT STRATEGY:

TOTAL PROJECT COST	\$ 530,000	SOURCE
State Public Funds	\$200,000	SWIRDA
Private Funds	\$330,000	Private funding from Regional Businesses, Private funding from the Greater Evansville Relief Fund

## LONG-TERM SUSTAINABILITY/VIABILITY OF INVESTMENT:

After pilot and expansion startup costs, the program is funded through the regional partners participating. The seed funding builds the necessary database and then TMap will implement an ongoing revenue model with area businesses while allowing access to the database to enable the Regional Marketing Strategy.

## KEY STAKEHOLDERS:

TMap is an Indianapolis-based company using technology and targeted marketing to identify, qualify and engage terrific talent at scale. E-REP will serve as the connector between area businesses and TMap. E-REP will utilize the talent database in its Regional Marketing Strategy.

## HOW DOES THIS CONNECT?

TMap is an enabler of the Regional Marketing Strategy. While building a database of talented individuals with an affinity for the Evansville Region and Indiana, TMap data will allow target marketing to individuals and families through engagement campaigns and direct marketing efforts. The Region can achieve higher population growth with individuals with a connection to the area.



To grow population, the Evansville Region needs the right housing mix to give residents options when choosing where and how to live. Quality and attractive housing projects are needed in locations that entice our target population and meet employer needs. As people want to live in walkable environments and new kinds of housing, the region needs to respond with programs and incentives that align preferences with employment opportunities in urban, suburban and rural environments that limit impacts on traffic, infrastructure, schools and the environment. We are READI to create the right places for our talent to LIVE.

## REGIONAL PROJECTS & PROJECTS WITHOUT A PHYSICAL LOCATION OR TBD.

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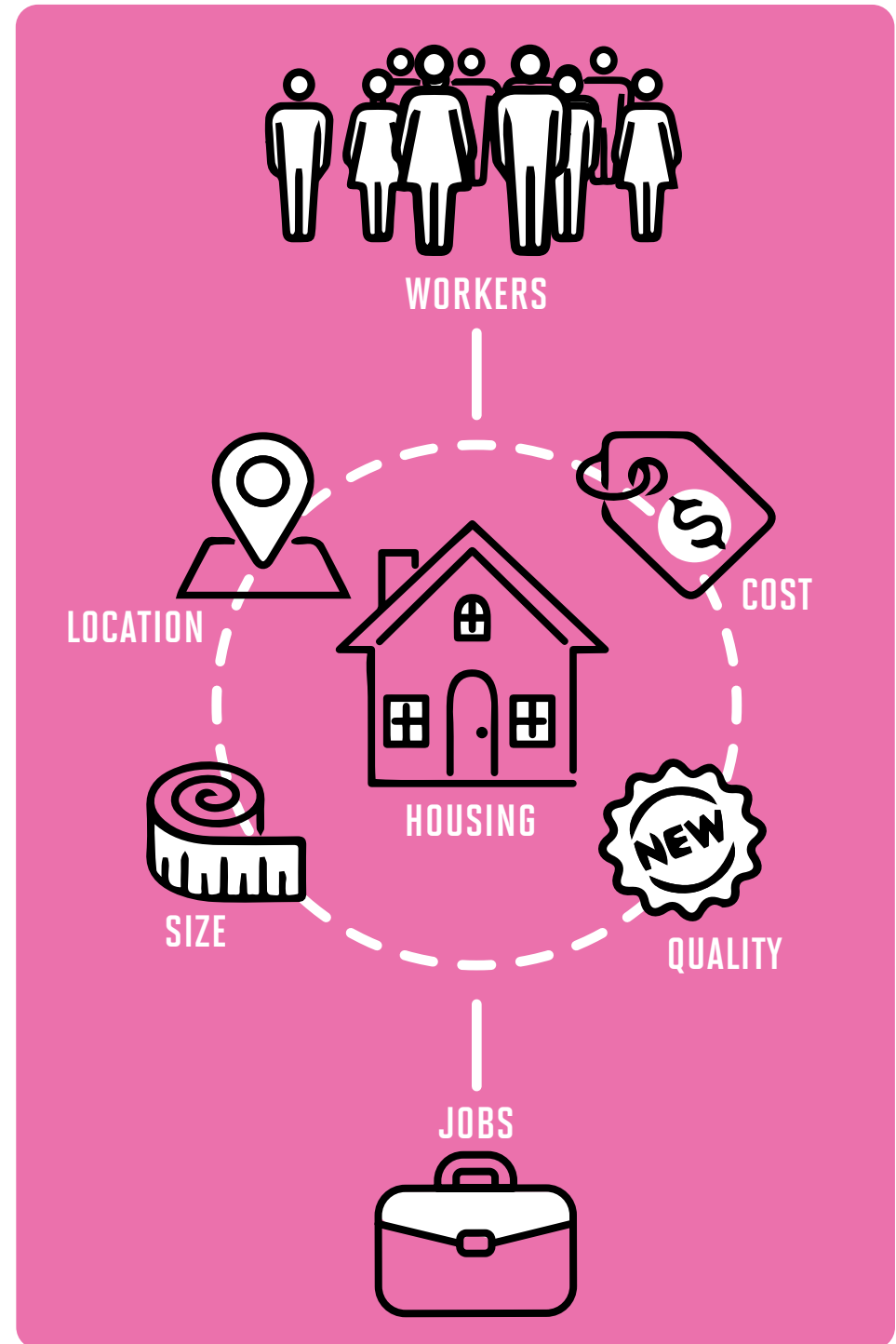


# PROJECT: REGIONAL HOUSING STRATEGY

## DESCRIPTION:

Workforce housing matters; in fact, lack of available housing is one of the most pressing issues currently facing nearly every U.S. community. If housing barriers get in the way of workers and jobs finding each other, the Evansville Region's economy will suffer. Housing attributes that may be barriers for workers include: location, price, quality and size. For the region's economy to grow, a sufficient supply of housing – meeting the needs and desires of regional workers in the target population – is required. A large percentage of workers in the region's major job centers commute from elsewhere and across county lines. While many workers commute by choice because they can live where they like, low-wage workers may be forced into a commute they do not choose by a lack of housing. If they don't have access to transportation or transit, this may take them out of the labor pool or force them to take a lower-paying job closer to home. The first step to helping workers live in job-rich areas is to increase the amount of housing available with close proximity to employers. The housing mix must reflect the job mix. While new housing is a first step, new construction is often not affordable to low-wage workers. Refurbished or redeveloped housing can also fill critical gaps in demand. In order to increase housing opportunities for people in need of workforce housing in job-rich areas, the housing mix should match the job mix when it comes to housing costs and wages. This means housing must not only be built in greater volumes near job centers but also made affordable to low-wage workers. Housing-related policies and programs should also seek to avoid the segregation that the market alone might produce.

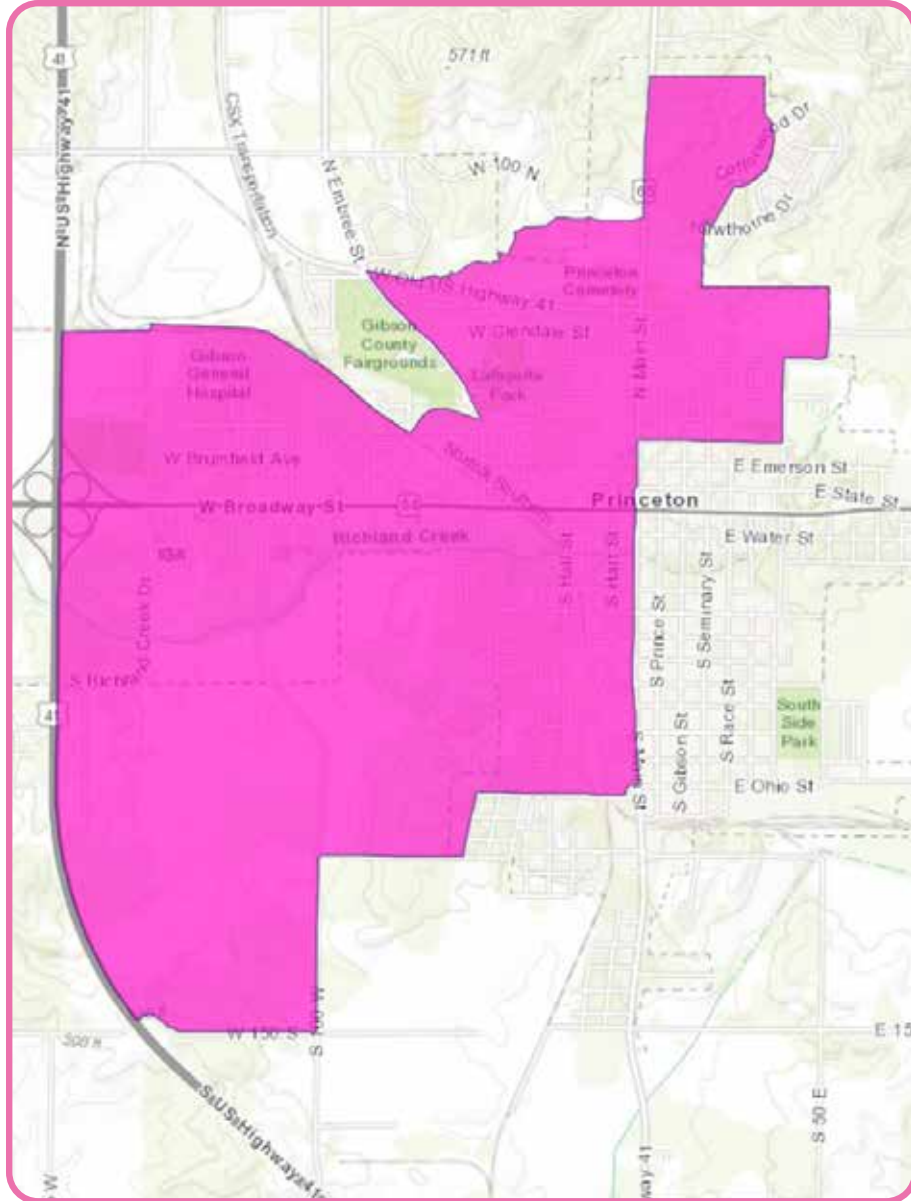
The Evansville Region recognizes the need for additional housing to grow and retain population. The region is building momentum for workforce housing through local collaboration among the public and private sectors. READI can fund a Request for Proposal (RFP) process with \$15 million set aside for housing-related projects. The RFP process will be embedded in a regional housing strategy to increase diverse housing choices at different price points in locations that support employer-employee needs and preferences. As some people want to live in walkable environments and new kinds of housing, the region needs to respond with programs and incentives that align preferences with employment opportunities. In addition to identifying opportunities for middle-income and executive housing across the region, an RFP aligned with rural, suburban and urban housing needs increases the supply of housing near jobs and major employers, targets the housing mix to reflect the jobs mix and creates equitable housing opportunities.





Open to both small- and large- scale housing developments in rural, suburban and urban settings, the RFP is targeting at least three developments costing approximately \$35 million each. In addition to large-scale developments, the RFP process will be open to smaller scale housing opportunities that add vibrancy to the core rural communities. Two examples include:

## DOWNTOWN PRINCETON HOUSING IN OPPORTUNITY ZONE



Proposed development includes workforce housing in the City of Princeton that will consist of one-, two- and three-bedroom units targeting households making between 60% to 120% of the Area Median Income (AMI) in Gibson County. This will serve wage earners in the \$30,000 to \$97,000 range and serve individuals and families ranging from 1 to 6 people. Currently, there are not enough housing options in Gibson County to support the Talent 2025 goals nor meet employer needs. There are currently 9,110 people who work in Gibson County but live outside the county and commute daily. Additionally, there are 2,154 employees who commute from out of state to work in Gibson County. The development will transform approximately 23 acres of farmland along the 2nd Avenue Corridor in Princeton which is located in an Opportunity Zone and a to-be-formed TIF district. The estimated investment in this project is \$33 million. The project will improve the quality of opportunity, workforce and quality of life for Princeton and Gibson County. This project addresses Talent 2025 goals as it is imperative for additional housing to be developed for Gibson County to attract and retain talented workers and residents. The location is also desirable because of its proximity to the Toyota Indiana YMCA, which is also to be located in Princeton.

Gibson County Economic Development Corporation is working alongside E-REP and Office of Community and Rural Affairs to create a prospectus for the entire Opportunity Zone located in Gibson County. This proposed READI project is complementary to the Rural Opportunity Zone Initiative (ROZI) grant efforts.

## DOWNTOWN MT. VERNON HOUSING

Located in the heart of rural Downtown Mt. Vernon, the proposed project partner would build a three-story building totaling 36,000 square feet near 2nd and Main streets. The first floor will provide 12,000 square feet of retail and office space. The second floor will provide market-rate apartments for necessary housing needed for Posey County businesses. The third floor will be designed as an event and restaurant space to help showcase the beautiful downtown and riverfront views. Total cost of the project is estimated at \$2 million.

## TIMELINE:

**2021**

Complete housing strategy

**MID-2022**

Extend RFP

**LATE 2022**

Award RFP

**2023**

Construction begins

**2024**

Construction complete

## INVESTMENT STRATEGY:

TOTAL PROJECT COST	\$105,000,000	SOURCE
Local Public Funds	\$ 15,000,000	Local units of government including TIF and tax phase-in
State Public Funds	\$ 15,000,000	SWIRDA
Private Funds	\$ 75,000,000	Developer funds, equity and private loans


 11775 - 201 Main Street  
Mount Vernon, Indiana

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## LONG-TERM SUSTAINABILITY/VIABILITY OF INVESTMENT:

Private developers will maintain properties awarded through the RFP. SWIRDA is reviewing investment options as an equity partner in developments or with grants being paid back to SWIRDA if property is sold.

## KEY STAKEHOLDERS:

Interested developers, local economic development professionals and major employers including Toyota, CenterPoint, AstraZeneca and Alcoa/Kaiser.

## HOW DOES THIS CONNECT?

Population growth requires housing that fits employer needs and workforce desires. This is an urban, suburban and rural housing strategy to bring high-quality housing options with quality amenities to the cross section of desirable living and near major employers.

# PROJECT: MEDICAL EDUCATION EXPANSION HOUSING

## DESCRIPTION:

Continued investment in the Evansville Region physician pipeline is critical to increasing positive health outcomes and quality of life for all Hoosiers, especially those in rural and underserved areas. To meet physician demand, training students in geographic areas of need is a proven strategy for retaining talent in the region and requires adequate short-term housing for students, residents and faculty to support medical education and research. The Southwest Indiana Graduate Medical Education Consortium (SIGMEC) partners have identified the critical need to increase permanent, affordable, extended-stay housing for students completing required clinical rotations at three rural training sites. SIGMEC (Indiana University School of Medicine Evansville-IUSM, Good Samaritan, Memorial Hospital and Health Care Center, and Deaconess) propose the expansion of quality/affordable medical housing aimed at attracting and retaining a highly skilled workforce. SIGMEC has confirmed both Deaconess and Memorial will renovate and expand existing hospital-owned properties. Good Samaritan will move forward with developing a new project site. IUSM-Evansville has ongoing agreements with all sites for student stipend rental fees.

The expansion of the medical residency housing attracts talent to the Evansville Region and enhances Indiana's Life Science economy including investment spearheaded by the Regional Cities Initiative. Expanding medical housing builds upon ongoing steps to improve quality and access to affordable health care while providing proven significant economic benefits to the region. This project is a critical link in that it develops a long-term, regional and public-private collaboration through a super-regional area for medical student education, residency programs and expansion of clinical translational research.





**TIMELINE:** The project is anticipated to start June 2022 and be completed by 2024. Milestones include:

### 2022

Residents grow from 18 to 118 residents training in the region.

### 2022-2027

Increase third-/fourth-year students training in the Evansville Region from 25 to 100 per month.

### 2022-2027

Increase residents from 118 to 200.

### 2026

Housing usage at optimal levels.

## INVESTMENT STRATEGY:

TOTAL PROJECT COST	\$ 17,917,000	SOURCE
State Public Funds	\$ 3,583,000	SWIRDA
Private Funds	\$14,334,000	SIGMEC Partners

## LONG-TERM SUSTAINABILITY/VIABILITY OF INVESTMENT:

Hospitals will use private-institutional funds in conjunction with housing unit rental fees to sustain the project. Planned increases in student enrollment and residency growth will provide stable occupancy rates and enable hospital sites to maintain high-quality residences and allow IUSM-Evansville to support medical education in the region. This aligns with hospital partners' vision to transition into teaching and research hospitals that aim to improve health in the region and support recruitment. Benefits of the project:

- Increases access to care and improves health outcomes in areas with most need
- Saves \$3.6 million per year in avoided health care costs
- Each practicing physician brings six to seven new related healthcare jobs and provides average of \$1.5 million in economic impact to region
- Supports life sciences hub including bringing more research and funding to region
- 55% of residents in programs will remain to practice in the region or Indiana, increasing to 70% if the students are at Indiana University School of Medicine –Evansville

## KEY STAKEHOLDERS:

SIGMEC (IU School of Medicine - Evansville, Good Samaritan, Memorial Hospital and Health Care Center, Deaconess and Ascension St. Vincent).



## HOW DOES THIS CONNECT?

Connecting to Talent 2025, this project increases affordable dedicated housing units, providing up to 150 students/residents opportunities to live, train and remain in the Region. It increases access and quality of care to region by targeting rural and underserved populations. It also increases the number of residents and reduces likelihood of people living in poverty because of improved access to critical physical and mental health resources and care.

## SUMMARY OF ADDITIONAL liveREADI PROJECTS:

PROJECT/PROGRAM	TOTAL COST	PROJECT/PROGRAM SUMMARY
Workforce Housing - Princeton	\$33,000,000	Proposed 220 workforce housing units in the City of Princeton that will consist of 1-, 2-, and 3-bedroom units that target households making between 60% -120% of the Area Median Income in Gibson County.
DRC Westwoods, LLC	\$31,800,000	Master planned community comprised of single-family homes and high-end market rate rental condominiums containing green space, walking trails and cabana/grilling area for family activities.
Karges Lofts	\$30,000,000	Adaptive reuse of the Karges Furniture Factory as up to 150 workforce and affordable housing apartments.
Fieldhouse Flats	\$19,607,958	Rehabilitate the 1927 YMCA gymnasium as 35 workforce and affordable apartments, while the shell of the 1981 building and Child Enrichment Center will be used for a new apartment tower containing up to 55 additional apartment units.
Princeton Apartment Complex	\$18,000,000	Construction of market rate, high-end apartments totaling 132 to 196 in Princeton.
Southern Hills Subdivision	\$1,750,000	Southern Hills is a residential subdivision with 40 lots.
Downtown Loft Apartments	\$1,605,000	Turn vacant downtown properties located on the square in Princeton into 14 high-end loft apartments with ground level retail space.
Clear Meadow Estates	\$1,450,000	Clear Meadow Estates is a residential subdivision with 42 lots.
Vuteq Housing	TBD	Vuteq Housing project would give new hires from out of town or state a place to live while they are employed with Vuteq or allow them the time to purchase their own home all while being employed with Vuteq in the county.



# playREADI

Improve quality of place for a healthier, more fulfilling and fun life

Recreation, outdoor activities, parks and trails, and the natural environment are arguably as important as job opportunities and schools in attracting and retaining our target demographic: talent at the start of their careers. The region's temperate four-season climate suits the development of these amenities, especially planned trail development to build a network allowing everyone a healthy way to get around, especially if you do not have a car. We aren't PLAYing around when we create an inCREADible amenity and art-rich place to live, work and play!

## REGIONAL PROJECTS & PROJECTS WITHOUT A PHYSICAL LOCATION OR TBD.

35



Photo: Livin Imagery LLC



# PROJECT: CREATING A WORLD-CLASS REGIONAL SPORTS AMENITY: THE WARRICK COUNTY SPORT PARK & FIELD HOUSE

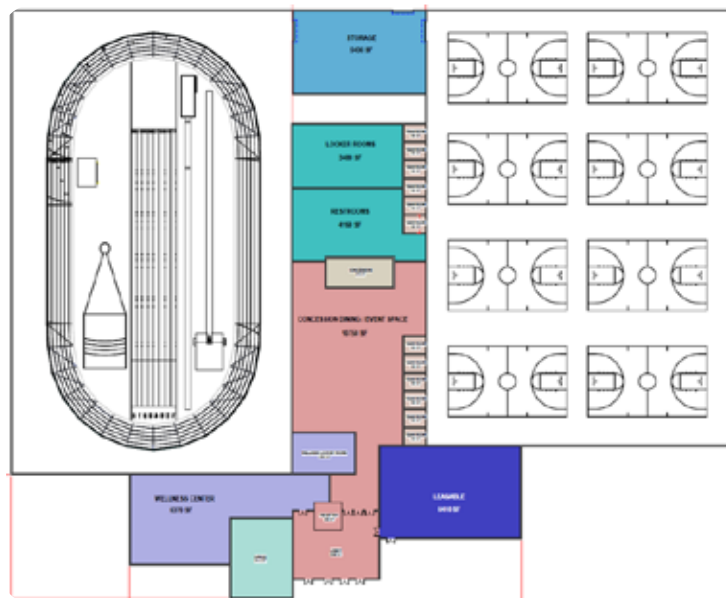
## DESCRIPTION:

According to the Aspen Institute and Utah State University, families in the U.S. spend on average \$693 annually per child in one sport. When it comes to economic opportunities for Warrick County and the Evansville Region, youth and college sports tourism has the potential to “knock it out of the park.” Last year, youth sports alone were worth more than the NFL, nearly surpassing revenues for the NBA and MLB combined. And towns across the country are engaging in an arms race to capitalize on the “sports tourism” boom that shows no signs of stopping.

Much of that comes from “sports/destination tourism,” which is considered the fastest growing sector of the travel industry. What is sports /destination tourism? Simply put, youth athletes and their families spend thousands of dollars on travel for youth sports teams and tournaments, which bring economic opportunities that rival those of traditional tourism. Warrick County is positioned to take the Midwest by storm given its strategic location adjacent to Interstate-69 especially with the planned I-69 Ohio River Crossing.

The Warrick County Sports Park & Field House is designed to accommodate not only youth sports but college sports as well. Currently, the region's three universities athletic teams must travel out of state to compete with indoor track. New facilities mean new tourism draws, which in turn generate revenue from registration fees, hotel stays, tourist shopping and other local hospitality outlets – not to mention the uptick in local employment.

Situated along the I-69 corridor between Vanderburgh and Warrick counties, the Warrick County Sports Park & Field House will be able to host local youth sports, large Midwest tournaments and collegiate championships. It will feature a 240,000-square-foot regional center including a 200-meter indoor banked competition track. It also includes hardwood courts that can be arranged to support basketball, volleyball, pickleball and can even be converted to convention space when needed.



## TIMELINE:

The project is expected to begin February 2022 and be completed May 2023. Anticipated milestones include:

### COMPLETE

Feasibility and Project  
Due Diligence

### IN PROGRESS

Completion of LOI with  
property owners

### 90 DAYS

User agreements and operating  
agreements with Universities,  
School Corporations, Leagues,  
Teams and leasable spaces

Final Budget and  
Public/Private financing  
agreement

### 90 DAYS

Geotech, environmental,  
civil engineering, traffic,  
architecture

### 1 YEAR TO COMPLETE

Construction

## INVESTMENT STRATEGY:

### TOTAL PROJECT COST

**\$ 45,000,000**

### SOURCE

Local Public Funds

\$7,500,000

\$5,000,000 – Tax Increment Financing  
\$2,500,000 – Tax Abatement

State Public Funds

\$ 5,000,000

SWIRDA

Private Funds

\$32,500,000

Private Developer

## LONG-TERM SUSTAINABILITY/VIABILITY OF INVESTMENT:

The partners to make this project successful are in place. The project will not move forward without the appropriate user agreements and tenant leases in place that secure the financial and operational success of this facility. The estimated yearly economic impact of the facility is \$62 million while providing more opportunity for surrounding new hotel, restaurant and retail development.

## KEY STAKEHOLDERS:

Warrick County (Economic Development, Redevelopment Commission, Council, Commissioners and Tourism); Lauth Group Inc. (Carmel, IN); Synergy Sports Global (Charlotte, NC); Tri-State Orthopedics; University of Southern Indiana; University of Evansville; Oakland City University; Evansville Sports Corp; Visit Evansville; Warrick County School Corporation; Evansville Christian School; and Multiple Region Sports Teams and Leagues.

## HOW DOES THIS CONNECT?

The Warrick County Sports Park & Field House is a transformative destination amenity that complements the region's other amazing sports facilities, making the Evansville Region an even more dynamic sports destination. This facility will directly improve quality of life through sports, programming and opportunities that are not currently available. This facility is on par with attractive, larger markets and could leave a positive impression on thousands of new visitors, including high school and collegiate athletes that will soon begin their careers.

# PROJECT: TOYOTA INDIANA YMCA

## DESCRIPTION:

The YMCA of Southwestern Indiana has been working with community leaders and key organizations in Gibson County to create a first-class, full-facility YMCA for all residents. This facility, located in the rural core of Princeton, will include aquatic facilities, a health and wellness room, group exercise studios, teaching kitchen and a youth wing that will house activities for children and teens. The construction and development of the Toyota Indiana YMCA will be a community gathering space for individuals and families, youth and seniors. This new branch will include the first indoor pool to this part of the region and will be home to the swim programs for local public school districts and Oakland City University.

This project is an adaptive reuse of a former elementary school in Downtown Princeton. Its location ensures Toyota Indiana YMCA will be a catalyst to growing quality of place centered around the Gibson County Courthouse Square. Prominent to the project will be the concept of Universal Design that



surpasses basic ADA compliance. Universal Design is the design and composition of an environment so that it can be accessed, understood and used to the greatest extent possible by all people regardless of their age, size, ability or disability. Individuals with mobility challenges will find this to be a YMCA that fully accommodates their needs. Much like the new YMCAs that Kokomo and New Albany have enjoyed, the Toyota Indiana YMCA is expected to be key to anchoring new workforce housing units, new entrepreneurial opportunities for local residents, and new energy in and around Princeton.

The project aligns with the goal of improved health by providing a credible resource in health and well-being to one of our region's most

inactive populations (a recent survey showed that only 40% of Gibson residents were engaged in any physical activity vs. 48% nationally). This will have a direct impact on the Talent 2025 Health Index (-0.3 vs. the 0.7 aspirational peer average). YMCAs and wellness programs in general help local employers cut health costs and increase productivity by creating healthier employees. A new Y will advance the RDP by improving the Region's overall health index. YMCAs have also been conduits for population growth. Adding this type of community amenity is attractive to families looking for recreational activities close to home. The Toyota Indiana YMCA will be key to retaining young families in the region as well as the direct and positive impact it will have on health outcomes for area residents.



## TIMELINE:

### Q4 2021

Finalize engineering and design with complete schematics.

### Q1 2022

Competitive bidding and contractors selected (scope contingent on securing final funding).

### Q2 2022

Construction begins.

### Q1 2023

Construction complete and open to the community.

## INVESTMENT STRATEGY:

### TOTAL PROJECT COST

**\$18,163,500**

### SOURCE

Local Public Funds

\$13,200,000

TIF funds committed by Gibson County so the branch could complete both Phase 1 (program, gym and meeting facilities) and Phase 2 (indoor pool/aquatic center) simultaneously Patoka Township in Gibson County has contributed \$75,000 toward facility's operating costs in years one and two.

State Public Funds

\$ 3,500,000

SWIRDA

Private Funds

\$1,463,500

Including a \$1 million Lead Private Gift from TMMI recognizing the broad base of community support and the further private investment opportunities a fully-functional YMCA Branch positions the region to attract.





## LONG-TERM SUSTAINABILITY/VIABILITY OF INVESTMENT:

The Toyota Indiana YMCA has garnered unprecedented support from public elected officials, private institutions, citizens, community organizations throughout the region, school districts, Oakland City University and many other stakeholders that have rallied around this opportunity. Earning broad financial backing, there are commitments to support the construction of the facility as well as committed resources to the early years of operation while the membership base is established.

As a membership organization, the revenue mix will slant toward member income (71%) over the first three years of operations to sustain. Other sources of revenue include program income, lease income, contributions and grants. The three-year income projection is \$2,380,854 vs. expenditures of \$2,375,679 before depreciation. The income margin grows from -10.43% in year one, to 1.98% in year two, to 3.74% in year three, expecting to reach an estimated 950 households by year three.

The YMCA of Southwestern Indiana, the proposed operator of the Toyota Indiana YMCA, has a long and successful history of operating facilities with a revenue mix of memberships and annual operating campaigns supported by both the local and regional board of volunteers. It is a regional YMCA serving Posey, Gibson, Warrick and Vanderburgh counties with physical branches and/or a program presence. The Y is a part of the National Council of YMCAs and has resources (facility design, financial development, community engagement) to ensure the viability of this project. The YMCA of Southwestern Indiana has provided over 160 years of service to a broad service area, and all current branch operations have sustained well over time including Camp Carson, Dunnigan Y and Ascension St. Vincent Y.

## KEY STAKEHOLDERS:

YMCA of Southwestern Indiana, Toyota Motor Manufacturing of Indiana, Vuteq, Duke Energy, German American Bank, Deaconess, Toyota Boshoku, Rode Construction, Evansville Teacher's Federal Credit Union and many individual donors.

## HOW DOES THIS CONNECT?

The strategic location of the Toyota Indiana YMCA is already proving to be a catalyst for significant private investment as workforce housing and entrepreneurial opportunities have been announced in the surrounding blocks. Regional economic development organizations project that several hundred housing units would be financed and approved within the Princeton community in the coming years. The ROI is on the region's bottom line – driven by a healthier and more productive workforce. Along with the investments Princeton has made with the benefit of the Stellar program and the employment opportunities that the TMMI expansion offers, this area of the Evansville Region is well-positioned for significant growth, much of which is enabled by this Toyota Indiana YMCA opportunity.

# PROJECT: KEY CONNECTOR TRAILS

## DESCRIPTION:

Trails are a crucial recreation amenity that drives economic development and provides important linkages between neighborhoods and districts. Most importantly, trail connectivity is perceived as an essential community resource to attract young professionals.

Why trails? Trails support many forms of exercise and recreation, improve health, provide transportation alternatives and reduce emissions pollution. Trails facilitate community walking, running and bicycling. Why does this matter? They are the lowest cost form of transportation and are non-polluting, energy efficient and healthy. Bike commuting is an increasingly popular way to access jobs and amenities, especially in a new development model called “15-minute cities,” where proximity to personal necessities is paramount. The 15-minute cities model has become top of mind for city planners adapting to new post-pandemic resident preferences.

Statistically, trails can also create economic vitality in the towns, cities and neighborhoods through which they are built, which then increases the value of properties within the trail vicinity. Examples like the Cultural Trail in Indianapolis and the Beltline in Atlanta show that every dollar spent building multi-use trails returns a multiple of that annually. Many well-positioned trails attract thousands of users and have immediate successes when built. Local and out-of-town trailblazers add significantly to the economy. Walkable, bikeable communities are being seen as communities of choice as talent votes with their feet and locates in these areas. Much research has shown that trail-rich communities are more desirable, with overwhelmingly positive feedback from residents about trails and the quality-of-life improvements they facilitate.

The Evansville Region is no exception. The region’s appreciation for trails has come from firsthand experience with the Evansville Greenway Passage System. The Regional Key Connector Trails Strategy project



*Photo: Alex Morgan Imaging*

includes a portfolio of several trails projects that collectively provide a foundation for expanded trail opportunities in the region.

READI funding will be used to support efforts to implement the Regional Key Connector Trails Strategy using an RFP process with required project completion dates by 2025.

## KEY CONNECTOR TRAIL STRATEGY

Working alongside Welborn Baptist Foundation, Warrick Trails and Evansville Trails Coalition, this strategy will determine and fund missing trail connections in the region’s current trail network through an RFP process with \$5M set aside for SWIRDA to allocate. The RFP process will identify and prioritize quality of place trails that will attract and retain target demographic talent to the region.

Trails that build neighborhood wealth and equity without gentrification will also be prioritized. Everyone has a right to live in a place where they are safe, feel a sense of belonging, and where they have access to good schools, healthy food, public transit, nearby employment opportunities and green space — the building blocks of a healthy, fulfilling and fun life. When communities are at the table in planning processes, armed with accessible data and knowledge about effective policy strategies, they can help ensure that investments are leveraged to create more inclusive futures.



## EXAMPLE TRAIL CONNECTORS

### TRAIL CONNECTION – MT. VERNON TO UNIVERSITY OF SOUTHERN INDIANA

This trail would develop a key regional connection into Posey County, connecting over 30 miles of a trail network and becoming part of the American Discovery Trail, the first coast-to-coast, non-motorized trail.

The American Discovery Trail is a new breed of national trail — part city, part small town, part forest, part mountains, part desert — all in one trail! Its 6,800+ miles of continuous, multi-use trail stretch from Cape Henlopen State Park, DE to Pt. Reyes National Seashore, CA. It reaches across America, linking community to community with the first trail of this kind. The ADT provides trail users the opportunity to journey into the heart of all that is uniquely American — its culture, heritage, landscape and spirit.

By utilizing current road infrastructure, this project would develop a dedicated, multi-modal lane adjacent to Indiana 62, connecting to a regional destination near University of Southern Indiana and Burdette Park.

### WARRICK TRAILS – REGIONAL SPORTS LOOP (RSL)

Regional Sports Loop is the plan to expand Warrick County's trails system to connect soccer/football fields and nearby, well-populated neighborhoods to other parks, schools and neighborhoods. The area has critical safety issues, poor connectivity and lack of accessibility for children and adults to be active outdoors. Adding this trail loop will potentially incentivize the construction of housing, which could encourage prime working-age families to locate in the region.

RSL is a three-phase project to add to the existing, well-used trail system. These trails have already brought increased numbers of residents to the region, and studies show the prime working-age population often desires to live close to or on a trail system. The purpose is to promote economic growth by adding a healthy environment to live and improve quality of life.



Photo: Livin Imagery LLC

## TIMELINE:

**2022**

Extend RFP

**2023**

Construction

**2025**

Construction ends

## INVESTMENT STRATEGY:

TOTAL PROJECT COST	\$ TBD THROUGH RFP PROCESS	SOURCE
Local Public Funds	\$ TBD through RFP process	
State Public Funds	\$ 5,000,000	SWIRDA
Private Funds	\$ TBD through RFP process	

## LONG-TERM SUSTAINABILITY/VIABILITY OF INVESTMENT:

The trail system has key items that allow its confirmed and potential projects to have long-term sustainability. A maintenance fund and maintenance plan would be required for any funding awarded through the RFP process. In addition to their potential to attract adjacent development, the return on investment for trails is the health, safety and population growth of the community. Quality trails and trail systems have been proven to attract people to live and work near them, or in communities where trail development is a priority. They are a cost-effective way for people to get healthy and for children to safely get to schools, parks and sports fields. This trail loop could eventually affect the full spectrum of housing in the area, from starter homes to executive homes.

## KEY STAKEHOLDERS:

Evansville Trails Coalition, Warrick Trails, Evansville Parks & Recreation, Mt. Vernon Parks & Recreation, Gibson County Parks & Recreation, Gibson County Visitors & Tourism Bureau, Visit Evansville, Visit Posey County, Vanderburgh County Sports Corp, Welborn Baptist Foundation.



Photo: Alex Morgan Imaging

## HOW DOES THIS CONNECT?

Trails get the community healthier and improve quality and quantity of residents' lives. This trail expansion can increase the population and economic development surrounding the route. Trails create opportunities for people to be physically active and outdoors, revitalizing economies and the very communities where people live, work, go to school and play.



# SUMMARY OF ADDITIONAL playREADI PROJECTS:

PROJECT/PROGRAM	TOTAL COST	PROJECT/PROGRAM SUMMARY
Hulman Hotel	\$29,483,341	Historic preservation of the nationally significant art deco Hulman Building in downtown Evansville for 96 hotel rooms and 16 luxury apartments on the upper floors.
Roberts Park	\$20,000,000	Transformation of the former Roberts Stadium campus into a dynamic park with connected green space, walking/running trail with workout station along the way, a new multi-purpose sports field, new basketball and/or pickleball courts and a great lawn with a small gazebo.
Renovations to the Deaconess Sports Park eight (8) baseball/softball fields	\$7,911,810	Renovation to the Deaconess Sports Park opened in 2015 to convert the natural playing surfaces into synthetic turf.
At the Bend in the River: Artistic and Cultural Heritage Renewed	\$6,295,000	Renovate the Evansville Museum of Arts, History & Science 1959 wing to reinstall key works of art, including a rare glass mosaic by Pablo Picasso, one of the 20th century's most influential artist. This is one of only 50 glass mosaics by Picasso in the world.
Children's Museum of Evansville Expansion	\$6,110,320	Building & Exhibit Improvements & Additions.
Renovation/Restoration of Veteran's Memorial Coliseum	\$5,000,000	Renovate and restore the Veterans Memorial Coliseum to transform the historic building to a regional and local venue, attraction and anchor for the NoCo Neighborhood in downtown Evansville.
Garvin Park Renovation	\$3,300,000	Renovation plan includes building a new shelter house on the lake front, building new courts closer to the existing baseball fields, development of a new walking trail and construction of a bridge over the lake near the newly constructed Deaconess Aquatic Center.
New Harmony Pedestrian Bridge	\$3,000,000	Pedestrian walkway as part of the project that would utilize the bridge for the national trail across the Wabash River.





Our urban and rural centers attract consumers to our region, while employers at all levels struggle to fill open jobs. How do we as a region create higher wage jobs that attract talent to live, work and stay in the Evansville Region? These jobs give our workforce and our kids more career choices to increase their household income. The type of jobs that move families out of poverty and create self-sustaining households. It takes targeted investment and attention to grow and attract jobs that will create wealth in our community – jobs with a “multiplier” effect, leading to even more local employment. Playing to our strength of advanced manufacturing and health and life sciences, we are READI to expand our existing and new BUSINESS.

## REGIONAL PROJECTS & PROJECTS WITHOUT A PHYSICAL LOCATION OR TBD.

1 2 3 5 10



# PROJECT & INITIATIVE: SMART MANUFACTURING CLUSTER & ROBOTICS TECHNOLOGY CENTER

## DESCRIPTION:

Lots of communities have strong manufacturing sectors, but reaching the critical mass of assets that transforms a sector into a cluster takes coordinated effort, investment and ambition. During Talent 2025 planning, best practices for creating a smart manufacturing cluster were identified as Team NEO: Northeast Ohio Business Development Organization. After reviewing Team NEO strategies, the Region identified the Tri-State Manufacturers' Alliance (TSMA), a collection of more than 140 businesses and hundreds of professionals who represent the region's dynamic manufacturing sector, as the logical group to inform and advance a smart manufacturing strategy. Along with the support of partners across the region, TSMA can develop tools needed to help businesses move into smart manufacturing competitiveness. TSMA will be leveraged for smart manufacturing projects aligned with Talent 2025 and READI including the Robotics Technology Center to help improve sustainability and viability. Capitalizing on the expertise and connectivity of TSMA to help build a smart manufacturing cluster also enhances the Evansville Region's ability to adopt smart, innovating and emerging Industry 4.0 technologies through the Manufacturing Readiness Grants supported by the Indiana Economic Development Corporation, Next Level Manufacturing Institute and Conexus. The next evolution of industry beyond the adoption of computers and automation in the third Industrial Revolution, Industry 4.0 leverages smart and autonomous systems optimized by data, artificial intelligence (AI) and machine learning to transform the production process and its outputs.

Capturing Industry 4.0 opportunities starts with having the trained workforce necessary to understand and apply these technologies. The Robotic Technology Center (RTC) to be developed in rural Ft. Branch in Gibson County will help to ensure that new employees and the region's future workforce pipeline are highly trained and prepared to successfully contribute in the fast-paced and rapidly changing Industry 4.0 global environment. Industry partners across various sectors will have access to and receive benefits from the enhancement and increased utilization of the current Vincennes University Gibson Center Campus as it becomes the future location of the RTC. This center for employer-aligned training in both existing and future technologies across multiple industry sectors, as well as education for high school students, will fulfill a need that is not being



adequately met across various industries. This investment will allow immediate implementation of programming in phases that will provide quicker impact on workforce needs in key technologies for the region while a phased approach to future expansion on the existing site prepares for future additions to the facility as industry demand for programming increases.

The RTC will be complemented by additional workforce development efforts to create a talent pool that will help grow the companies we have, attract top smart manufacturing prospects, and open the door for new innovation and entrepreneurial opportunities.

# TIMELINE FOR RTC:

**2022** Initial areas of focus will include skilling up current and incumbent workers, with targeted focus in advanced manufacturing and Cyber Security.

**2023** will target the expansion of the Southern Indiana FAME/AMT programming.

**2024** and beyond the center seeks alignment with the Purdue Innovation Lab and other state partners to expand technology offerings with a focus on Bio and Life Science technologies.

## INVESTMENT STRATEGY:

TOTAL PROJECT COST	\$ 47,875,000	SOURCE
State Public Funds	\$ 7,500,000	SWIRDA
Private Funds	\$ 40,375,000	VU has invested \$3.5 million in FAME Toyota has donated \$150,000 in equipment \$36.65 M from Industry partners for the faculty and equipment

TSMA can be enabled as the smart manufacturing cluster lead through READI.

## LONG-TERM SUSTAINABILITY/VIABILITY OF INVESTMENT:

- By its very nature, cluster building is a sustained process. The READI investments will be leveraged as part of a deliberate, collaborative effort to seed and nurture investments in a Smart Manufacturing Cluster.
- Beyond the start-up costs of retrofitting the existing facility and creating the RTC, staffing and operation costs will be covered by industry partners as specific technology demands become evident.
- TSMA and its more than 140 manufacturing industry members are focused on cross-industry best practices, identification of future technologies most in demand to meet industry needs and will serve as training content advisors to the RTC. The presence of the Alliance will ensure that the cluster building process stays on track and investments are maximized to achieve their full potential.
- Rural Community Benefits: The strategic location of the RTC in Ft. Branch, IN at a well-respected existing facility will attract both students and industry talent for expanded meetings, research and collaboration. Additional retail and hospitality demand is expected to result from activities associated with the RTC as it grows in importance to both the Evansville Region and the Tri-State area.

## KEY STAKEHOLDERS:

Toyota Motor Manufacturing of Indiana (TMMI) and Vincennes University are lead partners in developing plans for the renovation and re-equipping of the Gibson Center. Other leading industry partners with existing commitments to this initiative include Berry Global, AstraZeneca, Jasper Engines and the TSMA steering committee led by Anchor Industries, Koch Enterprises, Jasper Engines, the Nix Companies, TMMI and others. Future partners will include industry leaders in bio and life sciences; likely Reckitt, Deaconess Health System and others.

## HOW DOES THIS CONNECT?

This project brings together industry and educational partners with a focus on developing a highly trained workforce. This fulfills a need that is not being adequately met across various industries. Having a centralized location that can meet the needs of employers and their workforce is key. This robotic technology center helps to ensure those new employees and future workforce pipeline are highly trained and globally competitive while being prepared to successfully contribute to a fast-paced and rapidly changing industry. All industry partners, across various industries, will have access to, and receive benefits from, a technology and training center like this located in the region. The timing is also in synch with Toyota bringing 1,400 high-paying new jobs to the market over the next two years. The Tri-State Manufacturing Alliance's membership represents firms and stakeholders from across the region. Their presence will also ensure that Smart Manufacturing Cluster efforts are connected with the Region's manufacturing ecosystem and benefit as many constituents as possible.



# PROJECT: IU SCHOOL OF MEDICINE CHILD AND ADOLESCENT PSYCHIATRY CLINIC AND RESEARCH CENTER

## DESCRIPTION:

There's a popular saying in today's economic development practice: "Data is the new oil." The Child Psychiatry expansion at the IU School of Medicine-Evansville (IUSM-E) will create a world-class center that brings together clinical, education and research team leaders who will expand psychiatry and mental health access, dramatically improving the quality of life for the Evansville Region and the entire state. Importantly, the campus will focus on leveraging "big data" and data analytics to improve patient outcomes as well as generate economic development opportunity through commercialization and entrepreneurship.

Currently, Indiana ranks 48th in the United States in availability of child psychiatrists. Southwestern Indiana is no exception to the clinical shortages as Posey, Gibson, Pike and Spencer counties are among the most severe in the state.

The child psychiatry clinic and research center will be housed in the IUSM-E at the new Deaconess Downtown Clinic. As planned as the first phase of a long-term strategy, this build-out was partly funded through the prior 2015 Regional Cities Initiative. Additionally, to increase the number of providers, improve health care and advance research, a new IUSM psychiatry residency program was successfully launched in 2019. The Child and Adolescent Psychiatry Clinic and Research Center will build on the foundational investment of the IU School of Medicine to further elevate Greater Evansville's competitive position for a true Life Sciences Cluster of research, businesses, talent and investment.

## A REGIONAL ASSET TO ATTRACT WORLD CLASS TALENT & ECONOMIC DEVELOPMENT

Data collection and analytics represents the leading edge of economic development in medtech and life sciences. Regions that establish a foothold in this potentially transformational sector can compete globally to become hubs of innovation, technology commercialization and attraction. The Child Psychiatry Evansville Campus Expansion will include the creation of a national "living laboratory" of rich longitudinal and continuously refreshed psychiatric patient data from up to 10,000 US physician practices for examining the current practice of psychiatry in the real world.

This Real World Experience (RWE) Psychiatric Data Analytics Platform will empower IUSM-E's faculty, residents, medical students and collaborating researchers to gain invaluable insights into the real-world diagnostic and treatment processes used in treating psychiatric patients throughout the U.S.

Data provided by contributing Electronic Medical Record (EMR) companies will be continually updated to reflect the current "real time" practice patterns of mental healthcare providers thus achieving an online "living lab" database. In addition, there will be a focus on commercializing the unique data asset to build an AI – powered behavioral health care research and innovation ecosystem to not only attract world class clinical researchers and faculty to the region but serve as a first-of-its kind catalyst to drive the growth of regional and statewide entrepreneurial ventures. In addition, the new RWE Psychiatric Data Analytics Platform can be used to test new treatment and research models, including the evaluation of treatment costs, efficiency and effectiveness in real-world settings. This could position the Evansville Region as a compelling location for hosting clinical trials of pharmaceutical companies, medical device makers and other cutting-edge firms.

## STRATEGY:

To develop a national Psychiatric Real World Evidence Database of initially up to 3 million psychiatric patients (estimated 300,000 pediatric patients) from Psychiatric and Primary Care Practices

- Create a Data platform for real world Child & Adolescent Psychiatric Medical Research
- Longitudinal structured data will be extracted from On Premise EMR data from up to 10,000 practice locations
- Data will be de-identified for HIPAA compliance
- Data will be renewed/refreshed on a quarterly data
- Data expansion will grow as additional medical practice EHR sites are added; as their data is loaded, psychiatric patients will be identified and added to the Psychiatric Data Platform
- A focus on specific patient age groupings and diagnosis, emphasizing bipolar
- Opportunity to use the platform's participating organizations to recruit more patient data and collaborating research investigators in community mental health programs

## OCTOBER 2021

Complete research center and order furniture, fixtures, and equipment.

## DECEMBER 2021

Finalize donor commitment of private philanthropy for endowed professorships.

## JANUARY 2022

Start key clinical and research faculty recruitment.

## JULY 2022

Finalize contract for psychiatric data lake.

## JANUARY 2023

Launch center.

## JUNE 2027

Subsequent phases targeting completion.

## INVESTMENT STRATEGY:

TOTAL PROJECT COST	\$ 30,000,000	SOURCE
Local Public Funds	\$ 1,000,000	Local public funding
State Public Funds	\$ 6,000,000	SWIRDA
Private Funds	\$23,000,000	Endowments Research Center Facilities



## LONG-TERM SUSTAINABILITY/VIABILITY OF INVESTMENT:

Importantly, this strategy builds off existing capacity in the region. Foundational investments have already been made that compel stakeholder organizations to capitalize on these investments through continuing developments like the Child and Adolescent Psychiatry Clinic and Research Center. The proposal offers IUSM-E a RWE psychiatric database along with a web-based research portal that can be franchised across other university settings. Thus, IUSM-E can license the database to other universities, including through the existing nationwide CTSa program, and thus create a sustainable ongoing living RWE database that can be used nationally and help promote academic collaborations in a manner that provides the most significant impact on psychiatry. In addition, the RWE “Living Lab” Web Platform will provide independent researchers, healthcare organizations and the life sciences industry access to ongoing treatment and outcomes surveillance data through tiered subscription models and licensing arrangements. Private gifts and endowments will provide additional research support and help to recruit clinical/research teams. Psychiatry teams will be employed with regional hospital systems as well as appointed faculty to IUSM-E. Proprietary RWE Data Analytics Components will generate income streams to IUSM. As capacity is built in medtech data, the potential for sustained follow-on investment is great as the Evansville Region becomes more widely known as a hub for these technologies.

## KEY STAKEHOLDERS:

IUSM-E, IUSM Department of Psychiatry, Regenstrief Institute, Indiana Clinical and Translational Sciences Institute, SIGMEC Partner Health Systems, Allied Health Education Institutions, Evansville Psychiatric Children’s Center.

## HOW DOES THIS CONNECT?

This project creates regional assets that can become known nationally to drive innovation and commercialization. This project enables expansion of clinical and translational research in the Evansville Region, creating a highly trained workforce that will attract world class talent & economic development. It also creates access and quality of mental care presently not available to Region by targeting rural and underserved populations. Because health care and life sciences employment and talent are widely dispersed across the Region, efforts to enhance this capacity will benefit communities across Greater Evansville. Because this industry taps into a regional labor shed, education and training providers already have a history of connecting and collaborating to assess employer needs and train for occupations in greatest demand.

# PROJECT: DEI SUPPLY CHAIN PROGRAM

## DESCRIPTION:

Supply chain diversity is not a new idea, but it is one that has come into sharp focus in 2021 and beyond as issues of wage and employment equity have been elevated in importance due to the impacts of the COVID-19 pandemic. Diversity, equity and inclusion (DEI) initiatives historically focus on ensuring that business stability is not in jeopardy, that if one supplier or region is unable to perform, there are other options to rely upon. They have also been focused on ensuring that government contracting is open to all businesses, including minority- and women-owned firms. And while these concerns remain a priority for organizations, U.S. companies are entering 2022 with a new and expansive definition of diversity. Companies are looking to ensure their supply chains include goods and services from a diverse base of historically underrepresented minority, disabled, veteran, LGBTQ and woman-owned businesses. Governments are also redoubling efforts to reserve percentages of their contracts for goods and services from diverse suppliers. This requirement is increasingly being tied to the provision of public economic development incentives. In fact, the federal Economic Development Administration (EDA) has established equity as a criterion for all its grant awards.

Organizations are increasingly incorporating DEI into every aspect of the business, from the boardroom to the plant floor to sources of their raw materials. Businesses seek partners with supplier diversity initiatives who can help them achieve those goals. Contracts define what a company buys and from whom, what it sells and how it runs. The Evansville Region has a distinct advantage with several large projects with DEI goals including the recently announced \$803 million Toyota expansion and the \$1.4 billion I-69 bridge construction to be prepared with an ample and diverse supply chain.

The Evansville Region has the infrastructure in place to add this impactful program as a priority. The Indiana Small Business Development Center – Southwest (SBDC) along with the Southwest Entrepreneur-in-Residence for Elevate Ventures are hosted by the Evansville Regional Economic Partnership (E-REP). The Indiana Procurement Technical Assistance Center (PTAC) also has a specialist located in the same office. The SBDC provides no-cost business advising including strategy, market research, business planning, export assistance and valuation. Elevate Ventures builds a sustainable entrepreneurship culture in Indiana and fosters and develops high-potential,



*Brant Flores, Owner of PMG Tree Service, and President of H.O.L.A.*

high-growth businesses for investment and returns. PTAC assists Indiana companies including those eligible for preferential consideration in obtaining and performing under local, state and federal government contracts. The synergy of all three organizations, partnered with E-REP as the regional economic development organization, allows a more cohesive application and execution of a DEI supply chain program to take place. In addition to mentoring and coaching DEI suppliers, E-REP is well positioned to connect the business community with MBE and WBE suppliers, raising the visibility of minority leaders in the region.

As part of the program, an existing loan pool called Grow Local Lending can transition to add a targeted focus on DEI suppliers. This would provide funding support in addition to the mentoring support to become supply chain eligible. The fact that the loan pool has already been capitalized means that the program can transition to a DEI focus in a shorter timeframe.



## TIMELINE:

### 2022

New program launches and will be ongoing with the revolving loan fund.

## INVESTMENT STRATEGY:

TOTAL PROJECT COST	\$ 2,500,00	SOURCE
Local Public Funds	\$1,000,000	Local loan program support Existing program support
State Public Funds	\$1,000,000	SWIRDA
Private Funds	\$500,000	Transition existing private loan funding



## LONG-TERM SUSTAINABILITY/ VIABILITY OF INVESTMENT:

Because the loan pool is self-sustaining, its success will provide long-term stability. Research has shown that monies invested in DEI programs - like seed capital, mentorship, small business development assistance and contracting support - generate gains well above the initial investment. They are part of a growing movement of investors looking to “do well by doing good” through socially conscious investing that also produces a profit. This program allows wealth equity development and strengthens the overall supply chain.

## KEY STAKEHOLDERS:

Minority- and women-owned businesses, Old National Bank, Indiana Small Business Development Center - Southwest, additional area financial institutions, CenterPoint Energy Foundation, Elevate Ventures, Indiana Procurement Technical Assistance Center, E-REP.

## HOW DOES THIS CONNECT?

With many global business leaders waking up to the huge importance of supplier diversity, businesses that understand how to use this to their advantage will stand to gain a competitive advantage and make tangible positive contributions to a more equitable society by working with diverse companies. Diverse workforces and supplier networks are also becoming key site selection criteria for firms looking to establish new operations or expand in their current location. Top talent is also seeking to locate in diverse communities where they can be exposed to different cultures, lifestyles and ways of thinking. As well as helping diverse suppliers to grow, implementing a supplier diversity program can provide opportunities for buyers including:

- Promote innovation through the introduction of new products, services and solutions
- Provide multiple channels from which to procure goods and services
- Drive competition (on price and service levels) between the company’s existing and potential vendors
- Enable a company to take advantage of new opportunities for business expansion with the emergence of new consumer needs
- Help to attract new talent when recruiting for a company

# SUMMARY OF ADDITIONAL bizREADI PROJECTS:

PROJECT/PROGRAM	TOTAL COST	PROJECT/PROGRAM SUMMARY
The Women's Hospital Expansion	\$43,558,231	Expansion of current facilities, which are at capacity. The Indiana state mandate around Regionalized Perinatal Levels of Care will drive more low/very low birth weight newborns and premature/high risk OB volume to state designated Perinatal Centers. The Women's Hospital was designated as a Perinatal Center, and currently has seven hospitals (MOUs) signed.
TMMI Childcare Center Expansion	\$9,600,000	Expansion of highly demanded childcare center in order to provide this great benefit to new Team Members, those who are on the waiting list and the additional 1,400 new hires anticipated.
Vulcan Hydroponics	\$4,500,000	Hydroponic technology will bring the farm to the inner city to grow fresh produce in a controlled environment with minimal resources which should produce crops on a weekly basis all year-round.
Deaconess Research Oncology Research	\$4,400,000	Adding oncology research infrastructure to an already successful multispecialty operation would be the first step in expanding research opportunities in the Evansville Region.
Media creation center, Paint shop, Warehouse for Distribution	\$600,000	Creation of a 80' x 120' building to house a media creation center, paint shop and warehouse for regional distribution.



While many of the proposed READI projects impact talent, either directly or indirectly, there are priority efforts that warrant highlighting as WorkREADI initiatives. With talent availability becoming arguably the most important competitive issue for economic development, we want our workforce to be skilled for careers of the future. When we add a highly trained workforce to our many existing assets, we will become an even greater place for our citizens and our businesses to grow, thrive and commit to being part of our future. To be clear, we are not competing with the next region, or even the next state; the Evansville Region's future is in being "globally relevant." With our central U.S. location, our unparalleled transportation options (highways, direct access to the worldwide waterways, and a newly updated superior airport) global relevance is ours for claiming. We are connecting our skill up resources with our business community needs showing we are READI to WORK.

## REGIONAL PROJECTS & PROJECTS WITHOUT A PHYSICAL LOCATION OR TBD.

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# PROJECT: USI REGISTERED NURSE EXPANSION INITIATIVE

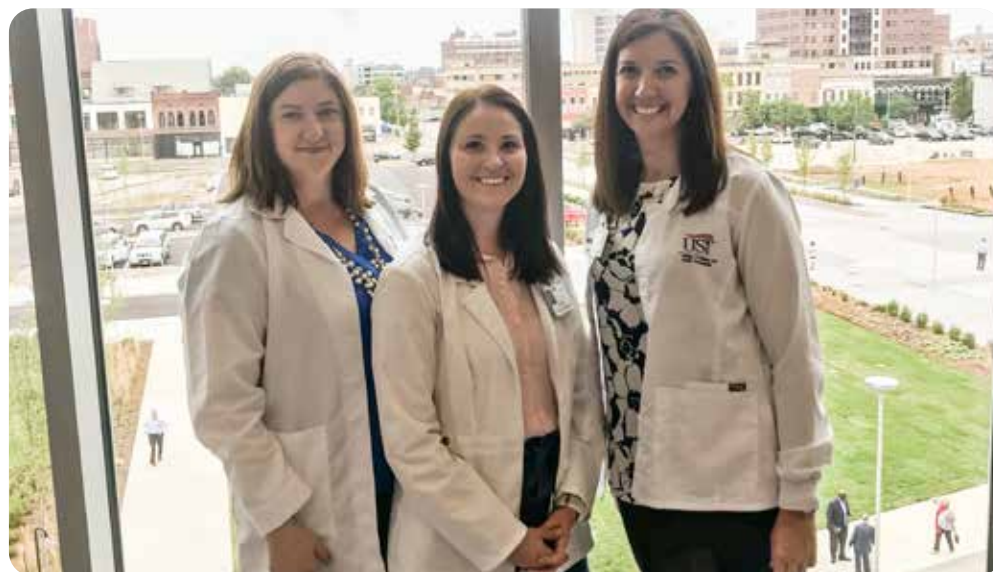
## DESCRIPTION:

The Evansville Region is challenged by a lack of Registered Nurse (RN) level nursing professionals and can materially address this gap with the University of Southern Indiana (USI) Nursing Program Expansion. This program will directly advance Evansville Region's development goals by providing professional capacity to improve the health outcomes of the population; increase population with credentials that ensure high wage employment, thereby expanding the tax base; and leverage existing state, local and private investments in the talent development infrastructure that will support the region's target industry clusters. In order to develop a true Life Sciences Cluster, expanding the workforce pipeline for critical occupations like nursing will position the region to better expand and attract health care employers.

USI's highly regarded nursing program is well positioned to expand to meet the overwhelming demand for nursing professionals throughout the Region and the entire State of Indiana. The Evansville Region alone has 415 openings for Registered Nurses as of this submission. 100% of USI's graduates are passing the state licensing exam and more than 90% of RN graduates stay to work in Indiana, more than any other targeted profession in the region. Expansion of this program is not only a priority for USI, but even more so for health systems throughout the greater region. Building upon the major investments in the Health Professions Building through concurrent efforts to enhance the output of trained nurses just makes good business sense.

USI is a key partner in the training and successful support of the Evansville Region's health and life sciences industry cluster. Currently USI turns away hundreds of highly qualified applicants due to accreditation restrictions on student-to-teacher ratios. The proposed program will allow USI to increase the BS in Nursing program by 120 students and will expand other nursing programs as well. This increase in capacity will begin to address a staffing need that will continue to compound unless the region addresses educating more nurses immediately.

In recent years, the state of Indiana has invested more than \$30 million in renovating and expanding the USI Health Professions Building. This capital project includes state of the art



nursing and related-fields classrooms and lab spaces. This facility along with the Stone Family Center for Health Sciences are among Indiana's newest and most digitally advanced medical facilities. The Stone Center and Medical School is home to the medical offerings of all three universities and partners with five regional health care systems from Knox to Dubois and Spencer counties for clinical training and resident support. Both investments are key opportunities to increase population growth by filling already available high-salary positions with educated citizens interested in living in the Evansville Region.

TIMELINE:

**UNDERWAY:** Complete renovation of nursing facilities (funding secured separately).

**PHASE 1:** Recruit qualified faculty and simulation center staff, divide program into spring and fall cohorts and make expanded seats available to incoming nursing students.

**PHASE 2:** Recruit additional qualified faculty to further expand available seats for additional incoming students and produce the first cohort of nursing program graduates.

INVESTMENT STRATEGY:

TOTAL PROJECT COST	\$3,735,000	SOURCE
State Public Funds	\$735,000	SWIRDA
Private Funds	\$3,000,000	Additional in-kind contributions mitigating direct program expenses will be contributed by Deaconess Health System, Ascension Healthcare and IU Health, who all partner to provide clinical training to nursing students and are committed to expanding availability.

Two-year expanded nursing faculty and related expenses is estimated at \$3,735,000. The expansion of the nursing program requires the recruitment and hiring of faculty that meets the State regulations of a 10:1 teaching ratio. Tuition will not cover faculty expense for this critical program, nor can the program begin to generate tuition revenue until faculty is hired to open the cohorts for registration. Funding requested will establish the program and enable graduation of the first expanded cohort. USI will be seeking an expansion of additional support, which combined with tuition revenue will support the stability of the program.

LONG-TERM SUSTAINABILITY/VIABILITY OF INVESTMENT:

After the program’s two-year cycle delivers 120 graduate RN’s and an associated flow of tuition dollars, a substantial percentage of the cost of the program will be covered. Additional funding will be required, and USI believes that investment from the local community and the General Assembly will be an attractive and sustainable source. A state public policy change is needed to create lasting sustainability for the program. An expanded nursing program is an investment that will pay dividends year after year as additional capacity is created to support the growth of local health care companies and facilities. Every locally sourced nurse saves an employer the time, effort and cost of recruiting outside the region and potentially paying a premium for the candidate to relocate.

KEY STAKEHOLDERS:

- Beyond the regional health care systems, expansion of USI’s capacity to meet the region and the state’s demand for nursing and other health care professionals is critical to the development of the health and life sciences cluster. Other stakeholders include:
- Public health organizations
  - Citizens challenged with low health index
  - Industry partners including AstraZeneca and Reckitt are major manufacturing partners that seek to employ RN’s to support the safety of their employee base.

HOW DOES THIS CONNECT?

USI’s 100% pass rate of the state licensing exam and 90% residential retention rate means a high return on the investment into this program for the Evansville Region. All students who have entered this program in recent years have obtained immediate employment. USI is also retaining more graduates to stay and work in Indiana than in-state applicants accepted. That means a brain gain and not a brain drain from the USI program for the Region. Because hospitals, clinics and other health services employers are located throughout Greater Evansville, this program provides a true regional benefit. It is also well aligned with other efforts proposed for READI funding that seek to expand and promote a regional Life Sciences Cluster.

# PROJECT: MOBILE STEM ASSESSMENT AND CERTIFICATION PROJECT

## DESCRIPTION:

Nearly 400,000 Hoosiers age 25 to 64 lack an associate degree or recognized credential, making the challenge of reskilling even more difficult. And the equity issues around those who lack a degree or credential is stark as only 29.7% of African Americans and 19.5% of Latinos fit within those degree categories. Many times, these achievement gaps are caused by the challenges of participating in training programs that may not be accessible without a car.

Ivy Tech Community College represents 38% of all Hoosier undergraduate, degree-seeking students enrolled in Indiana public colleges; and 42% of underrepresented minority students were enrolled at Ivy Tech. An amazing number of 67% of all students ages 25 and over were enrolled in Ivy Tech. Ivy Tech's goal is to deliver 50,000 high-quality certifications, certificates and degrees per year to align with the ever-growing needs of Indiana's workforce.

In order to meet the skilled worker need, Ivy Tech will create a self-contained mobile unit to assess, teach, train and certify students on different technologies related to industrial automation, mechatronics and Industry 4.0. The mobile unit will serve a broad geographic region of 10 counties in Southwest Indiana. Awarding of credit and/or industry certifications will greatly reduce the cost of education and training as well as the time spent in coursework toward postsecondary credential. A mobile training unit will address one of the most critical barriers for many seeking to improve their occupational skill levels: the inability to quickly and cost-effectively access training sites.

Below are listed are some to the certifications the mobile unit will provide:

- Industrial Technology – Mechanical & Electrical (MSSC)
- Advance Automation & Robotic Technology (SACA & NC3)
- Heating Ventilation and Air Conditioning, HVAC
- Computer Numerical Controls (CNC)
- Programmable Logic Controller (PLC)
- Supply Chain Logistics
- Health Sciences Certifications



The mobile unit will be a turnkey solution to equip and train 12 students at a time within the lab setting. Equipment partners include world-class companies and industry recognized companies such as Festo, Lincoln Electric, Greenlee and Snap-On.



**TIMELINE:** January 2022 – July 2022. Key Milestones include:

**JANUARY 2022**

Purchase the turnkey mobile unit and identify the lead time for delivery.

**JULY 2022**

Establish and identify required staffing as well as additional testing modules required to award credit and certifications.

**INVESTMENT STRATEGY:**

TOTAL PROJECT COST	\$2,096,861	SOURCE
State Public Funds	\$419,000	SWIRDA
Private Funds	\$1,677,861	Evansville's Ivy Tech campus has raised funding through state grants, family and corporate foundations, and individuals to support early college (dual credit and dual enrollment) offerings to high school students, College Connection Coaches, Adult Basic Education (GED/HSE) programming, equipment and supplies in manufacturing and healthcare, and scholarships.

**LONG-TERM SUSTAINABILITY/  
VIABILITY OF INVESTMENT:**

The 21st century employee and college student do not fit the traditional profile. Students are taking longer to earn an associate degree and bachelor's degree beyond the two- and four-year models. Offering certifications and technical certificates in in-demand skills offers stackable postsecondary credentials, which allow the student to earn a higher wage as they progress toward earning a degree. Employer partners and prospective partners work with ITCC to build their talent from within and outside. Ongoing funding will be provided through:

- Corporate sponsorships
- Foundation support for PLA (existing funded program)
- Fees/tuition assessed
- Campus operating budget for administrative expenses

**KEY STAKEHOLDERS:**

Ivy Tech, SABIC, AstraZeneca, Berry Global, Koch Industries, Ameriquail, Toyota, CenterPoint, LyondelBassell, Alcoa, Kaiser, Deaconess Health Systems, Ascension St. Vincent, Trilog, Tri-State Orthopedic Surgeons, School Corporations in Vanderburgh, Posey, Gibson and Warrick.

**HOW DOES THIS CONNECT?**

Educational attainment can be correlated back to poverty levels, economic development and talent attraction in communities. The skills gap of individuals applying for jobs in manufacturing and health care sectors is staggering and requires these sectors to filter through hundreds of applications for a few potential qualified candidates. The manufacturing industry is in the beginning stages of mass retirements of Baby Boomer workforce. This program supports strategies around employment and wage growth around the priority sectors of advanced manufacturing and health and life sciences and increases alignment between skills/credentials and future jobs with a focus on building cradle to career (early childhood education through 14/16) education system. Ivy Tech is a core contributor to the goal of 5,000 jobs for employment growth; the increases in individual wage earnings; a decrease in poverty; and supporting high school graduation through early training. As the Evansville Region works to expand existing employment sectors into a Smart Manufacturing Cluster and Life Sciences Cluster, projects like the mobile training unit will be important catalysts for building the workforce necessary to support these goals.

## SUMMARY OF ADDITIONAL workREADI PROJECTS:

PROJECT/PROGRAM	TOTAL COST	PROJECT/PROGRAM SUMMARY
Wellness and Recreation Center (WRC)	\$28,000,000	Build a facility on the University of Evansville's campus with fitness center, amenities and multi-purpose rooms for health education and wellness programs while incorporating spaces for academic programs and community outreach including Ace CARE, ChangeLab, and Music Therapy programs, which serve those in need in the Evansville community.
Warrick County Career Pathways School	\$16,500,000	Career and technical school to initially serve Boonville, Castle and Tecumseh high school students offering three to four career programs with hopes to expand.
Eleven Fifty Academy Coding Bootcamp	\$10,000,000	Training in software coding development, UX/UI, web development and cybersecurity with certifications in CompTIA Network+ and CompTIA Security+, as well as earning Academy badges.
Reimagine CK Newsome Community Center	\$6,000,000	Physical updates and a re-imagining of the center's purpose to include a Discovery Center and Learning Lab for students, an expanded gymnasium, upgraded commercial kitchen, and nonprofit hub. This physical expansion and program will serve as a resource to the community and having a regional reach through the Discovery Center program.
Future Workforce- Ivy Tech Community	\$1,242,000	Expand Certificate in Entrepreneurship into a school supporting all disciplines, especially STEM. Fully develop and support the Smart Manufacturing & Digital Integration program (SMDI), aligning education with emerging Industry 4.0 demands such as artificial intelligence, human/robot collaboration and global processes.
JA Discovery Center & Learning Lab	\$480,000	Hands-on, experiential learning to teach students lessons about the economy, entrepreneurship, work readiness, JA BizTown and JA Finance Park, and financial literacy.
4T Academy Expansion	\$260,000	Expand career education within the manufacturing sector to Evansville Vanderburgh School Corporation by creating a 4T hub at Bosse High School.
Innovate WithIN Pitch Competition	\$100,000	Expand the Innovate WithIN programming by developing additional resources dedicated to coursework, teacher training, alumni groups, programming and ecosystem build to implement and amplify youth entrepreneurship across the Southwest Indiana region.

Rivers were the superhighways of their time, critical routes for the movements of goods and people. Though their utility for shipping and passenger travel has diminished over the years, rivers are experiencing a renaissance of investment as quality of life and quality of place amenities. Examples abound of communities like Pittsburgh, Chattanooga, TN and Greenville, SC that have leveraged riverfront revitalization to transform how they're perceived externally and become renewed destinations for companies and talent.

The Evansville Region is centered on the Evansville riverfront, and we have a great start to build from with a trail connecting Mickey's Kingdom playground, a skate park and the Evansville Museum to the LST 325 Memorial and Tropicana Casino. We have the opportunity to build upon improvements made to make our region's “Front Porch” the #1 destination for residents, businesses and visitors. It can also change how we're perceived, not only by existing residents but also by influencers outside the community. We have a long-term vision for our RIVER that is transformational, and we are READI to continue momentum with River Vision as the catalyst.





## RIVER VISION

River Vision is a collection of projects reimagining the Evansville riverfront through newly created public space and newly developed real estate, constructed concurrently. This READI-supported real estate development focuses on housing and riverfront activation. River Vision's public space improvements include riverfront green space alongside Riverside Drive: a park filled with games, lighting, art, an amphitheater and the completion of a trail that connects two of the region's longest trails. Also in the vision is a series of publicly and privately funded "micro activations" including a food truck park, a river view beer garden, and others to create a cohesive and concentrated area with something for everyone. The initiative provides a lot of bang for the buck as a catalyst for new investment in residential, retail, commercial and hospitality development as well as a key strategy to improve the Evansville Region's profile as a top destination for talent.

There are also equity benefits as enhanced riverfront recreation capacity enables residents to exercise more and spend more time outside with their families.

River Vision fulfills a century of plans for enhanced riverfront development and responds to thousands of citizen surveys demanding a more activated and inviting waterfront destination. Riverfront development consistently rises to the top in community surveys of regional residents when asked what improvements they would like to see in their community. River Vision will create a new "Front Porch" to Southwest Indiana, particularly critical given that this portion of the riverfront will be accessed by the first off-ramp in Indiana following the completion of the new I-69 Ohio River Crossing bridge.



# PROJECT: RIVER CENTER, THE SIGNATURE DEVELOPMENT OF RIVER VISION



## DESCRIPTION:

In communities where riverfront revitalization has spurred economic and demographic renewal, it is often one project that served as the key catalyst to grab outside attention and stimulate investment. In Chattanooga it was the construction of the Tennessee Aquarium. In Greenville, it was the development of Falls Park on the Reedy, turning a forgotten river into a regional amenity. River Center can be that catalyst for Evansville's River Vision. The project will contain approximately 135 water-view, market-rate rentals, 32,000 square feet of restaurants and retailers, 100 pedestal

parking spaces and a stair-step design that enhances views while creating seating for large events, all overlooking a horseshoe bend in the Ohio River.

It is the cornerstone of River Vision, a collection of public and private projects reimagining the Ohio Riverfront in Downtown Evansville, with active green space, three new major buildings, amphitheater, art installations, trail connectivity and over 1,000 parking spaces.

## TIMELINE:

### UNDERWAY

Building design, site acquisition plan, property owner negotiations.

### Q1 2022

Draft and issue RFP to developers, interview and select developer.

### Q2 2022

Architecture and engineering design, GC selection.

### Q3 2022

Complete A&E, solicit and decide firm bids.

### Q4 2022

Close financing, demolition.

### Q1 2023

**Q4 2024**  
New construction (18-24 months).

### Q1 2024

COO – grand opening.

## INVESTMENT STRATEGY:

### TOTAL PROJECT COST

**\$ 48,000,000**

### SOURCE

Local Public Funds	\$ 9,500,000	TIF, bonds, and/or abatement
State Public Funds	\$ 9,500,000	SWIRDA
Private Funds	\$29,000,000	Developer/Investor Equity and Bank Debt

## LONG-TERM SUSTAINABILITY/VIABILITY OF INVESTMENT:

Research from real estate data firm Reonomy has shown that property value in the vicinity of riverfront development increases by an average of 60% versus just 32% for property outside the riverfront zone of influence (ZOI).

Already, leasing rates are at an all-time high in Downtown Evansville despite a global pandemic. The apartments in the recently opened Post House development are 100% leased with a waitlist; this milestone was achieved in half the time the developer projected. Downtown Evansville's high-quality retail/restaurants have come out of COVID-19 doing better than before as downtown residential population increases. This will be unique real estate with unparalleled views of the river. Beyond the initial gap funding, which is anticipated being 40%, revenue from the project sustains this catalytic mixed-use development once it is complete.

Even with a valuation that is 60% of the cost, local property taxes will rise approximately 1,700% for the property under consideration, moving from \$38,800 up to \$700,000 annually.

Returns go further than property tax increases. The ROI continues as the data on urban incentive investments suggests that for every dollar spent on a catalytic urban development,

leaders can expect an exponential private investment increase in the blocks surrounding the catalyst as other activity wants to locate nearby. And beyond projected fiscal revenue increases, and a localized investment delta that has been demonstrated in other tertiary regions for waterfront development, this project needs to provide a return to the general public as a place of pride throughout the region. A place for recruiting dinners and family ice cream treats on a summer night; a place to "pop the question;" a place to watch storms roll in across the Ohio River; a place for small businesses to open; a place to stop on long bike rides or walks; and a place filled with view homes that are in very limited supply in the market. Finally, a revitalized riverfront becomes a dynamic draw not only for visitors but also talent looking for a community with a thriving riverfront district like in Chattanooga and Greenville.

## KEY STAKEHOLDERS:

Building upon a successful model executed with the development of the Post House enabled by Regional Cities, an RFP will be issued to find a catalytic developer to work with on this mixed-use development. The City of Evansville, Downtown Evansville Development Corp., Downtown Evansville Economic Improvement District and local investors will also be integral stakeholders.



## HOW DOES THIS CONNECT?

**Population Growth:** Quality of place is key for younger generations, empty nesters, talent retention and talent recruiting, and that quality of place extends beyond parks and trails; it includes quality architectural residential and commercial opportunities. There are many high profile examples of riverfront revitalization leading to population growth across the region.

**Job Growth:** High-quality built environment/infrastructure and connected amenities critical for new employers with their associated jobs; additionally, employers need a landmark destination to wow out-of-area recruits. Improving the external perception of the Evansville Region will make it easier to recruit high-value companies to the region and capitalize on the location decisions of skilled talent who can help diversify the region's economy. Follow-on investment stimulated by riverfront renewal will not only lead to new jobs in design, engineering, construction and real estate, but also create new buzz and demand for Class A office that can accommodate knowledge-based companies.

**Health:** Connectivity fosters walkability; residents can walk/bike safely to work, recreation and education; River Center overlooks newly constructed green space, which will contain the junction of two of the region's longest and most popular bike/ped trails.

**Poverty:** Small storefronts for entrepreneurs to develop and scale businesses. Real estate taxes drive municipal budgets, which can expand the capacity of City programs and services. Job opportunities created by the Evansville Region becoming more competitive for companies and talent will be absorbed by existing residents, raising local incomes and helping to reduce poverty rates.

**Educational Attainment:** River Center is located within a few blocks of the Indiana University School of Medicine-Evansville; graduate-level health science programs for the University of Evansville and University of Southern Indiana; and Indiana's highest rated charter school, Signature School. River Vision also connects two museums, an amphitheater, and abuts the largest historic preservation in the state.



CURRENT CONDITIONS



RENDERING OF POSSIBLE DEVELOPMENT



CURRENT CONDITIONS

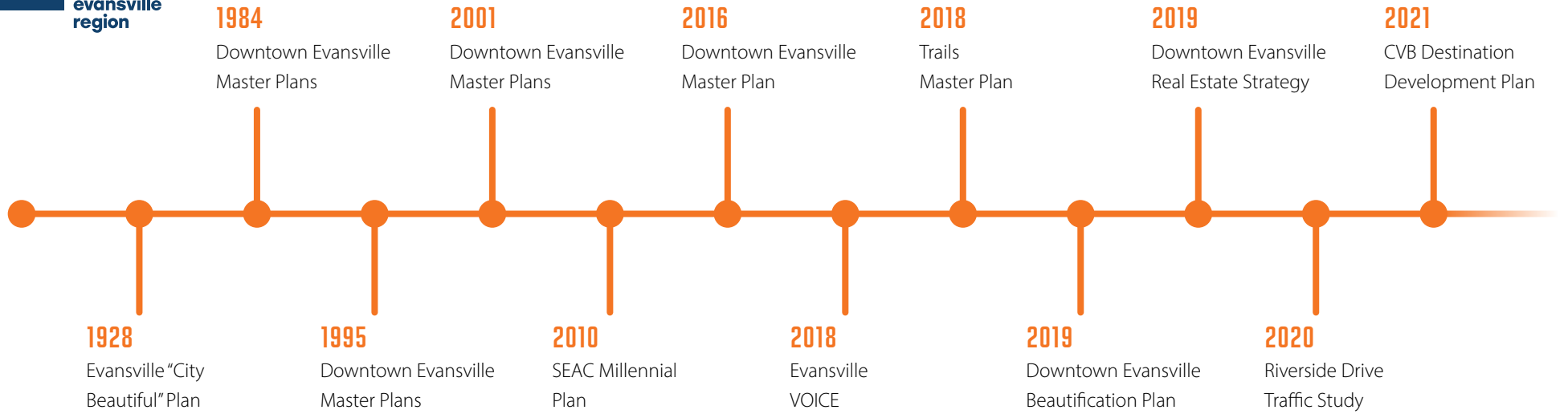


RENDERING OF POSSIBLE DEVELOPMENT

# SUPPORTED BY:



is for  
everyone.  
evansville  
region



## SUMMARY OF OTHER riverREADI PROJECTS:

River Center is the signature development in the River Vision. River Vision creates places for everyone: residents, visitors, workers, employers, families, couples on dates, and people out for a solo adventure. And everyone will find a variety of uses throughout the new riverfront – from moving into a new home, to a local dining experience to having a thoughtfully created place

to sit and enjoy a sunset.

The full scope of River Vision represents a larger investment than River Center alone, with a goal of jumpstarting catalytic quality of place enhancements in the heart of the region:

PROJECT	TOTAL COST	PROJECT SUMMARY
Biergarten	\$200,000	Seasonal LST dockside biergarten
Public Space Walkway	\$100,000	Connects food truck patio to biergarten
Public Boat Dock	\$5,000,000	Transient slips for public use
Food Truck Park	\$100,000	Parking for food trucks, tables, bar
Parking Deck	\$16,000,000	570-parking space deck for office and new housing
Apartment Complex	\$34,000,000	182-unit workforce housing
Riverside Drive	\$15,000,000	Traffic calming enhancements
River Center	\$48,000,000	Signature development; riverview dining and 135 apartments
River Center Plaza	\$50,000,000	Additional green space along Riverside Drive
Patio-Oriented Restaurant	\$400,000	Restaurant on 1st floor of riverfront office tower
Landscape/Art	\$100,000	Landscape/art enhancing pedestrian experience
Boutique Hotel	\$10,800,000	Rebrand small hotel
Walnut Street Connector	\$4,000,000	Complete street from 4th to Riverside
One Walnut Mixed Use	\$28,000,000	Mixed use development; riverfront dining, parking and 40 condos
Walnut Garage	\$10,000,000	335-parking space parking deck
Amphitheater	\$850,000	Stage and amphitheater next to Four Freedoms Monument
Pagoda Wine Terrace	\$450,000	Micro-activation on riverfront
<b>TOTAL</b>	<b>\$213,000,000</b>	



We have a unique accelerator arriving over the coming 7-10 years: the Ohio River Crossing I-69 Bridge, connecting Hoosiers to the National I-69 corridor, and eventually Canada to the Gulf of Mexico. The project not only addresses a solution to long-term cross-river mobility, but it plays to the Evansville Region's strengths of being in the logistical center of the United States. The region provides unique advantages for these businesses and industries, including a central U.S. location, situated within 3.5 hours of five cities with metro populations of 1+ million. Indeed, the true impact of the highway expansion will be to activate development parcels that stand to benefit from the access and capacity provided by the I-69 bridge. The potential for public investment to prepare sites and private investment in buildings, technology and equipment, and potential retail and housing to serve new employment, is powerful. We are READI to plan for the growth that will come from the BRIDGE.

### REGIONAL PROJECTS & PROJECTS WITHOUT A PHYSICAL LOCATION OR TBD.

15



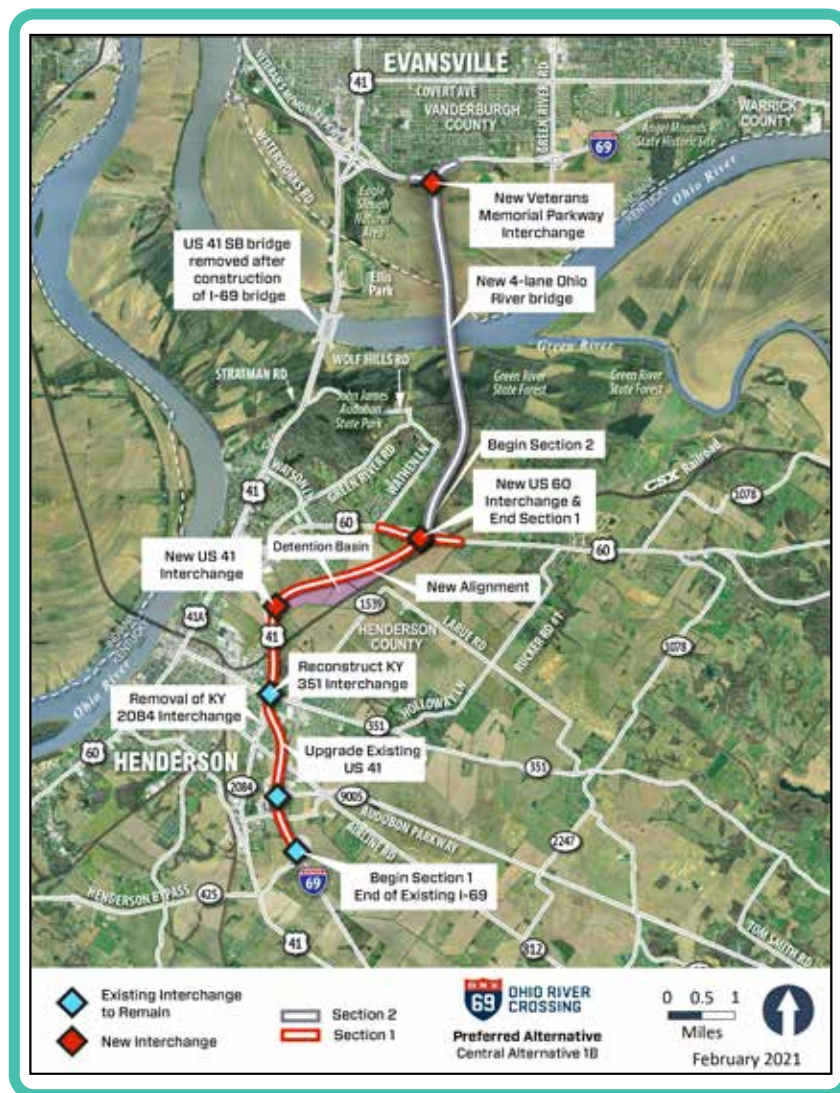
# PROJECT: SITE DEVELOPMENT ALONG I-69 CORRIDOR

## DESCRIPTION:

BridgeLink is the bi-state advocacy organization responsible for leading the aligned public-private initiative to build the Interstate 69 corridor elements through Southwest Indiana and Western Kentucky. The recent commitments by the States of Indiana and Kentucky to the completion of the Environmental Impact Statement, the associated Record of Decision (including identification of the route corridor) and key elements of the funding plan have positioned BridgeLink to shift focus to ensure that the project is constructed both quickly and in a manner that affords this national investment the greatest possible opportunity to catalyze regional growth and prosperity.

Over the next six to eight years, BridgeLink will work closely with business, regional planning partners, state departments, federal agencies and local governments to create a master plan ensuring that the corridor and the Ohio River Crossing are highly integrated into the RDP. The organization's long-standing and effective relationship with public partners in both states and at all levels of government, as well as the bi-state private sector, make it the best-positioned organization to facilitate a planning initiative focused on identifying and developing:

1. Intermodal opportunities among the key logistics assets in the region
2. Sites and related infrastructure that can be developed with industrial and commercial opportunities that the new interstate corridor will initiate
3. Securing site control and making initial investments in shell building
4. Barriers to be eliminated in the free and productive flow of development opportunities that construction of the corridor and bridge crossing will bring
5. Development opportunities that will be enhanced by the addition of this key freight corridor to the Mid-America logistics grid, shortening key supply chains for the automotive industry, strengthening the farm-to-market network for agricultural commodities, further leveraging opportunities for the EVV Regional Airport, and the Mt. Vernon, IN Port are examples.



Most of the opportunities for the creation of high-value sites in proximity to the soon to be completed I-69 corridor are privately held. It is anticipated that the bridge corridor plan will provide the marketing strategies that catalyze owner interest in preparing their property for conversion from agriculture to industrial/commercial uses. While some opportunities will likely be best advanced through public-private partnerships, the region conservatively projects that a minimum of \$325 million will be privately invested to bring top quality sites into the regional inventory.

## TIMELINE:

### Q1 2022

BridgeLink will contract with an experienced logistics consulting entity to assess the corridor.

### Q4 2022

Expected scope of the consultancy is 10 months.

### ON-GOING (FOR 10 YEARS)

Execution relationship with the consulting entity, LEDO's, and regional planning organizations during and throughout bridge construction.

## INVESTMENT STRATEGY:

TOTAL PROJECT COST	\$ 327,000,000	SOURCE
Local Public Funds	\$1,500,000	Feasibility study completed in Gibson County, additional public funding
State Public Funds	\$ 500,000	SWIRDA
Private Funds	\$325,000,000	Evansville Industrial Foundation private match and large opportunity for private follow-on investment spurred from the \$1.4B bridge construction.

## LONG-TERM SUSTAINABILITY/VIABILITY OF INVESTMENT:

A seminal research study by Rand Corporation found that, "public infrastructure has a positive and significant effect on economic outcomes, and that highways have such an effect on productivity and output specifically." The region must take advantage of a \$1.4B bridge investment happening in the community, and a \$500,000 planning investment is needed to make the future private investment happen. A feasibility study completed by Gibson County can be found in Appendix, Section 8.

## KEY STAKEHOLDERS:

Bridgelink Board of Directors, Local Economic Development Officers, Henderson County Economic Development, E-REP, Ports of Indiana, railroad companies, landowners and commercial realtors.

## HOW DOES THIS CONNECT?

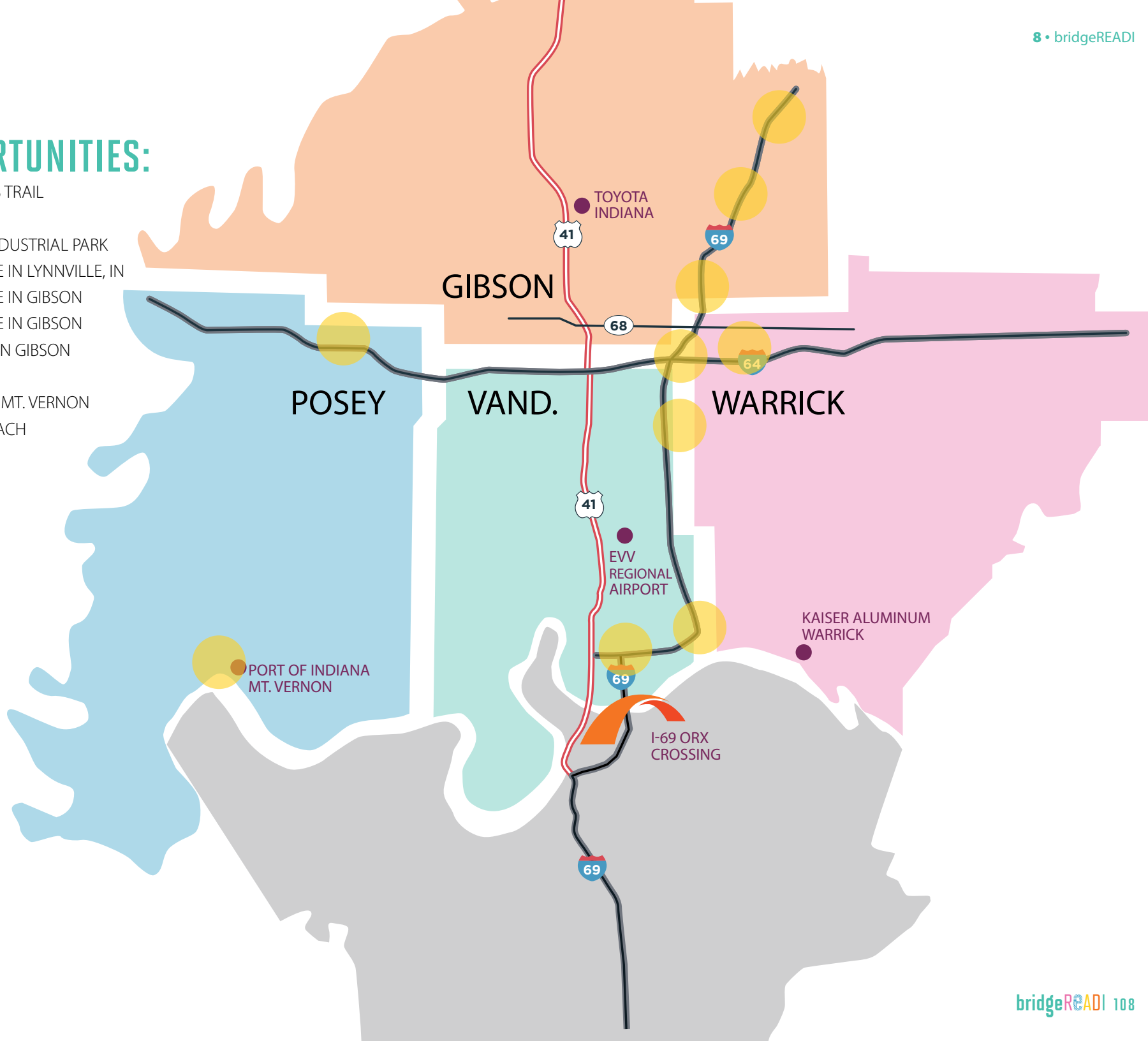
I-69 spans throughout Southwest Indiana into Kentucky, and the opportunity is more than one county. While it is true that the new I-69 bridge will provide strong benefits to communities with the most direct access to the new infrastructure, the potential for employers to locate in lower-cost properties farther from the bridge but still able to capitalize on its improved accessibility should not be discounted. The region's improved competitive position for logistics firms and operations will also have benefit for counties looking to grow and attract these employers. The potential to include a multi-modal trail along the new bridge would also contribute to additional recreation and mobility capacity and become a key link in the development of a true regional trail network.





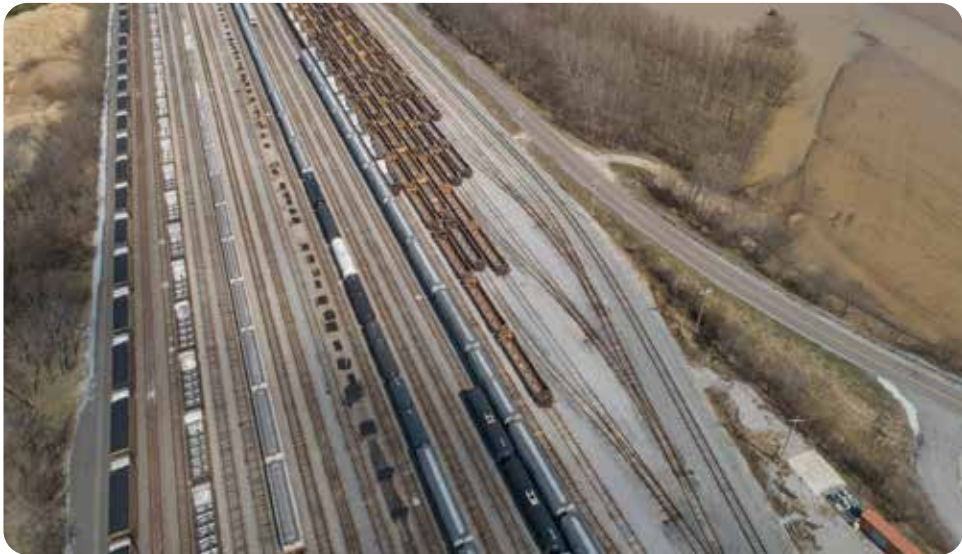
## KEY OPPORTUNITIES:

- WARRICK WELLNESS TRAIL
- HIGHWAY 57 & I-69
- NORTH WARRICK INDUSTRIAL PARK
- IN-64 INTERCHANGE IN LYNNVILLE, IN
- IN-64 INTERCHANGE IN GIBSON
- IN-68 INTERCHANGE IN GIBSON
- 168 INTERCHANGE IN GIBSON
- POSEYVILLE EXIT
- PORT OF INDIANA - MT. VERNON
- I-69 BRIDGE APPROACH



# SUMMARY OF ADDITIONAL bridgeREADI PROJECTS:

PROJECT/PROGRAM	TOTAL COST	PROJECT/PROGRAM SUMMARY
North Warrick Industrial Rail Spur	\$25,600,000	Construction of a rail spur into the North Warrick Industrial Park (NWIP). Project is located at intersection of I-69 and I-64 and within a mile of Gibson and Vanderburgh counties. This 1.5-mile rail spur will potentially land a large manufacturing project into the existing shell building, trigger the construction of two new industrial shell buildings, and incentivize large-scale, high-paying, manufacturing investments. This investment directly benefits the rural areas along the I-69 corridor.
Vanderburgh Industrial Park 2.0	\$12,000,000	Evansville Industrial Foundation proposes development and management of an industrial park in Vanderburgh County following successful buildout of Vanderburgh Industrial Park. The foundation will provide up to \$2 million match, and is confident in ability to secure additional funding as needed to obtain a parcel of real estate to develop as the subsequent industrial park in Vanderburgh County for future economic growth and expansion in the region.
Orthopaedic Drive Development Corridor	\$4,000,000	Development of a key half-mile connector/access road that is part of the Medical District Master Plan and Warrick County CIP. It will be an economic development accelerator that will foster investment and jobs. The ROI of private sector investment and job creation will have a regional impact well beyond the four-county cluster. The Wellness Trail Road is the perfect case study for the success of this type of project and grant.



## ADDITIONAL STATE SUPPORT AND FUNDING FOR THE RDP

Achieving the vision set forth in this plan requires strategic action and cooperation between the public sector, private sector and economic development partners. In many cases, these opportunities will not materialize without proactive cooperation and resource identification, specifically in financing the opportunities. A summary of potential funding sources can be found in Section 2.

The projects outlined in this section can leverage significant federal matching resources to advance strategic industries within the region as well as invest in communications, outreach, engagement and environment in support of the state's goals and aspirations. In addition to READI Investment, SWIRDA is appreciative of the IEDC's desire to pair other IEDC funding and other state agency funding to bring these projects to fruition. **SWIRDA is prepared to strategize alongside the IEDC to solidify additional funding sources for each project.**

Additional state funding that would work alongside projects and initiatives include: redevelopment tax credits, certified technology parks, innovation vouchers, Manufacturing Readiness Grants, 21 Fund investments, Next Level Flights, Next Level Trails, Small Business Restart Grants, Career Accelerator Fund, Water Infrastructure Grants, Health Issues and Challenge Grants, etc.





# OUR LONG-TERM VISION

The Evansville Region visions to be the talent and economic region of choice in the Midwest by developing resources that increase the size and capacity of the talent pool and enhance the quality of place. To achieve this vision, Talent 2025 tactics are divided into two phases. Phase II priorities are longer-term priorities and are outlined below.

## TALENT 2025 PHASE #2 (SEE APPENDIX, SECTION 2)

Create a sustainable downtown development fund for property control/acquisition, similar to the case studies in Section 11.	\$25,000,000
Rebuild Airport Gateway Corridor	\$25,000,000
Evansville Trails Coalition Central Bicycle Shop - Will support and facilitate an increase the use of bicycles and active transportation modes by serving as: 1. Bicycle Recycle and Refurbishment Program 2. Community Bike Repair Shop 3. Bicycle Awareness and Educational Programs	\$210,000
Public Market/Food Culture - Catalyze the development of local food culture through a destination food hub; aligns with the work of the DEDC.	\$250,000
Medical Clinic of the Future. This effort would entail recruiting a team of world-class researchers for development of an Indiana Clinical and Translational Sciences Institute (ICTSI) as part of the downtown medical campus.	\$20,000,000
AI Powered Living Lab – Explore the creation of a lab to apply machine learning to structured data sets to research, test and validate medical innovation and scalable solutions for better patient outcomes.	\$5,000,000
Holistic Integrated Service Delivery System. The objective is to provide a cadre of needed support services and information via a digital platform and house data generated and required by the workstream.	\$4,100,000
Training for early learning workers and increase in high-quality childcare classrooms in Vanderburgh County.	\$400,000
Establish a childcare subsidy for families in the niche of 127-185% of the Federal Poverty Level.	\$2,140,000
Youth First Expansion – Expanding to 12 additional EVSC schools	\$600,000
Mobile Reproductive Health Clinics - Medically equipped vans with clinicians that offer reproductive health services and referrals to social services.	\$500,000
Missing Pieces Transportation – Expansion of their S.A.F.E. program assists seniors age 55+ years and wheelchair bound with transportation for essentials services. Given the pandemic this service plans to extend to all ages.	\$100,000

<b>TOTAL</b>	<b>\$83,300,000</b>
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## SECTION 9 •

# INVESTMENT CRITERIA



# EVALUATING THE REGION’S ACCELERATION OPPORTUNITY

To identify and define how the region would evaluate projects for READI funding, the Evansville Regional Economic Partnership (E-REP) developed an Evaluation Matrix. Evansville Region leaders felt there was an opportunity for an outside expert to advise which READI projects would have the greatest impact on the region’s ability to attract and retain talent through quality of place investments.

Consultant Broad Ripple Strategies (BRS) was also involved in Talent 2025 strategic planning. As a consultant, BRS dissected the READI project list down to a set of quality of place

categories for comparative assessment and explanatory narratives based on established community and economic development best practices. These became the READI categories known as TalentREADI, LiveREADI, PlayREADI, BizREADI, WorkREADI, RiverREADI and BridgeREADI.

For each READI category, BRS identified comparative project examples from peer U.S. communities and published articles, scholarly research and institutional program evaluations to build a Return on Investment analysis for the probable READI projects.

## EVALUATION MATRIX CATEGORIES

### DIRECT INVESTMENT:

Monies spent directly on the proposed READI project, program or initiative

### POTENTIAL FOR FOLLOW-ON INVESTMENT:

Investment potentially stimulated by the READI project

### TARGETED JOB GROWTH:

Potential of READI project to increase employment in industries targeted by the Evansville Region as economic development priorities

### INCREASED WAGES:

Potential for the READI project to raise average wages across the region

### POTENTIAL BENEFIT ACROSS FULL REGION:

Likelihood that the READI project will accrue benefit to communities across the Evansville MSA

### ENHANCED COMPETITIVENESS FOR TALENT:

Potential for READI project to make the Evansville Region more competitive for the development, retention and attraction of talent

### IMPROVED EXTERNAL PERCEPTIONS:

Potential that READI project will enhance the perception of the Evansville Region among external talent, employers, investors, media, and influencers

### IMPROVED HEALTH OUTCOMES:

Potential that READI project will result in better health outcomes for regional residents

### IMPROVED WEALTH EQUITY:

Potential for READI project to help narrow the wealth gap between majority groups and underserved, disinvested populations

### TIMELINE:

Relative duration of READI project’s initiation and implementation

### SUSTAINABILITY:

Potential for READI project to generate sustained activity and investment into the future



To gauge the potential impact, BRS profiled transformational place-focused developments and/or approaches in U.S. cities identified as catalysts that have spurred follow-on investment, changed local attitudes about the community’s desirability for talent, and brought widespread external attention for the breadth of their vision and impact. This research was also combined with the latest thinking in place-

based economic development. Potential broad and long-term impact on the region was considered. Based on the best practices, BRS developed an assessment matrix comparing the READI project categories according to comparative examples and the research review. BRS also provided detailed narratives of each category’s relative viability based on the contents of the matrix.

THE PRIORITY PROJECTS, PROGRAMS AND INITIATIVES PROVIDED BY E-REP FOR BRS TO ASSESS INCLUDED THE FOLLOWING:



Regional Marketing Strategy



Regional Housing Strategy



Regional Trails Strategy



Diversity, Equity, and Inclusion (DEI) Strategy  
Smart Manufacturing Cluster  
Life Sciences Cluster



Smart Manufacturing Cluster  
Life Sciences Cluster



River Vision/River Center



I-69 Corridor Plan

The pages that follow include an Evaluation Summary reviewing the findings from the READI projects assessment. A full report from BRS, including sections of analysis for each project and program along with BRS qualifications, can be found in Appendix, Section 9.

# EVALUATION SUMMARY

The following matrix highlights the results of BRS' assessment of priority READI projects confirmed by E-REP staff. A color-coded rating scale corresponding to the estimated impact of the project or program on the categories agreed upon by BRS and E-REP based on READI and Talent 2025 impact criteria.

IMPACT RATING SCALE											
Strongest	Strong	Neutral	Weak	Weakest							
Project Category	Direct Investment	Potential for Follow-on Investment	Targeted Job Growth	Increased Wages	Potential Benefit Across Full Region	Enhanced Competitiveness for Talent	Improved External Perceptions	Improved Health Outcomes	Improved Wealth Equity	Timeline*	Sustainability
DEI Strategy											
Regional Housing Strategy											
Regional Trails Strategy											
Regional Marketing Strategy											
Smart Manufacturing Cluster											
Life Sciences Cluster											
Riverfront Initiative											
I-69 Corridor Plan											

\*For certain projects, timeline estimates were divided into short-term and longer-term investment and activity.

Overall, the priority READI projects and initiatives provide strong value for the criteria considered for assessment. This is especially true for the potential for follow-on investment, benefit across the Evansville Region and enhanced competitiveness for talent. These are all key impact considerations both for the State and the Talent 2025 strategy. The timeline for funding based on short-term activity as well as the sustainability of efforts beyond the READI implementation window were also advantageous for the region.

Assessment categories rated lower for potential impact from READI projects were direct investment, external perceptions, improved health outcomes and improved wealth equity. Even so, certain individual projects provided strong return for one or more of these categories. An example is the benefit for improved wealth equity generated by an effective DEI Strategy.

# IMPACT CATEGORY

## DIRECT INVESTMENT

On the whole, Direct Investment for the READI projects and initiatives was comparatively lower than other categories, especially the Potential for Follow-On Investment. This was likely the case because certain projects entailed the creation of plans and strategies as precursors to development, construction or activation of the projects themselves. This was true for housing, trails, the I-69 corridor and regional marketing. Others, like the DEI strategy, leveraged already funded assets like a small business loan pool.

## POTENTIAL FOR FOLLOW-ON INVESTMENT

This was one of the strongest overall assessment categories and for specific projects. If successfully activated and implemented, the breadth of the priority READI projects have the potential to attract billions in follow-on investment to transform the Evansville Region's built environment, economy, workforce and quality of life and place.

## TARGETED JOB GROWTH

The potential for Targeted Job Growth was strongest for the READI initiatives focused directly on priority employment sectors like the Smart Manufacturing Cluster and Life Sciences Cluster. Investments in regional marketing and identification of high value industrial parcels through the I-69 Corridor Plan would also likely accrue benefit for targeted economic sectors. While other READI projects might also drive targeted job growth, it would result less directly from READI-driven investment.

## INCREASED WAGES

Most of the priority READI projects would drive wage growth in the Evansville Region. This impact was assumed based on the potential success of efforts directly targeted high-wage job categories, programs supporting enhanced workforce capacity, or strategies to attract skilled talent to the region. Less impactful would be housing development, enhanced trail systems and a renewed Ohio Riverfront vision, although these projects might affect this benefit indirectly.

## POTENTIAL BENEFIT ACROSS FULL REGION

Other than the DEI Strategy, which BRS felt could potentially be concentrated more in the region's central city and county, the READI projects provide strong benefit across the Evansville Region. Though dependent on housing and trail plans fostering opportunities across the region and the extent to which I-69 corridor and Riverfront efforts drive investment beyond their project sites, effective READI-funded efforts should accrue benefit broadly throughout the Evansville Region.

## ENHANCED COMPETITIVENESS FOR TALENT

This was one of the strongest performing categories in the READI project assessment. Other than the I-69 Corridor Plan, which cannot be assumed to generate direct talent benefits, all the assessed projects – if successful – could strongly or very strongly increase the Evansville Region's competitiveness for talent. This outcome supports the core goals of both READI and the Talent 2025 plan.

## IMPROVED EXTERNAL PERCEPTIONS

Attracting positive external attention and interest for a region's assets and desirability for talent, employers and investors is a very challenging proposition. If a region does change its external narrative, it is typically the result of decades-long efforts to improve the community and its economy that creates a buzz among talent and generates positive earned media. BRS felt that the Regional Marketing Strategy, if effective, would hold the greatest benefit to improve external perceptions. A Riverfront transformation and emergence of a Smart Manufacturing Cluster could also have this impact if earned media placements promoted these accomplishments.

## IMPROVED HEALTH OUTCOMES

Collectively, the READI projects would have the least tangible impact on improving the health outcomes of the Evansville Region's population. However, efforts like improved housing, expanded trail systems, and greater health care and life sciences capacity would nevertheless benefit these outcomes.

## IMPROVED WEALTH EQUITY

The READI project directly targeting the support and enhancement of employer growth and job prospects for the region's underrepresented and disenfranchised populations would have the greatest potential to improve wealth equity. Projects that provide quality affordable housing and more non-motorized options to access jobs and training could also enhance opportunities for wealth-creation in currently underserved constituencies. For the READI projects that could indirectly improve wealth equity, it will take purposeful and sustained efforts by governments, employers, institutions and support organizations to create and implement programs focused on improved access to opportunity, training and employment for minority-owned businesses and underserved talent.

## TIMELINE

Overall, investments in the priority READI projects can start quickly after READI is potentially awarded and local matching funds are identified. For certain projects, BRS differentiated short-term opportunities to fund and launch studies and plans versus the longer-term potential to secure investment for project development and construction.

## SUSTAINABILITY

Aside from housing, which is notoriously cyclical and therefore subject to development lulls, the remaining READI projects and initiatives should be expected to derive sustained investment in follow-on opportunities. This outcome is of course contingent on the projects' effective activation and the ongoing support of organizations and entities driving their implementation.



# PROJECT CATEGORY

## bizREADI: DEI STRATEGY

Projected impact from the DEI Strategy was mixed. The strongest benefit was the effort's potential to improve wealth equity in the Evansville Region. In fact, of all the priority READI projects, the DEI Strategy had the strongest potential value in this category. The initiative could also increase local wages and make the region more competitive for talent, especially from disenfranchised populations. Because the strategy builds off an existing loan pool, its timeline for launch is shorter than projects requiring new investment.

## liveREADI: REGIONAL HOUSING STRATEGY

The Regional Housing Strategy is the timeliest of the READI projects, with affordable housing concerns becoming crisis-level challenges for most U.S. communities. As such, the strategy – if successful – would have a powerful impact on the Evansville Region's competitiveness for talent. With housing issues affecting communities regardless of size or geography, a strategy that identified priority opportunities for new and redeveloped housing across the Evansville Region would benefit all towns, cities and counties in the region. Health outcomes and equity would be positively impacted due to the importance of quality housing to population well-being and wealth-creation. The housing strategy's impact on targeted employment and wage growth would be less direct.

### Submarket 1

Higher-priced core neighborhoods

### Submarket 2

Higher-priced near core and employment corridor neighborhoods

### Submarket 3

Rapidly changing core neighborhoods experiencing the greatest increase in housing costs regionally

### Submarket 4

Lower-priced core neighborhoods vulnerable to increasing housing costs

### Submarket 5

Suburban neighborhoods along employment corridors with moderate-to-higher-priced mix of single family and multifamily housing

### Submarket 6

Suburban neighborhoods with moderate-to-higher-priced housing

### Submarket 7

Suburban neighborhoods with lower-to-moderate-priced housing, biggest increase in renters

### Submarket 8

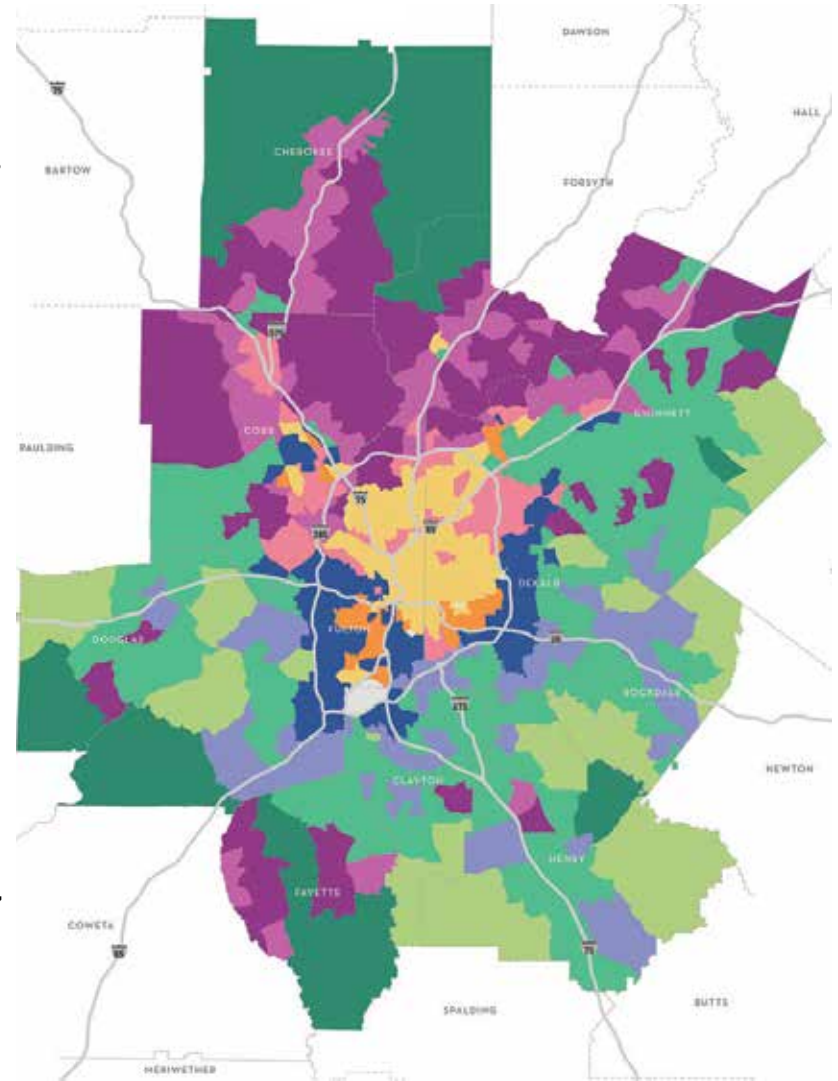
Suburban neighborhoods with lowest-priced single-family homes, mix of renters and owners

### Submarket 9

Lower-priced rural areas

### Submarket 10

Higher-priced rural areas



Visit [MetroATLHousing.org](https://metroatlhousing.org/) for more information about submarkets and related housing data

**BEST PRACTICE:** Metro Atlanta Housing Strategy and identified 10 submarkets.

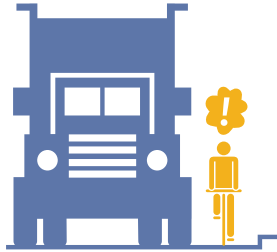
Source: <https://metroatlhousing.org/>

## BEST PRACTICE: Walk & Roll: Memphis Region Pedestrian and Bicycle Master Plan

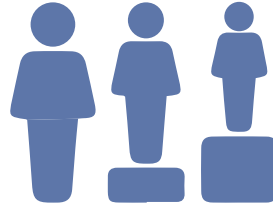
Source: <https://memphishpo.org/plans/multi-modal-plans/bike-ped-plan/regional-bicycle-pedestrian-plan/walkroll>



**DEMAND FOR WALKING  
& BIKING**



**SAFETY RISK**



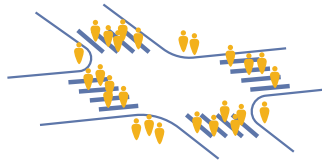
**EQUITY**



**PUBLIC & STAKEHOLDER  
INPUT**



**TRANSIT  
FREQUENCY**



**INTERSECTION  
DENSITY**



**CRASH DENSITY**



**CRASH SEVERITY**

### playREADI: REGIONAL TRAILS STRATEGY

The presence of robust, connected networks of bike and pedestrian trails is becoming a de facto need for communities looking to attract and retain talent. Therefore, a Regional Trails Strategy would not only improve health outcomes by enhancing opportunities for exercise and recreation but would also make the Evansville Region more competitive for talent by providing a key quality of life amenity. By enhancing and connecting trails across the region, the strategy would provide benefit beyond the core city and county. The trail strategy cannot be anticipated to have a direct, positive impact on targeted job creation and wage growth, though many communities have seen indirect economic impacts through residential, retail and hospitality projects locating near popular trail segments.

## BEST PRACTICE: “We Don’t Coast” Greater Omaha Chamber Marketing Strategy

Source: <https://www.omahachamber.org/wedontcoast/>



### TalentREADI: REGIONAL MARKETING STRATEGY

It is imperative that regions promote themselves externally to talent, prospective employers and potential investors. As such, there is tremendous competition for communities to meaningfully move the needle on building awareness of their assets beyond their regional borders. That said, a successful Regional Marketing Strategy holds the greatest potential to improve Evansville’s external perceptions. It also has a strong opportunity to improve the region’s competitiveness for talent and attract targeted companies that can elevate regional wages and drive high levels of follow-on investment. Ensuring that partner communities are featured in the external campaign will improve the likelihood that benefits are felt across the Evansville Region.



## TRAITS OF A SUCCESSFUL CLUSTER INITIATIVE

The Brookings Institution identified five traits of successful cluster initiatives. They are:

- 1 **Focused on establishing a robust ecosystem, not quick job gains**
- 2 **Industry-driven, university-fueled, government-funded**
- 3 **Placing a calculated bet**
- 4 **Championed by passionate, dedicated leaders**
- 5 **Anchored by a physical center**

### bizREADI & workREADI: SMART MANUFACTURING CLUSTER

The Smart Manufacturing Cluster's proposed READI project has the potential to increase innovation capacity, support the growth of existing firms, attract new corporate prospects and – perhaps most importantly – contain customized programming to prepare workers for manufacturing jobs of the future. Building from a strong existing regional base of production employment, the Smart Manufacturing Cluster, along with the Life Sciences Cluster, are the most impactful READI projects for targeted job growth and associated increases in average wages. Lower cost sites and existing distributions of manufacturing firms and labor improve the likelihood that counties outside the core will benefit from the Smart Manufacturing Cluster strategy.

#### Manufacturers recognize that smart factory initiatives are important



**86%**

*of manufacturers believe*

Smart factory initiatives will be the **main driver of manufacturing competitiveness** in 5 years



**83%**

*of manufacturers believe*

Smart factory initiatives will **transform the way products are made** in 5 years



**30%**

Share of global factory budget earmarked for **smart factory initiatives**



**58%**

Share of manufacturers who expect the **smart factory budget to increase** in 2020

These manufacturers expect their 2019 budget to **increase by 13 percent** in 2020

Source: Deloitte analysis of the 2019 Deloitte and MAPI Smart Factory Study data.

Deloitte Insights | [deloitte.com/insights](https://deloitte.com/insights)

Collaborations across the whole ecosystem will continue to be key:



Medtech



Biopharma



Tech



Consumer



Academia



Government



CROs



Disease  
foundations



Patient advocacy  
groups



Data will be key in the shift to transformative drug development approaches:

- Real World Data
- Real World Evidence
- AI
- Cloud

**“Collaboration across the entire health care ecosystem is more critical than ever in growing a life sciences cluster.”**

Source: <https://www2.deloitte.com/global/en/pages/life-sciences-and-healthcare/articles/global-life-sciences-sector-outlook.html>

## **bizREADI & workREADI: LIFE SCIENCES CLUSTER**

Proposed projects in the Life Sciences Cluster would greatly increase the Evansville Region’s capacity to develop, retain and attract talent in health care and life sciences. Complementing these workforce benefits are the initiative’s major investments in data capture and analysis and the opportunities to leverage this advantage to build a regional Life Sciences Cluster. As noted previously, enhancing the Evansville Region’s health care and life sciences capacity also has the potential benefit of improving health outcomes in the local population.

## riverREADI: RIVER VISION/RIVER CENTER

As seen in communities like Chattanooga, TN, sustained, successful efforts to revitalize a community's riverfront can drive impacts and investments well beyond core project sites. Grand Rapids, MI is another example of successful transformation. Implementing River Vision, including a catalytic project like River Center, could make the Evansville Region a more compelling talent destination by greatly enhancing downtown amenities and follow-on investments across the region. This could also improve the perception of the region externally. Though economic impacts could be robust, it cannot be assumed that these impacts would translate into targeted job or wage growth.

**BEST PRACTICE:** The following graphic goes into more detail on the public-private funding and impact of the Grand Action projects in Grand Rapids, MI.



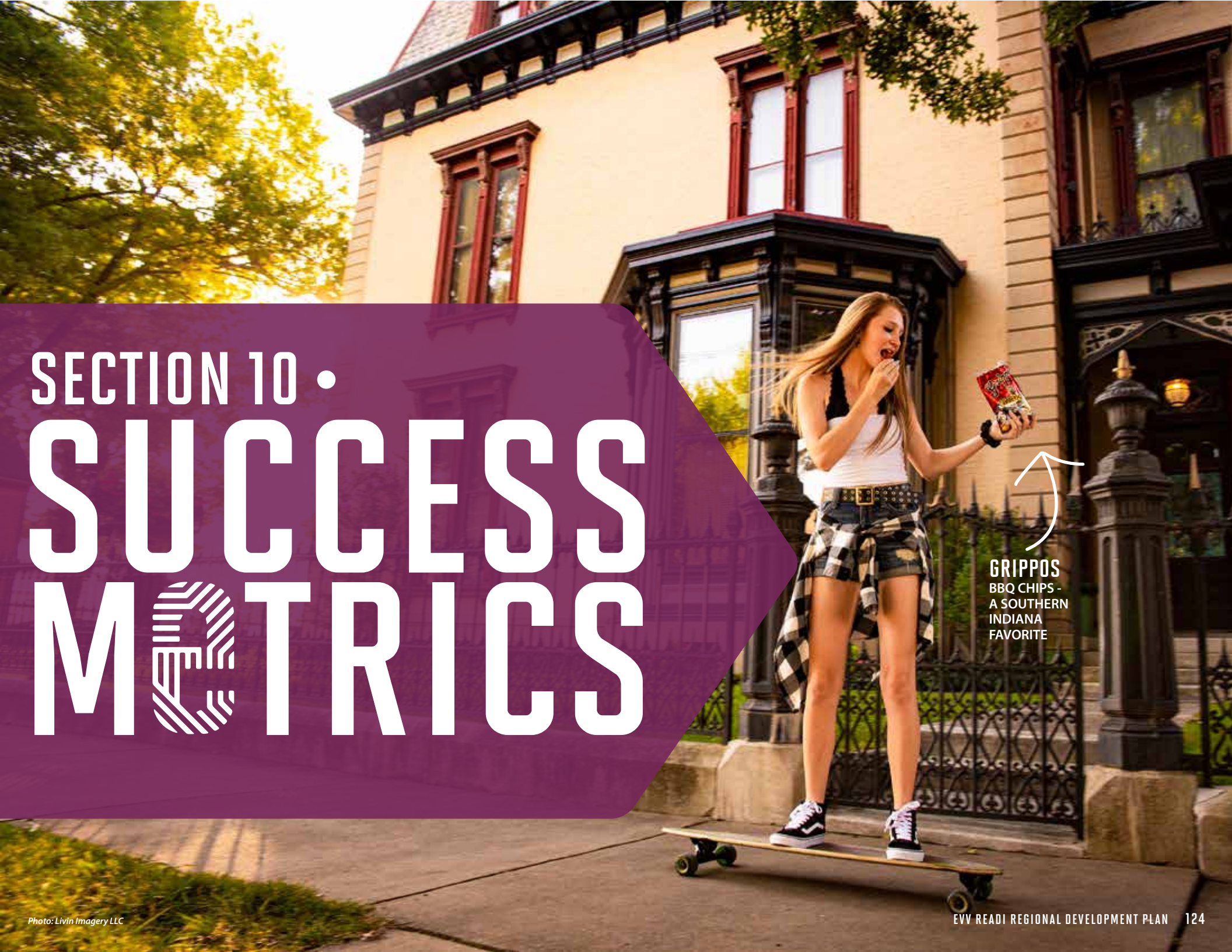
SOURCE: <https://www.michiganfoundations.org/resources/grand-vision-grand-action-revitalizing-downtown-and-demonstrating-philanthropy>



If awarded READI funding, the Southwest Indiana Regional Development Authority (SWIRDA) as the applicant will empower E-REP as the management arm to execute the READI enabled plan using the evaluation matrix on a project-by-project basis.







# SECTION 10 • SUCCESS METRICS

GRIPPÓS  
BBQ CHIPS -  
A SOUTHERN  
INDIANA  
FAVORITE

## 10 • SUCCESS METRICS

As highlighted in Section 7, the Evansville Region has conducted an in-depth analysis of 32 development indicators in demographic, economic, human capital and social categories in comparison to its peers and aspirational peers. To clearly focus strategies, eight development indicators were identified as essential metrics for the economic and community development success of the region and are included in a regional scorecard.

A baseline metric scorecard has been established (included below.) E-REP and the Talent 2025 partners work with Chmura Analytics and Economics to track the trajectory of the metrics and measure progress annually. E-REP will utilize the annual metrics to evaluate the success of the plan's implementation and report the status to SWIRDA, including analyzing aspirational and peer community metrics.



# EVANSVILLE REGION KEY INDICATOR DASHBOARD

INDICATOR	YEAR*	EVANSVILLE	CHATTANOOGA	DAVENPORT	FORT WAYNE	GREEN BAY	ROANOKE	SPARTANBURG	ASPIRATIONAL PEER AVERAGE**
Population Growth <sup>1</sup>	2020	+0.0%	+0.8%	-0.4%	+0.9%	+0.5%	+0.0%	+1.9%	+1.1%
	2019	-0.1%	+0.8%	-0.1%	+0.8%	+0.7%	+0.2%	+1.9%	+1.1%
Young Adult (20-34) Population <sup>1</sup>	2020	19.1%	17.8%	18.2%	20.2%	19.1%	17.9%	20.0%	20.7%
	2019	19.3%	19.6%	18.3%	19.9%	19.2%	17.9%	19.6%	20.8%
Poverty Rate <sup>1</sup>	2020	14.1%	13.7%	12.1%	13.4%	9.8%	13.1%	14.9%	11.9%
	2019	15.0%	14.7%	13.1%	14.1%	10.9%	13.6%	15.9%	13.0%
Employment Growth <sup>2</sup>	2020	-1.6%	+0.1%	-0.9%	+0.4%	-2.0%	-0.7%	+1.4%	+0.6%
	2019	+1.0%	+2.4%	+0.7%	+1.7%	+2.1%	+0.1%	+2.9%	+0.9%
Average Annual Wage <sup>2</sup>	2020	\$47,186	\$47,530	\$49,045	\$45,659	\$49,261	\$44,404	\$48,462	\$49,762
	2019	\$45,042	\$46,503	\$47,708	\$44,581	\$47,759	\$42,968	\$45,269	\$48,289
Educational Attainment Bachelor's Degree or Higher <sup>1</sup>	2020	24.5%	26.1%	26.7%	26.9%	27.2%	27.4%	22.8%	33.1%
	2019	24.1%	25.5%	26.5%	26.2%	27.1%	27.0%	22.8%	32.4%
High School Graduation <sup>5</sup>	2020	89.6%	87.7%	88.9%	90.6%	90.6%	88.5%	86.5%	86.2%
	2019	86.2%	85.4%	87.9%	91.4%	89.9%	88.1%	87.0%	86.7%
Cost of Living <sup>3</sup>	2020	92.9	94.7	91.7	86.6	90.8	90.1	91.3	93.3
	2019	92.2	96.7	94.6	88.0	89.5	88.6	89.5	95.6
Overall Health Index <sup>4</sup>	2020	-0.5	-0.3	0.6	-0.1	1.1	0.3	-0.4	0.6
	2019	-0.3	-0.1	0.8	0.1	1.1	0.6	-0.5	0.7

Sources: 1. Census. 2. Chmura's JobsEQ. 3. Council for Community and Economic Research & Chmura. 4. Chmura & CountyHealthRankings. Some metrics in this composite index are from 2016 and 2017. 5. National Center for Educational Statistics (NCES)

The Evansville Region includes Vanderburgh, Posey, Warrick and Gibson counties in Indiana and Henderson County in Kentucky (represents a population of 350,000).

\*Year represents the report year. \*\*Aspirational peers include: Omaha, NE, Huntsville, AL, Grand Rapids, MI and Greenville, SC.







# SECTION 11 • STRUCTURAL CHANGES



# REGIONAL DEVELOPMENT AUTHORITY AND PAST SUCCESS

The applicant for the READI designation is the Southwest Indiana Regional Development Authority (SWIRDA). SWIRDA is a quasi-unit of government formed in 2015 to serve as the Regional Development Authority, and its footprint mirrors the Evansville READI Region. SWIRDA was created through the joint four-county ordinance that was unanimously passed. The five-member RDA board will implement READI enabled projects in the Regional Development Plan (RDP). The Evansville Regional Economic Partnership serves as the management arm for SWIRDA. No structural changes are needed to execute this plan.

SWIRDA has a successful track record of putting together a plan and efficiently executing within the designated timeframe. In 2015, SWIRDA was one of three successful regional recipients of Regional Cities Initiative funding totaling \$42M. The Regional Cities Initiative closed out in 2020 with SWIRDA successfully expending all the funding with meticulous detail and ultimately leveraging almost \$1B in direct and follow on investment. Each year SWIRDA was audited by the state's appointed audit firm LWG and resulted in no findings. The final two years the audit was also reviewed and approved by the State Board of Accounts.

## INVESTMENT OPPORTUNITIES

During the Regional Cities process, SWIRDA expended funds to fill gaps when catalytic projects had costs that exceeded bank value and needed additional resources. With READI, SWIRDA will consider making investments – directly or indirectly – taking a debt or equity position in projects. Though SWIRDA has not invested in projects in the past, the entity structure has no barriers to doing so if a project were to benefit from this type of involvement. The Region has a successful example of this type of investment through the Downtown Evansville – Community Development Corp. (DEDC). DEDC has a small ownership in the Fifth and Main development in Downtown Evansville, and therefore maintains an active voice alongside the developer to ensure it remains a development that makes the region proud. SWIRDA could follow a similar approach, investing directly or through a subsidiary entity, and remain an active community voice in that project long-term.

SWIRDA could also invest in a community equity fund. These funds have been utilized in other cities to proactively drive key efforts in revitalization and provide equity investments for mission-aligned projects or land banking. This type of structure would require the identification of other incentives since equity does not help offset costs that exceed value in developments (see best practices on next page.)



# CASE STUDIES

Two case studies are below from 3CDC in Cincinnati, OH and EDDC in Erie, PA which have successfully utilized community equity funds to initiate and drive catalytic real estate developments.



PHOTO: 3CDC.ORG



## 3CDC - Cincinnati, OH

- 3CDC is a 501(c)3 formed in 2003 privately funded through corporate contributions, management fees and below-market developer fees.
- Mission to strengthen downtown by connecting the central business district with Over the Rhine.
- Operates two private investment funds geared toward downtown redevelopment.
- Initially focused on historic rehab, and then moved into new construction.
- First step was land banking abandoned, vacant, dilapidated and problem properties.



DOWNTOWN ERIE



## EDDC - Erie, PA

- EDDC is a 501(c)3 formed in 2017 to transform the city of Erie's downtown core and spark revitalization across the region.
- Operating in the poorest zip code in the country.
- The Erie Downtown Equity Fund is a private, for-profit entity that has raised \$27M in "patient capital" to serve as gap financing that supports real estate purchases and redevelopment activities of EDDC.
- Current efforts focus on converting North Park Row into a culinary arts district with a fresh food market and a nine-vendor food hall with a community kitchen and culinary incubator. Project also includes construction of approximately 100 apartments.
- EDDC has focused a lot of energy on attracting opportunity zone investment.
- Generated \$600M in investment in 2018.



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APPENDIX • SECTION 1

Board of Directors Overlap of Legacy Organizations	Economic Development Coalition of Southwest Indiana		Southwest Indiana Chamber		GAGE	
	First Name	Last Name	First Name	Last Name	First Name	Last Name
<b>Private</b>						
<b>Organization Name</b>	<b>First Name</b>	<b>Last Name</b>	<b>First Name</b>	<b>Last Name</b>	<b>First Name</b>	<b>Last Name</b>
<b>Academy Energy Group</b>	Randy	Miler				
Action Pest Control	Kevin	Pass				
Alcoa - Warrick Operations	Karl	Flangel	Karl	Flangel		
Ascension St. Vincent Evansville	Dan	Parad	Dan	Parad		
Ascension St. Vincent Evansville			Mark	Healy		
AstraZeneca	Holly	Hawkins	Cindy	Staples		
AT&T Indiana			Pepper	Mulhern	Pepper	Mulhern
Atlas World Group			Jim	McKerry		
Baird Private Wealth Management			Phillip	Roberts		
<b>Baker Retirement and Wealth Management, P.C.</b>	Jeff	Baker				
Bankera Bank						
Barclay Seabee Solutions	Chris	Nutledge			Ben	Shoulders
Berry Global, Inc.	Ronda	Hale	Curt	Begle	Lisa	Barclay-Seabee
Big Rivers			Jennifer	Kewch	Brad	Begle
BIO, LLP	Jay	Hargis	David	Freeman		
BMG, Inc.	Bill	Gillenwater				
BRW Technologies			Guy	Jackson		
CenterPoint Energy	Steve	Greenley	Brad	Elsworth	Brad	Elsworth
CenterPoint Energy			Christine	Kick		
<b>Community State Bank of Southwestern Indiana (Posey Chamber)</b>	Steve	Bennett	Steve	Bennett		
CountyMark			Ash	Tizer		
CountyMark (retired)	George	Morgan				
Curran Miller Auction Realty Inc.			Jake	McGinnis		
Deaconess Hospital	James	Porter	James	Porter		
<b>Deek Bank Family Restaurant</b>	Jeff	Stark				
DITTO					Thom	Endress
D-Patrick			Michael	O'Daniel		
Duke Energy	Misty	McCammack				
Economic Development Coalition of Southwest Indiana	Greg	Wathen				
Edward Jones			Drew	Heckert		
EPIC Insurance Midwest			Fred	Emory		
ERIC	Pete	Paradossi	Pete	Paradossi		
Escalade Sports					Patrick	Griffin
<b>Evansville Bldg. Authority (Warrick Chamber)</b>	Dave	Rector	Dave	Rector		
Evansville Regional Airport			Nate	Hahn	Nate	Hahn
Evansville Teachers Federal Credit Union	Bill		Schmer		Shawn	Collins
Extend Group						
Farmer Scott Dietz Robinson & Schmitt			Laura	Scott		
FC Tucker Emge Realtors			John	Briscoe		
FC Tucker Emge Realtors			Kathy	Briscoe		
Fifth Third Bank	Kevin	Canaday	Jennifer	Rabiley	Jennifer	Rabiley
Fifth Third Bank			Chris	Kull		
First Federal Savings Bank			Chris	Heed		
German American Bank	Clay	Ewing	John	Lamb		
Gibbs Die Casting			Greg	Roch		
Gibson County Chamber			Kayla	Dowdell		
Gibson County Chamber			Patty	Vanoven		
Gibson County Economic Development Corporation	Paul	Waters				
Growth Alliance for Greater Evansville	TBD					
Hale			Jeffrey	Justice		
<b>Hampton Lenzini and Renwick Inc.</b>	Matthew	Wallace				
Harding, Shymanski & Company, P.S.C.			Trudy	Stock		
Henderson Chamber of Commerce			Jennifer	Kauch		
Henderson Chamber of Commerce			Ellen	Redding		
IE DC					Susan	Vaughn
Indiana Members Credit Union			Luke	Yaeger		
Industrial Contractors Skanska	Tom	Lydton				
<b>InterraChem, LLC</b>	Howard	Reynis				
Ivy Tech Community College	Daniela	Vidal	Daniela	Vidal		
Ivy Tech Community College			Kayla	Dowdell		
Jackson Kelley			Chad	Sullivan		
Kahn, Dees, Donovan & Kahn, LLP	Mike	Schopmeyer	Michael	Schopmeyer	Ryan	Schulz
Keller Schroeder					Dan	Arens
<b>Koberstein Rental (Gibson Chamber)</b>	JD	Willst				
Koch Enterprises, Inc.	Kevin	Koch				
LMB Investment Services			David	Anderson		
McFadin Higgins & Fols	Beth	McFadin Higgins	Beth	McFadin Higgins		
<b>Memorial Baptist Church/Memorial CDC</b>	Adrian	Brooks				
MPW Industrial Svcs			Jordan	Sheets		
New Hope Missionary Baptist Church	Rahon	Turner				
Oakland City University	Ron	Dempsey				
Old National Bank	Ann	Hayneman	Darin	Lander	Lynell	Walton
Old National Bank	Jim	Ryan	Jim	Sandgren	Emily	Fiedler
PHS Rewards						
PMG Tree Care & Landscaping			Brant	Flores		
Ports of Indiana - Mt. Vernon	Phil	Wilzbacher				
Posey County Economic Development Partnership	Jenna	Richard				
Purdue Foundry at WestGate					Drew	Peyronnin
Quantum Technology	Alec	Peyor				
REI			Art	Pike		
Re/Max Midwest Real Estate Group	Tim	Mason				
Regency Properties	Jeff	Howell			Kevin	Hammett
<b>Reinbrecht Homes</b>	Kenny	Reinbrecht				
SAIC	Debra		Nail	McConville		
Schiff Air Conditioning & Heating, Inc. & Allard Mechanical Services, Inc.	James	Schiff				
Shelter Moving & Storage, Inc.					Tom	Shetter, Jr.
Shoe Carnival, Inc.			Kerry	Jackson		
<b>Shoulder Agency, Inc.</b>	Michelle	Hulston				
SUS			Kelly	Mitchell		
Slade Print	Tom	Slade	Lisa	Slade		
Southwest Indiana Association of Realtors	Kim	Selbert				

<b>Southwest Indiana Chamber (Vanderburgh Chamber)</b>	Tara	Barney				
Spencer County Chamber			Kathy	Bozile		
Spencer County Chamber			Jordan	Sheets		
SS&C Technologies			Kyle	Fields	Kyle	Fields
Stoll Keenon Ogden PLLC	Chris	Wischer				
Success Warrick County	Steve	Reulle				
The Martin Group of Companies	J. Steven	Martin				
Toyota	Tim	Hollander	Paula	Pinkstaff		
Tri-State Orthopaedics	Paul	Perry				
Tropiana Evansville			Stacey	McNeill	Stacey	McNeill
United Companies	Doug	Petitt			Rick	Schulz
<b>United Identity Bank</b>	Mark	Stanc				
University of Evansville	Christopher	Pietruszkiewicz	Christopher	Pietruszkiewicz	Jill	Griffin
University of Evansville			Brandon	McClish		
University of Southern Indiana	Ronald	Rachon	Ronald	Rachon	Zane	Mitchell, Jr.
University of Southern Indiana			Harold	Callaway	Dawn	Stoneking, M.S.W.
Valens Renewables			Luke	Loder	Alfonso	Vidal
Vidal Plastics, LLC						
Warehouse Services, Inc.			Amber	Thorn		
Warrick County Chamber			Kelly	Mitchell		
Warrick County Chamber			Bernard	Peter		
Warrick County Chamber			David	Anderson		
WFF/Raycom			Jay	Hiett		
<b>William Wilson Auction Realty</b>	Aaron	Wilson				
Woodward Commercial Realty, Inc.	Evan	Beck	Chris	Jackson		
YMCA			Johnathan	Pope		
Zimmer, Slayman, Weitzel & Shoulders	Marco	DeLucio	Jean	Benton		
			EDC		Southwest Indiana Chamber	
			GAGE			
<b>Public</b>	<b>First Name</b>	<b>Last Name</b>	<b>First Name</b>	<b>Last Name</b>	<b>First Name</b>	<b>Last Name</b>
<b>City of Booneville</b>	Charles	Wright				
City of Evansville	Lloyd	Winnicke	Lloyd	Winnicke		
City of Evansville - Department of Metropolitan Development					Kelley	Coures
City of Mt. Vernon	Bill	Curtis				
City of Princeton	Greg	Wright				
Evansville City Council					Ben	Trockman
Evansville Vanderburgh School Corporation						
Gibson County - Solid Waste Director	Mike	Stowell				
Gibson County Commissioner	Stephen	Bottoms				
Gibson County Council	Derek	McGraw				
MSD of Mt. Vernon						
Posey County Council	Marilyn	Brenton	Matt	Thompson		
Posey County Commissioner	Carl	Schmitz				
Vanderburgh County Commissioner	Cheryl	Musgrave				
Vanderburgh County Council	Joe	Waffer			Tom	Shetter, Jr.
Warrick County Commissioner	Dan	Saylor				
Warrick County Council	Ted	Metzger				
<b>Remotes Appointment by Elected Official</b>						
Multiple board representation						
<b>Chamber Appointees (County Rep)</b>						

## Evansville Regional Economic Partnership Board of Directors

First Name	Last Name	Company	Title
Tara	Barney	E-REP	Co-CEO
Evan	Beck	Woodward Commercial Realty, Inc.	President
Brad	Begle	Berry Global	VP ERP Services
Curt	Begle	Berry Global	President, Health, Hygiene & Specialties
Jean	Blanton	Ziener, Stayman, Weitzel & Shoulders	Partner
John	Briscoe	FC Tucker Emge Realtors	Co-Owner
Adrian	Brooks	Memorial Community Development Corp	Founder/President
Bill	Curtis	City of Mt. Vernon	Mayor
Jeff	Clark	Dick Clark's Restaurant	President/Owner
Barry	Cox	The Cox Group	President
Leah	Curry	Toyota Motor Manufacturing Indiana, Inc.	President
Dr. Ronald	Dempsey	Oakland City University	President
Brad	Ellsworth	CenterPoint Energy	Director of Government Affairs Indiana
JP	Englebrecht	South Central, Inc.	CEO
Kari	Fluegel	Kaiser Aluminum Warrick	Communications Leader
David	Freeman	BKD, LLP	Partner
Steve	Greenley	CenterPoint Energy	Senior Vice President - Generation
Nate	Hahn	Evansville Regional Airport	Executive Director
Jeffrey	Justice	Hafer	President
Christine	Keck	CenterPoint Energy	Managing Director, Federal Government Affairs
John	Lamb	German American Bank	Southwest Regional President
Doug	Lawson	Field and Main Bank	President & Chief Operating Officer
Thomas	Lydon	Industrial Contractors Skanska	Director, Business Development
Brandon	McClish	Purple Aces Sports Properties	General Manager
Beth	McFadin Higgins	McFadin Higgins & Folz	Attorney
Jim	McMurray	Atlas World Group	Sr. VP General Counsel & Secretary
Stacey	McNeill	Bally's Evansville	Executive Director of Marketing
Keith	Messmer		Retired
Ken	Montgomery	Gibson County	Commissioner
Pepper	Mulherin	AT&T	Director of External Affairs
Matthew	Nix	Nix Companies	President
Michael	O'Daniel	D-Patrick	Co-President
Pete	Paradossi	ERBC	President
Dan	Parod	Ascension St. Vincent Evansville	Regional President of the Southern Region for Ascension Indiana
Doug	Petitt	United Companies	Executive Vice President, Chief Ped
Neely	Pierce	Fifth Third Bank	President
Christopher	Pietruszkiewicz	University of Evansville	President
Art	Pike	Reckitt	Global Manufacturing Footprint Director
Johnathan	Pope	YMCA	President & CEO
Dr. James	Porter	Deaconess Health System	President
Aric	Pryor	Quarion Technology	
Dave	Rector	Evansville Vanderburgh County Bldg Authority	General Manager
Greg	Risch	Gibbs Die Casting	President & CEO
Dr. Ronald	Rochon	University of Southern Indiana	President
Chris	Rutledge	Banterra Bank	Market Executive, IN Region
Jim	Ryan	Old National Bank	Chairman & CEO
Dan	Saylor	Warrick County	Commissioner
Bill	Schirmer	Evansville Teachers Federal Credit Union	CEO/President
Michael	Schopmeyer	Kahn, Dees, Donovan & Kahn, LLP	Partner
Laura	Scott	Farmer Scott Ozete Robinson & Schmitt	Partner
Ben	Shoulders	Vanderburgh County	Commissioner
Lisa	Slade	Slade Print	Owner
Trudy	Stock	Harding, Shymanski & Company, P.S.C.	President & CEO
Chad	Sullivan	Jackson Kelly	Attorney
Stephanie	Terry	Vanderburgh County	Councilman
Ash	Titzer	CountryMark	Director of Midstream
Daniela	Vidal	Ivy Tech Community College	Chancellor

Lynell	Walton	Old National Bank	Director of Investor Relations
Greg	Wathen	E-REP	Co-CEO
Lloyd	Winnecke	City of Evansville	Mayor
Greg	Wright	City of Princeton	Mayor
Luke	Yaeger	Indiana Members Credit Union	Market President
Ted	Ziener	Stoll Keenon Ogden	Partner

*E-REP Board confirmed members with pending not listed as of 9/8/2021  
Subject to approval at the E-REP annual meeting on 9/22/2021*





Economic Overview

E-REP Region



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## Demographic Profile

The population in the E-REP Region was 302,787 per American Community Survey data for 2015-2019.

The region has a civilian labor force of 155,384 with a participation rate of 64.0%. Of individuals 25 to 64 in the E-REP Region, 28.2% have a bachelor's degree or higher which compares with 33.5% in the nation.

The median household income in the E-REP Region is \$56,234 and the median house value is \$137,669.

	Summary <sup>1</sup>					
	Percent			Value		
	E-REP Region	Indiana	USA	E-REP Region	Indiana	USA
<b>Demographics</b>						
Population (ACS)	—	—	—	302,787	6,665,703	324,697,795
Male	48.9%	49.3%	49.2%	147,967	3,284,846	159,886,919
Female	51.1%	50.7%	50.8%	154,820	3,380,857	164,810,876
Median Age <sup>2</sup>	—	—	—	39.5	37.7	38.1
Under 18 Years	22.5%	23.6%	22.6%	67,985	1,572,491	73,429,392
18 to 24 Years	9.0%	9.9%	9.4%	27,120	662,719	30,646,327
25 to 34 Years	13.0%	13.0%	13.9%	39,328	866,437	45,030,415
35 to 44 Years	12.0%	12.3%	12.6%	36,384	820,001	40,978,831
45 to 54 Years	12.6%	12.8%	13.0%	38,222	852,467	42,072,620
55 to 64 Years	14.2%	13.0%	12.9%	42,947	868,000	41,756,414
65 to 74 Years	9.6%	9.0%	9.1%	28,939	597,215	29,542,266
75 Years, and Over	7.2%	6.4%	6.5%	21,862	426,373	21,241,530
Race: White	88.8%	83.3%	72.5%	268,940	5,553,391	235,377,662
Race: Black or African American	6.5%	9.4%	12.7%	19,533	626,587	41,234,642
Race: American Indian and Alaska Native	0.1%	0.2%	0.8%	341	15,782	2,750,143
Race: Asian	1.4%	2.3%	5.5%	4,143	151,979	17,924,209
Race: Native Hawaiian and Other Pacific Islander	0.1%	0.0%	0.2%	332	2,506	599,868
Race: Some Other Race	0.9%	2.2%	4.9%	2,810	145,747	16,047,369
Race: Two or More Races	2.2%	2.5%	3.3%	6,688	169,711	10,763,902
Hispanic or Latino (of any race)	2.3%	6.9%	18.0%	6,829	461,850	58,479,370
<b>Population Growth</b>						
Population (Pop Estimates) <sup>4</sup>	—	—	—	304,816	6,754,953	329,484,123
Population Annual Average Growth <sup>4</sup>	0.2%	0.4%	0.6%	573	26,440	2,015,698
People per Square Mile	—	—	—	200.3	187.9	92.9
<b>Economic</b>						
Labor Force Participation Rate and Size (civilian population 16 years and over)	64.0%	63.8%	63.2%	155,384	3,363,860	163,555,585
Prime-Age Labor Force Participation Rate and Size (civilian population 25-54)	84.0%	82.3%	82.1%	95,637	2,088,237	104,634,905
Armed Forces Labor Force	0.0%	0.1%	0.4%	37	3,661	1,073,907
Veterans, Age 18-64	4.8%	4.7%	4.6%	8,911	191,028	9,143,042
Veterans Labor Force Participation Rate and Size, Age 18-64	75.7%	77.9%	76.6%	6,750	148,766	7,003,778
Median Household Income <sup>3</sup>	—	—	—	\$56,234	\$56,303	\$62,843
Per Capita Income	—	—	—	\$31,282	\$29,777	\$34,103
Mean Commute Time (minutes)	—	—	—	20.9	23.8	26.9
Commute via Public Transportation	1.1%	1.0%	5.0%	1,549	31,236	7,641,160
<b>Educational Attainment, Age 25-64</b>						
No High School Diploma	7.8%	10.2%	10.9%	12,193	346,849	18,550,150
High School Graduate	30.8%	31.1%	25.7%	48,366	1,059,488	43,627,868
Some College, No Degree	21.4%	20.7%	20.7%	33,596	706,360	35,174,790
Associate's Degree	11.8%	9.8%	9.1%	18,545	335,220	15,526,064

Source: JobsEQ®, <http://www.chmuraecon.com/jobseq>  
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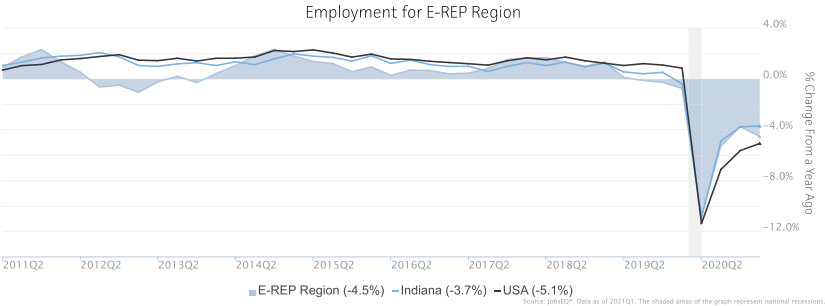
Summary<sup>1</sup>

	Percent			Value		
	E-REP Region	Indiana	USA	E-REP Region	Indiana	USA
Bachelor's Degree	19.8%	18.9%	21.2%	31,095	644,835	35,997,848
Postgraduate Degree	8.3%	9.2%	12.3%	13,086	314,153	20,961,560
Housing						
Total Housing Units	—	—	—	136,923	2,886,548	137,428,986
Median House Value (of owner-occupied units) <sup>2</sup>	—	—	—	\$137,669	\$141,700	\$217,500
Homeowner Vacancy	1.2%	1.5%	1.6%	1,098	27,410	1,257,737
Rental Vacancy	7.2%	7.1%	6.0%	2,921	61,612	2,793,023
Renter-Occupied Housing Units (% of Occupied Units)	30.0%	30.9%	36.0%	37,023	794,237	43,481,667
Occupied Housing Units with No Vehicle Available (% of Occupied Units)	6.4%	6.4%	8.6%	7,968	165,133	10,395,713
Social						
Poverty Level (of all people)	13.2%	13.4%	13.4%	38,646	867,996	42,510,843
Households Receiving Food Stamps/SNAP	9.1%	9.8%	11.7%	11,310	251,657	14,171,567
Enrolled in Grade 12 (% of total population)	1.1%	1.4%	1.4%	3,434	90,348	4,422,344
Disconnected Youth <sup>3</sup>	2.0%	3.0%	2.5%	312	11,076	423,273
Children in Single Parent Families (% of all children)	33.6%	34.2%	34.1%	21,527	506,073	23,790,005
Uninsured	6.7%	8.4%	8.8%	19,989	551,909	28,248,613
With a Disability, Age 18-64	12.5%	11.8%	10.3%	22,752	471,338	20,187,604
With a Disability, Age 18-64, Labor Force Participation Rate and Size	42.6%	42.2%	42.2%	9,683	199,015	8,509,463
Foreign Born	2.7%	5.2%	13.6%	8,227	349,922	44,011,870
Speak English Less Than Very Well (population 5 yrs and over)	1.2%	3.2%	8.4%	3,368	202,620	25,615,365

Source: [JobsEQ®](#).  
1. American Community Survey 2015-2019, unless noted otherwise.  
2. Median values for certain aggregate regions (such as MSAs) may be estimated as the weighted averages of the median values from the composing counties.  
3. Disconnected Youth are 16-19 year olds who are (1) not in school, (2) not high school graduates, and (3) either unemployed or not in the labor force.  
4. Census 2020, annual average growth rate since 2010

Employment Trends

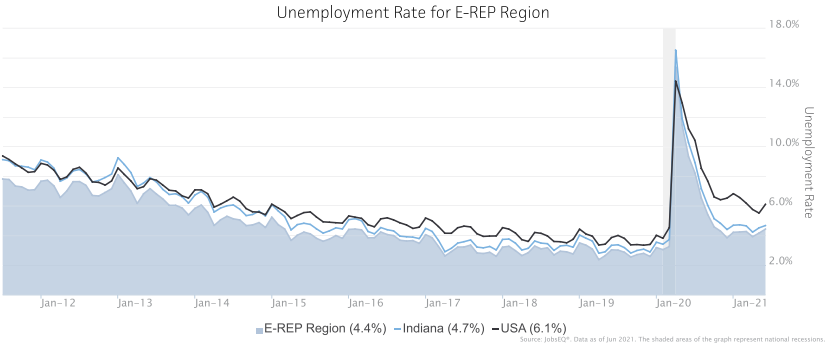
As of 2021Q1, total employment for the E-REP Region was 154,122 (based on a four-quarter moving average). Over the year ending 2021Q1, employment declined 4.5% in the region.



Employment data are derived from the Quarterly Census of Employment and Wages, provided by the Bureau of Labor Statistics and imputed where necessary. Data are updated through 2020Q4 with preliminary estimates updated to 2021Q1.

Unemployment Rate

The unemployment rate for the E-REP Region was 4.4% as of June 2021. The regional unemployment rate was lower than the national rate of 6.1%. One year earlier, in June 2020, the unemployment rate in the E-REP Region was 9.3%.

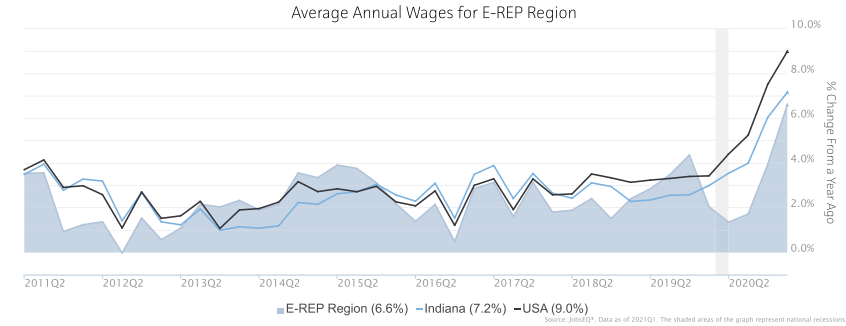


Unemployment rate data are from the Local Area Unemployment Statistics, provided by the Bureau of Labor Statistics and updated through June 2021.



Wage Trends

The average worker in the E-REP Region earned annual wages of \$50,546 as of 2021Q1. Average annual wages per worker increased 6.6% in the region over the preceding four quarters. For comparison purposes, annual average wages were \$63,393 in the nation as of 2021Q1.



Annual average wages per worker data are derived from the Quarterly Census of Employment and Wages, provided by the Bureau of Labor Statistics and imputed where necessary. Data are updated through 2020Q4 with preliminary estimates updated to 2021Q1.

Source: JobsEQ®, <http://www.chmuraecon.com/jobseq>  
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Cost of Living Index

The Cost of Living Index estimates the relative price levels for consumer goods and services. When applied to wages and salaries, the result is a measure of relative purchasing power. The cost of living is 7.9% lower in E-REP Region than the U.S. average.

Cost of Living Information			
	Annual Average Salary	Cost of Living Index (Base US)	US Purchasing Power
E-REP Region	\$50,546	92.1	\$54,875
Indiana	\$51,492	92.5	\$55,656
USA	\$63,393	100.0	\$63,393

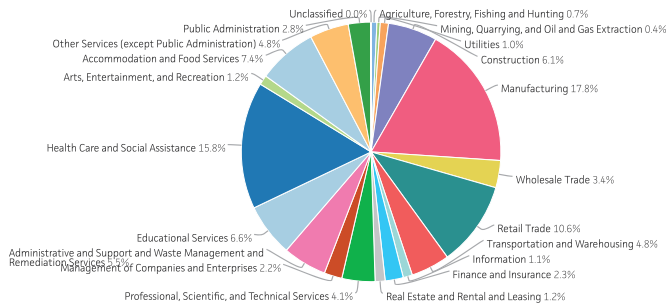
Source: [JobsEQ®](http://jobs-eq.com)  
Data as of 2021Q1  
Cost of Living per CZER, data as of 2021Q1, imputed by Chmura where necessary.

Source: JobsEQ®, <http://www.chmuraecon.com/jobseq>  
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Industry Snapshot

The largest sector in the E-REP Region is Manufacturing, employing 27,396 workers. The next-largest sectors in the region are Health Care and Social Assistance (24,409 workers) and Retail Trade (16,287). High location quotients (LQs) indicate sectors in which a region has high concentrations of employment compared to the national average. The sectors with the largest LQs in the region are Manufacturing (LQ = 2.15), Utilities (1.88), and Management of Companies and Enterprises (1.43).

Total Workers for E-REP Region by Industry



Employment data are derived from the Quarterly Census of Employment and Wages, provided by the Bureau of Labor Statistics and imputed where necessary. Data are updated through 2020Q4 with preliminary estimates updated to 2021Q1.

Sectors in the E-REP Region with the highest average wages per worker are Management of Companies and Enterprises (\$102,901), Utilities (\$92,796), and Mining, Quarrying, and Oil and Gas Extraction (\$81,189). Regional sectors with the best job growth (or most moderate job losses) over the last 5 years are Manufacturing (+1,539 jobs), Professional, Scientific, and Technical Services (+757), and Finance and Insurance (+415).

Over the next 5 years, employment in the E-REP Region is projected to contract by 2,271 jobs. The fastest growing sector in the region is expected to be Health Care and Social Assistance with a +0.5% year-over-year rate of growth. The strongest forecast by number of jobs over this period is expected for Health Care and Social Assistance (+605 jobs), Accommodation and Food Services (+58), and Arts, Entertainment, and Recreation (+7).

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NAICS	Industry	Empl	Current Avg Ann Wages	LQ	5-Year History		Total Demand	5-Year Forecast			Ann % Growth
					Empl Change	Ann %		Exits	Transfers	Empl Growth	
31	Manufacturing	27,396	\$66,955	2.15	1,539	1.2%	13,183	5,178	8,866	-860	-0.6%
62	Health Care and Social Assistance	24,409	\$57,412	1.06	403	0.3%	12,215	5,709	5,901	605	0.5%
44	Retail Trade	16,287	\$30,865	1.02	-718	-0.9%	9,896	4,696	5,934	-734	-0.9%
72	Accommodation and Food Services	11,387	\$17,447	1.02	-1,622	-2.6%	9,276	4,079	5,138	58	0.1%
61	Educational Services	10,148	\$38,893	0.81	-1,016	-1.9%	4,506	2,238	2,415	-147	-0.3%
23	Construction	9,440	\$58,911	1.03	-571	-1.2%	4,490	1,648	2,949	-108	-0.2%
56	Administrative and Support and Waste Management and Remediation Services	8,421	\$32,435	0.87	-2,628	-5.3%	4,783	2,045	2,790	-52	-0.1%
48	Transportation and Warehousing	7,469	\$50,065	0.98	287	0.8%	3,803	1,673	2,264	-135	-0.4%
81	Other Services (except Public Administration)	7,458	\$29,470	1.13	-483	-1.2%	4,204	1,931	2,305	-32	-0.1%
54	Professional, Scientific, and Technical Services	6,341	\$62,794	0.57	757	2.6%	2,677	1,003	1,697	-22	-0.1%
42	Wholesale Trade	5,214	\$63,043	0.88	-112	-0.4%	2,417	1,005	1,666	-254	-1.0%
92	Public Administration	4,361	\$48,558	0.56	-34	-0.2%	1,922	840	1,143	-61	-0.3%
52	Finance and Insurance	3,498	\$74,748	0.53	415	2.6%	1,512	608	999	-96	-0.6%
55	Management of Companies and Enterprises	3,426	\$102,901	1.43	356	2.2%	1,509	568	969	-27	-0.2%
53	Real Estate and Rental and Leasing	1,914	\$44,904	0.71	-16	-0.2%	888	433	518	-63	-0.7%
71	Arts, Entertainment, and Recreation	1,854	\$23,918	0.80	-856	-7.3%	1,310	583	720	7	0.1%
51	Information	1,758	\$52,647	0.58	-90	-1.0%	679	294	521	-137	-1.6%
22	Utilities	1,575	\$92,796	1.88	-77	-1.0%	493	243	428	-177	-2.4%
11	Agriculture, Forestry, Fishing and Hunting	1,113	\$48,984	0.51	-36	-0.6%	556	252	340	-37	-0.7%
21	Mining, Quarrying, and Oil and Gas Extraction	651	\$81,189	1.18	-1,115	-18.1%	270	104	215	-49	-1.6%
99	Unclassified	1	\$12,821	0.00	1	n/a	0	0	0	0	0.0%
Total - All Industries		154,122	\$50,546	1.00	-5,617	-0.7%	81,010	35,595	47,686	-2,271	-0.3%

Source: JobsEQ®  
Employment data are derived from the Quarterly Census of Employment and Wages, provided by the Bureau of Labor Statistics and imputed where necessary. Data are updated through 2020Q4 with preliminary estimates updated to 2021Q1. Forecast employment growth uses national projections adapted for regional growth patterns.

Source: JobsEQ®, <http://www.chmuraecon.com/jobseq>  
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Occupation Snapshot

The largest major occupation group in the E-REP Region is Production Occupations, employing 18,558 workers. The next-largest occupation groups in the region are Office and Administrative Support Occupations (17,366 workers) and Transportation and Material Moving Occupations (14,805). High location quotients (LQs) indicate occupation groups in which a region has high concentrations of employment compared to the national average. The major groups with the largest LQs in the region are Production Occupations (LQ = 2.07), Installation, Maintenance, and Repair Occupations (1.26), and Healthcare Practitioners and Technical Occupations (1.16).

Occupation groups in the E-REP Region with the highest average wages per worker are Management Occupations (\$91,700), Healthcare Practitioners and Technical Occupations (\$81,200), and Architecture and Engineering Occupations (\$80,100). The unemployment rate in the region varied among the major groups from 1.9% among Legal Occupations to 15.0% among Food Preparation and Serving Related Occupations.

Over the next 5 years, the fastest growing occupation group in the E-REP Region is expected to be Healthcare Support Occupations with a +1.0% year-over-year rate of growth. The strongest forecast by number of jobs over this period is expected for Healthcare Support Occupations (+301 jobs) and Healthcare Practitioners and Technical Occupations (+132). Over the same period, the highest separation demand (occupation demand due to retirements and workers moving from one occupation to another) is expected in Food Preparation and Serving Related Occupations (10,614 jobs) and Production Occupations (10,297).

E-REP Region, 2021Q1 <sup>1</sup>													
SOC	Occupation	Current			5-Year History			5-Year Forecast					
		Empl	Mean Ann Wages <sup>2</sup>	LQ	Unempl	Unempl Rate	Online Job Ads <sup>3</sup>	Empl Change	Ann %	Total Demand	Exits	Transfers	Empl Growth
51-0000	Production	18,558	\$42,900	2.07	1,296	7.4%	445	362	0.4%	9,526	3,419	6,878	-771
43-0000	Office and Administrative Support	17,366	\$37,900	0.88	990	5.5%	860	-1,482	-1.6%	8,567	4,013	5,512	-957
53-0000	Transportation and Material Moving	14,805	\$35,800	1.12	1,239	8.3%	1,314	-605	-0.8%	9,031	3,310	5,962	-241
41-0000	Sales and Related	14,049	\$39,500	0.96	1,181	8.0%	1,350	-954	-1.3%	8,909	3,736	5,766	-593
35-0000	Food Preparation and Serving Related	12,300	\$22,700	1.11	1,993	15.0%	1,461	-1,763	-2.6%	10,690	4,317	6,297	76
29-0000	Healthcare Practitioners and Technical	10,682	\$81,200	1.16	245	2.4%	1,575	544	1.1%	3,159	1,396	1,631	132
11-0000	Management	8,231	\$91,700	0.79	247	2.9%	553	261	0.6%	3,337	1,046	2,337	-46
47-0000	Construction and Extraction	7,634	\$54,700	1.06	593	8.1%	119	-1,357	-3.2%	4,081	1,199	2,972	-89
49-0000	Installation, Maintenance, and Repair	7,478	\$48,400	1.26	394	5.5%	475	-229	-0.6%	3,485	1,148	2,425	-88
25-0000	Educational Instruction and Library	7,071	\$45,400	0.83	407	5.7%	365	-645	-1.7%	3,068	1,433	1,697	-62
13-0000	Business and Financial Operations	6,651	\$64,000	0.73	222	3.1%	340	846	2.8%	3,072	912	2,233	-73
31-0000	Healthcare Support	5,954	\$31,400	0.85	320	5.3%	643	-230	-0.8%	4,014	1,712	2,001	301
37-0000	Building and Grounds Cleaning and Maintenance	5,009	\$30,700	1.00	412	8.5%	395	-208	-0.8%	3,297	1,409	1,869	19
39-0000	Personal Care and Service	3,281	\$28,500	0.86	491	13.2%	154	-352	-2.0%	2,526	1,107	1,391	28
21-0000	Community and Social Service	2,864	\$46,200	1.03	55	1.9%	319	61	0.4%	1,693	543	1,043	107
15-0000	Computer and Mathematical	2,633	\$73,400	0.54	62	2.2%	321	163	1.3%	979	220	749	10
17-0000	Architecture and Engineering	2,616	\$80,100	0.98	69	2.5%	119	123	1.0%	979	300	690	-11

Source: JobsEQ®, <http://www.chmuraecon.com/jobseq>  
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E-REP Region, 2021Q1 <sup>1</sup>													
SOC	Occupation	Current			5-Year History			5-Year Forecast					
		Empl	Mean Ann Wages <sup>2</sup>	LQ	Unempl	Unempl Rate	Online Job Ads <sup>3</sup>	Empl Change	Ann %	Total Demand	Exits	Transfers	Empl Growth
33-0000	Protective Service	2,439	\$42,800	0.73	162	6.0%	110	-18	-0.1%	1,303	561	773	-31
27-0000	Arts, Design, Entertainment, Sports, and Media	2,037	\$45,500	0.75	196	8.2%	145	-217	-2.0%	1,086	407	714	-35
19-0000	Life, Physical, and Social Science	1,249	\$71,500	0.87	41	3.0%	75	60	1.0%	549	122	437	-9
23-0000	Legal	787	\$74,700	0.58	15	1.9%	29	3	0.1%	257	99	161	-3
45-0000	Farming, Fishing, and Forestry	429	\$34,100	0.41	35	8.9%	5	20	1.0%	334	84	257	-7
Total - All Occupations		154,122	\$47,400	1.00	10,664	6.8%	11,172	-5,617	-0.7%	84,005	32,492	53,795	-2,281

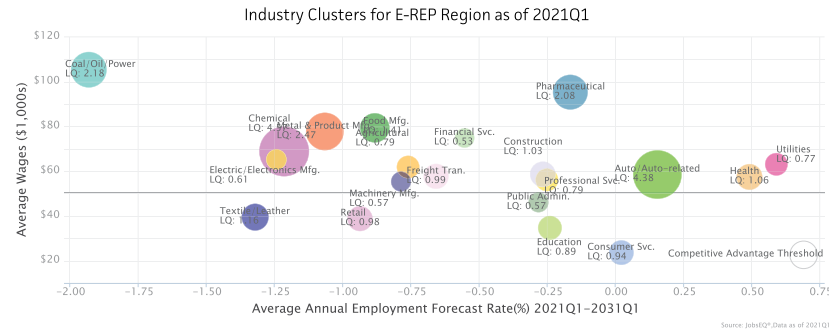
Source: JobsEQ®  
Data as of 2021Q1 unless noted otherwise.  
Note: Figures may not sum due to rounding.  
1. Data based on a four-quarter moving average unless noted otherwise.  
2. Wage data are as of 2020 and represent the average for all Covered Employment.  
3. Data represent found online ads active within the last thirty days in the selected region; data represents a sampling rather than the complete universe of postings. Ads lacking zip code information but designating a place (city, town, etc.) may be assigned to the zip code with greatest employment in that place for queries in this analytic. Due to alternative county-assignment algorithms, ad counts in this analytic may not match that shown in RTI (nor in the popup window ad list).  
Occupation employment data are estimated via industry employment data and the estimated industry/occupation mix. Industry employment data are derived from the Quarterly Census of Employment and Wages, provided by the Bureau of Labor Statistics and currently updated through 2020Q4, imputed where necessary with preliminary estimates updated to 2021Q1. Wages by occupation are as of 2020 provided by the BLS and imputed where necessary. Forecast employment growth uses national projections from the Bureau of Labor Statistics adapted for regional growth patterns.

Source: JobsEQ®, <http://www.chmuraecon.com/jobseq>  
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### Industry Clusters

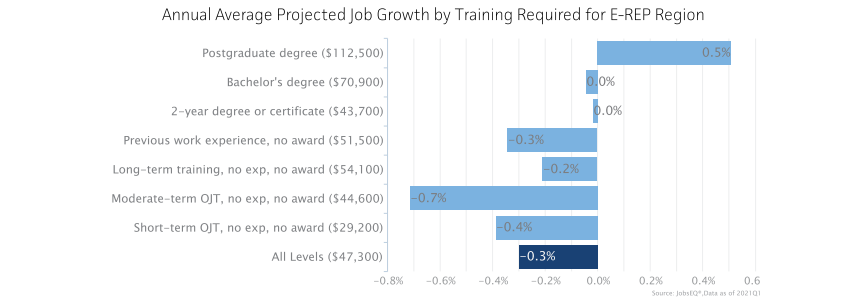
A cluster is a geographic concentration of interrelated industries or occupations. The industry cluster in the E-REP Region with the highest relative concentration is Chemical with a location quotient of 4.57. This cluster employs 6,654 workers in the region with an average wage of \$68,896. Employment in the Chemical cluster is projected to contract in the region about 1.2% per year over the next ten years.



Location quotient and average wage data are derived from the Quarterly Census of Employment and Wages, provided by the Bureau of Labor Statistics, imputed where necessary, and updated through 2020Q4 with preliminary estimates updated to 2021Q1. Forecast employment growth uses national projections from the Bureau of Labor Statistics adapted for regional growth patterns.

### Education Levels

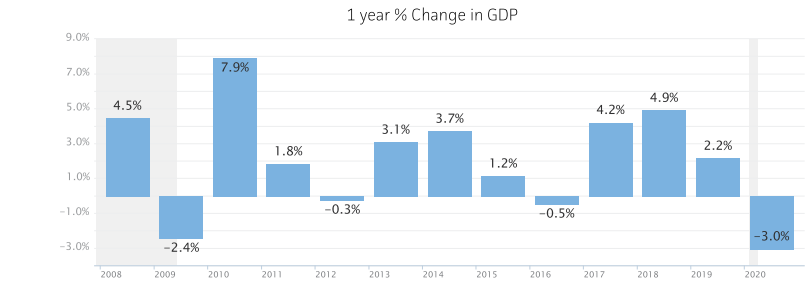
Expected growth rates for occupations vary by the education and training required. While all employment in the E-REP Region is projected to contract 0.3% over the next ten years, occupations typically requiring a postgraduate degree are expected to grow 0.5% per year, those requiring a bachelor's degree are forecast to contract 0.0% per year, and occupations typically needing a 2-year degree or certificate are expected to contract 0.0% per year.



Employment by occupation data are estimates as of 2021Q1. Education levels of occupations are based on BLS assignments. Forecast employment growth uses national projections from the Bureau of Labor Statistics adapted for regional growth patterns.

### Gross Domestic Product

Gross Domestic Product (GDP) is the total value of goods and services produced by a region. In 2020, nominal GDP in the E-REP Region contracted 3.0%. This follows growth of 2.2% in 2019. As of 2020, total GDP in the E-REP Region was \$18,671,539,000.



Gross Domestic Product data are provided by the Bureau of Economic Analysis, imputed by Chmura where necessary, updated through 2020.

Of the sectors in the E-REP Region, Manufacturing contributed the largest portion of GDP in 2020, \$6,088,061,000. The next-largest contributions came from Health Care and Social Assistance (\$2,009,163,000); Real Estate and Rental and Leasing (\$1,430,471,000); and Retail Trade (\$1,033,783,000).



Gross Domestic Product data are provided by the Bureau of Economic Analysis, imputed by Chmura where necessary, updated through 2020.

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### E-REP Region Regional Map



Source: JobsEQ®, <http://www.chmuraecon.com/jobseq>  
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Region Definition

E-REP Region is defined as the following counties:

Posey County, Indiana	Gibson County, Indiana
Vanderburgh County, Indiana	Warrick County, Indiana

Source: JobsEQ®, <http://www.chmuraecon.com/jobseq>  
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FAQ

What is a location quotient?

A location quotient (LQ) is a measurement of concentration in comparison to the nation. An LQ of 1.00 indicates a region has the same concentration of an industry (or occupation) as the nation. An LQ of 2.00 would mean the region has twice the expected employment compared to the nation and an LQ of 0.50 would mean the region has half the expected employment in comparison to the nation.

What is separation demand?

Separation demand is the number of jobs required due to separations—labor force exits (including retirements) and turnover resulting from workers moving from one occupation into another. Note that separation demand does not include all turnover—it does not include when workers stay in the same occupation but switch employers. The total projected demand for an occupation is the sum of the separation demand and the growth demand (which is the increase or decrease of jobs in an occupation expected due to expansion or contraction of the overall number of jobs in that occupation).

What is a cluster?

A cluster is a geographic concentration of interrelated industries or occupations. If a regional cluster has a location quotient of 1.25 or greater, the region is considered to possess a competitive advantage in that cluster.

What is the difference between industry wages and occupation wages?

Industry wages and occupation wages are estimated via separate data sets, often the time periods being reported do not align, and wages are defined slightly differently in the two systems (for example, certain bonuses are included in the industry wages but not the occupation wages). It is therefore common that estimates of the average industry wages and average occupation wages in a region do not match exactly.

What is NAICS?

The North American Industry Classification System (NAICS) is used to classify business establishments according to the type of economic activity. The NAICS Code comprises six levels, from the “all industry” level to the 6-digit level. The first two digits define the top level category, known as the “sector,” which is the level examined in this report.

What is SOC?

The Standard Occupational Classification system (SOC) is used to classify workers into occupational categories. All workers are classified into one of over 804 occupations according to their occupational definition. To facilitate classification, occupations are combined to form 22 major groups, 95 minor groups, and 452 occupation groups. Each occupation group includes detailed occupations requiring similar job duties, skills, education, or experience.

About This Report  
This report and all data herein were produced by JobsEQ®, a product of Chmura Economics & Analytics. The information contained herein was obtained from sources we believe to be reliable. However, we cannot guarantee its accuracy and completeness.

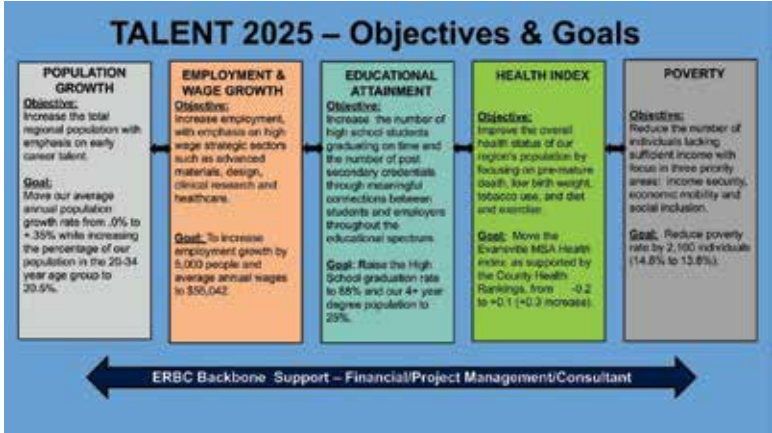
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Introduction - Project Scope

Fourth Economy Consulting was contracted by the Evansville Regional Business Committee to support the identification of promising practices that could be models for exploration by the Talent 2025 Initiative. The Talent 2025 Initiative has developed five workstreams around measurable goals and clear objectives, with the ultimate vision of increasing the size and capacity of the region’s talent pool. The work of Fourth Economy was conducted in order to support the development of actionable strategies to advance each of these goals by demonstrating what other communities are implementing successfully around the country.



Talent 2025 Initiative:  
Promising Practices Research

August 23rd, 2019



## Our Approach

To begin the promising practices identification process, Fourth Economy reviewed information supplied by the Evansville Regional Business Committee which included:

- A presentation of the work plans for the initiative
- Data that was procured from Chmura

Calls were conducted with the chairs and available members of each of the workstream teams to explore their discussions to date and areas on which they would like Fourth Economy to focus.

The review of information and discussions with work stream representatives guided the areas of exploration. Fourth Economy utilized its knowledge base that has been built from years of consulting, outreach to national trade organizations, review of award winning practices and other activities to identify a range of practices to explore.

A preliminary list of promising practices, which included basic summary information, was provided to the workstream teams for downslection to three or four promising practices. This step allowed Fourth Economy to spend quality time researching the practice, speaking with a representative of the initiative and documenting our findings in the summary documents that follow.

### Strength and Caution Related to Approach

Fourth Economy was excited to support the Evansville regional community with this engagement. Often, the approach to a national scan of promising practices is an ad hoc process. The strength of this approach lies in engaging an unbiased and experienced firm to help identify those promising practices.

The caution related to the promising practices is that while they document impactful work being done in many communities with similar characteristics to the Evansville region, Fourth Economy did not explore the context within which they were originally launched. In other words, we are not able to directly compare the data or demographics of the promising practices community with the Evansville region at practice initiation. This may or may not be something that the workstream teams want to do as they begin to focus on practices to model.



## Common Themes | Lessons | Guidance

### Partnerships are critical

Engaging stakeholders from across the aisle from different industries and areas of work is vital. Additionally, it is important to secure funding from varied sources contribute to longevity and sustainability of initiatives.

### Building on momentum and assets

The most successful practices were able to utilize the momentum of programs already active in their community. Using updated information and data analyses, they could target approaches and build on what already existed.

### Public Engagement and Support

Investing in major marketing and communications is key to securing buy-in from the community, awareness, and excitement around initiatives.

### Strong Leadership

Programs dependent on established champions are the most impactful, particularly those with paid, dedicated staff - not just volunteer cohorts.

### Diversity

Making sure initiatives cross race, income, gender, and generational lines will ensure widespread impact.

### Data-driven

The most successful programs are not only founded in data, but have clear strategies to quantitatively track progress and benchmark successes.



## Summary

- I. [Educational Attainment](#)
  - A. Diplomas Now, Tulsa, OK
  - B. Early College Dual Enrollment Program, Memphis, TN
  - C. Horizon Education Alliance, Elkhart, IN
- II. [Health Index](#)
  - A. B'More for Healthy Babies, City of Baltimore, MD
  - B. Active Allen County, Allen County, OH
  - C. Health Tran, South Central MO
- III. [Population Growth](#)
  - A. St. Louis Mosaic Project, St. Louis, MO
  - B. Say Yes to Dallas, Dallas, TX
  - C. Millennial SWAT Team, Springfield, MO
  - D. Say Yes to Spartanburg, Spartanburg, SC
- IV. [Employment and Wage Growth](#)
  - A. Economic Development for Central Oregon, Bend-Redmond, OR
  - B. TeamNEO, Northeast OH
  - C. Grow the Supply Chain and Close Gaps, Various Locations
- V. [Poverty](#)
  - A. Pathways to Prosperity - Olmsted & Dakota County, MN
  - B. Jeffco Prosperity Partners - Jefferson County, CO
  - C. Step Up Savannah - Savannah, GA

## Talent 2025 Strategic Initiatives, Phases and Budget:

*Talent 2025 tactics are divided into two phases.*

### Talent 2025 Phase #2 initial projects

<b>TMap</b> – big data product targeting individuals who have an affinity to region. Enables the Regional Marketing Strategy to recruit population w/ interest and/or candidates for upskilling .	\$530,000
<b>Development of smart manufacturing cluster</b> to aggressively grow sector. The function cluster ensures sustainability of training facilities and programs.	\$300,000
<b>Bridge Corridor Site and Infrastructure plan</b> for new industrial investment supporting Target Industries. Long term investment – land, structures, infrastructure	\$250,000
<b>Regional Marketing Strategy</b> – Used to promote the region to target audiences, present regional data consistently, and precisely target market to prospective talent and retain current talent- T-Map is an enabler	\$5,000,000
<b>Regional Housing Strategy with RFP</b> process to connect employer needs with housing opportunities. Instrumental in attracting private investment.	\$105,000,000
<b>DEI Strategy</b> – connect MBE and WBE suppliers with large business mentors to enable them to participate in the local supply chain, provide early capital for scalable companies, and raise visibility of minority leaders' role in the region	\$2,500,000
<b>Trails Connection Strategy</b> to determine and fund missing trail connections and to further connect the greater region. (Quality of Place and Improved Health Outcomes)	\$5,000,000
<b>Roberts Park Completion</b> – park is 30 acres of 650 recreational acres (Quality of Place and Improved Health Outcomes)	\$20,000,000
<b>Family Independence Initiative</b> - direct investment to families, increase social capital, empowering choice, and control (Household financial stability)	\$250,000
<b>United Way transition to singular focus on poverty</b> & support of partners/agencies w/ like focus. Effort is well underway and \$250,000 funded w/in United Way. Allocations to partner agencies will be adjusted according to relevancy.	
<b>Conversion of those in charity tracker</b> /displaced and underemployed into higher skilled higher paying jobs. (Upskilling the underemployed)	\$500,000
<b>Apprentice Program</b> for work and learn experience - source: education funding for each county (School to Work)	\$1,500,000



**Talent 2025 Strategic Initiatives, Phases and Budget:**

<b>3DE</b> by JA combines core competencies w/ school districts & the broader business community. The model leverages JA networks, resources and expertise to create a cost-effective/scalable solution. Cost per school where implemented Source Ed. Funding (School to Work)	\$850,000
<b>TOTAL</b>	<b>\$141,680,000</b>

**Talent 2025 Phase #2 initial projects**

<b>Create a sustainable downtown development fund</b> for property control/acquisition.	\$25,000,000
<b>Rebuild Airport Gateway Corridor</b>	\$25,000,000
<b>Evansville Trails Coalition Central Bicycle Shop</b> - will support and facilitate an increase the use of bicycles and active transportation modes. It will do this by increasing awareness and facilitating actual use of bicycles by serving as: 1. Bicycle Recycle and refurbishment Program 2. Community Bike Repair Shop 3. Bicycle Awareness and Educational Programs	\$210,000
<b>Public Market/Food Culture</b> - Much of this aligns with the work of the DEDC. It will provide a needed food culture element.	\$250,000
<b>Medical Clinic of the Future.</b> This effort would entail recruiting a team of world-class researchers for development of an Indiana Clinical and Translational Sciences Institutes (ICTSI) as part of the downtown medical campus.	\$20,000,000
<b>AI Powered Living Lab</b> – explore the creation of a lab to apply machine learning to structured data sets to research, test and validate medical innovation and scalable solutions for better patient outcomes.	\$5,000,000
<b>Holistic Integrated Service Delivery System.</b> The objective is to provide a cadre of needed support services and information via a digital platform and house data generated and required by the workstream.	\$4,100,000
<b>Training for early learning workers</b> and increase in high quality childcare classrooms in Vanderburgh County.	\$400,000

**Talent 2025 Strategic Initiatives, Phases and Budget:**

<b>Establish a childcare subsidy</b> for families in the niche of 127-185% of the FPL.	\$2,140,000
<b>Youth First Expansion</b> – expanding to 12 additional EVSC school	\$600,000
<b>Mobile Reproductive Health Clinics</b> - medically equipped vans with clinicians that offer reproductive health services and referrals to social services.	\$500,000
<b>Missing Pieces Transportation</b> – expansion of their S.A.F.E. program (assists Seniors age 55+ years and wheelchair bound with transportation for essentials services. Given the pandemic this service has been extended to all ages.	\$100,000
<b>TOTAL</b>	<b>\$83,300,000</b>

# APPENDIX • SECTION 3

## A JOINT ORDINANCE OF GIBSON, POSEY, VANDERBURGH, AND WARRICK COUNTY AUTHORIZING THE CREATION OF A REGIONAL DEVELOPMENT AUTHORITY

GIBSON CO.2015-3  
POSEY CO.2015-21-01  
VANDERBURGH CO.07-15-007  
WARRICK CO.2015-02

**WHEREAS**, the Indiana General Assembly in 2015 enacted, effective on its passage, the Indiana Regional Cities Fund pursuant to I.C. 5-28-37-1, *et seq.*, which establishes a Regional Cities Fund within the Indiana state treasury to provide grants or loans to a Regional Development Authority (“RDA”) in order to support proposals for economic development (“Regional City Fund”); and

**WHEREAS**, House Enrolled Act 1001 (Indiana’s biennial budget) provides the Indiana Economic Development Corporation with the authority to spend \$84,000,000.00 under the Regional Cities Fund; and

**WHEREAS**, I.C. 36-7.6-2-3(a) provides that the RDA may be established by two (2) or more adjacent counties; and

**WHEREAS**, I.C. 36-7.6-3-5(a) states that the RDA shall prepare a cohesive and comprehensive strategic Regional Development Plan in order to be eligible to receive funds from the Regional City Fund; and

**WHEREAS**, I.C. 36-7.6-3-5(b) states that the Indiana Economic Development Corporation will begin accepting Regional Development Plans beginning August 31, 2015 in order for the RDA to obtain funding from the Regional Cities Fund; and

**WHEREAS**, I.C. 36-7.6-2-3(b) states that a county may participate in the establishment of a RDA only if the fiscal body of the county adopts an ordinance authorizing the county to participate in the establishment of the RDA; and

**WHEREAS**, I.C. 36-7.6-2-7 requires that the RDA development board (“Development Board”) be composed of five (5) members appointed by written agreement of the executives of the members of the RDA and said written agreement may allow for the Mayor of the City of Evansville to appoint a Development Board member; and

**WHEREAS**, pursuant to I.C. 36-7.6-2-7, a member appointed to the Development Board may not be an elected official or an employee of a member county or municipality and must have at least five (5) years of professional work experience; and

**WHEREAS**, the Economic Development Coalition of Southwest Indiana, Inc. was established in 2006 to serve as an umbrella economic and community development organization for Gibson, Posey, Vanderburgh and Warrick Counties and seeks to improve and promote the business and commercial climate and conditions in Southwest Indiana; and

WHEREAS, Gibson, Posey, Vanderburgh, Warrick County, individually and collectively, desire to establish a RDA to serve Southwest Indiana.

NOW, THEREFORE, BE IT ORDAINED by the County Councils of Gibson, Posey, Vanderburgh, and Warrick County who serve as said county's fiscal body, as follows, to wit:

**Section 1. Establishment of RDA.**

A RDA is hereby established for the purpose of developing a comprehensive strategic development plan that includes detailed information on proposed projects to be undertaken or financed by the RDA, and to carry out all other statutorily authorized activities provided under I.C. 5-28-7-1 *et seq.*, I.C. 36-7.6-1-1 *et seq* and such other laws applicable to the RDA as may be amended from time to time. In furtherance and not in limitation of the powers conferred by law the RDA shall also have the following powers:

- a) To make contracts and guarantees and incur liabilities, borrow money at such rates of interest as the RDA may determine, issue its notes, bonds, and other obligations, and secure any of its obligations;
- b) To conduct business in this state and elsewhere; to have one or more offices out of this state, and to acquire, own, hold and use, and to lease, mortgage, pledge, sell, convey and otherwise dispose of property, real and personal, tangible and intangible, out of this state; and
- c) To carry on, engage in and/or conduct any business or business and do any act or acts which a natural person or persons might do and which are necessary, convenient or expedient to accomplish the purposes for which this corporation is formed.

**Section 2. Name of RDA.**

This RDA shall be entitled the "Southwest Indiana Regional Development Authority".

**Section 3. Duration of RDA.**

The period for which the RDA shall continue is perpetual unless otherwise provided for by statute or as may be agreed upon by written agreement of four-fifths (4/5) of the Development Board members.

**Section 4. RDA Administration.**

The administration of the RDA shall be managed by the Economic Development Coalition of Southwest Indiana, Inc.

**Section 5. RDA Development Board.**

The RDA shall be governed by a Development Board appointed and operated pursuant to the Memorandum of Understanding attached hereto as Exhibit "A", which is made a part hereof, as may be amended from time to time.

**Section 6. Notification of RDA Establishment.**

Upon the approval of this Ordinance by at least two (2) of said Counties and establishment of the RDA, said RDA shall promptly, pursuant to I.C. 36-7.6-4-3, notify the Indiana Economic Development Corporation of the RDA's existence.

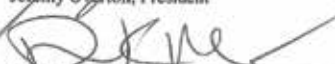
IN WITNESS WHEREOF, the County Councilmembers hereto have approved this Ordinance effective upon its passage.

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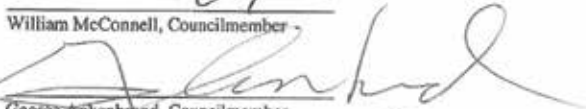
GIBSON COUNTY COUNCIL


  
Jeremy Overton, President

  
Derek McGraw, Vice-President

  
Craig Pflug, Councilmember

  
William McConnell, Councilmember

  
George Ankenbrand, Councilmember

  
Dan Beard, Councilmember


  
Jay Riley, Councilmember


ATTEST:

  
Sherri Smith, Auditor

[SIGNATURES CONTINUE ON FOLLOWING PAGES.]

POSEY COUNTY COUNCIL

  
Robert A. Gentil, President

  
Thomas Schneider, Vice-President

  
Don Mattingly, Councilmember


  
Stefani Miller, Councilmember

  
Dave Pearce, Councilmember

  
Martin Redman, Councilmember

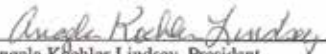
  
Ralph Weinzapfel, Councilmember

ATTEST:

  
Kyle J. Haney, Auditor

[SIGNATURES CONTINUE ON FOLLOWING PAGES.]

VANDEBURGH COUNTY COUNCIL


  
Angela Köehler Lindsey, President

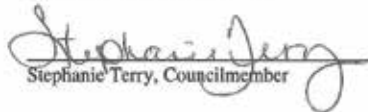
  
John Montrastelle, Vice President

\_\_\_\_\_  
James Raben, Councilmember

  
Tom Shelter, Jr., Councilmember

\_\_\_\_\_  
Mike Goebel, Councilmember

  
Ed Bassemier, Councilmember

  
Stephanie Terry, Councilmember

ATTEST:

  
Joe Gries, Auditor

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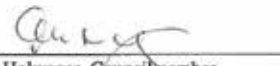
WARRICK COUNTY COUNCIL

  
Gary Meyer, D.D.A., President

\_\_\_\_\_  
Greg Richmond, Vice President

  
David Hachmeister, Councilmember

  
Brad Overton, Councilmember

  
Allan Holweger, Councilmember

  
Charles R. Christmas, Councilmember

  
Paul Rudolph, Councilmember

ATTEST:

  
Deborah K. Stevens, Auditor

[END OF SIGNATURE PAGES.]

## EXHIBIT “A”

**MEMORANDUM OF UNDERSTANDING REGARDING  
THE JOINT ORDINANCE OF GIBSON, POSEY, VANDERBURGH, AND WARRICK  
COUNTY AUTHORIZING THE CREATION OF A  
REGIONAL DEVELOPMENT AUTHORITY**

**THIS MEMORANDUM OF UNDERSTANDING** is entered and made effective as of the date set forth below, by and between Gibson, Posey, Vanderburgh, and Warrick County, and the City of Evansville, Indiana by their authorized representatives.

**WHEREAS**, effective upon its passage and pursuant to the ordinance attached as Exhibit “A” and made a part hereof (“Creating Ordinance”), the County Councils of Gibson, Posey, Vanderburgh, and/or Warrick County who serve as said county’s fiscal body have adopted said Creating Ordinance authorizing the creation of a Regional Development Authority (“RDA”);

**WHEREAS**, pursuant to said Creating Ordinance, governance of the RDA shall be by a Development Board governed in accordance with Indiana Code, as may be amended from time to time, and pursuant to the terms of this Memorandum of Understanding;

**WHEREAS**, the Development Board, in accordance with Indiana Code, shall be composed of five (5) members appointed by written agreement of the executives (County Commissioners) of the member counties of the RDA and said written agreement may allow for the Mayor of the City of Evansville to elect a Development Board member;

**WHEREAS**, the County Commissioners of Gibson, Posey, Vanderburgh, and Warrick County are the administrators of their respective county’s government, serve as the executive branch of said counties, and have the authority to act on behalf of said counties;

**WHEREAS**, it is in the best interest of Southwest Indiana’s economic development that RDA members work together in order to establish a Development Board of talented professionals with significant and relevant work experience in order to receive grants or loans from the Regional City Fund and to pursue other financing available for the collaborative regional economic development;

**WHEREAS**, the Economic Development Coalition of Southwest Indiana, Inc.’s Board of Directors offers a valuable knowledge pool of community leaders with business and economic development backgrounds in Gibson, Posey, Vanderburgh, and Warrick County.

**NOW, THEREFORE**, Gibson, Posey, Vanderburgh, Warrick County, and the City of Evansville, by their respective representatives, do hereby unanimously enter into this Memorandum of Understanding, as follows:

1. **Purpose of the Development Board.** The Development Board is responsible for adopting the bylaws and rules that the Development Board considers necessary for the proper conduct of the Development Board’s duties and for the safeguarding of the Development Authority.
2. **Purpose of the RDA.** As stated in the Creating Ordinance, the RDA is established for the purpose of developing a comprehensive strategic development plan that includes detailed

information on proposed projects to be undertaken or financed by the RDA, and to carry out all other statutorily authorized activities provided under I.C. 5-28-7-1 *et seq.*, I.C. 36-7.6-1-1 *et seq* and such other laws applicable to the RDA as may be amended from time to time. In furtherance and not in limitation of the powers conferred by law the RDA shall also have the following powers:

- a.) To make contracts and guarantees and incur liabilities, borrow money at such rates of interest as the RDA may determine, issue its notes, bonds, and other obligations, and secure any of its obligations;
- b.) To conduct business in this state and elsewhere; to have one or more offices out of this state, and to acquire, own, hold and use, and to lease, mortgage, pledge, sell, convey and otherwise dispose of property, real and personal, tangible and intangible, out of this state; and
- c.) To carry on, engage in and/or conduct any business or business and do any act or acts which a natural person or persons might do and which are necessary, convenient or expedient to accomplish the purposes for which this corporation is formed.

3. **Development Board Member Terms.** Pursuant to I.C. 36-7.6-2-9, a Development Board member shall serve for a period of four (4) years and may be reappointed to subsequent terms. A Development Board member may only be removed from the Development Board before the expiration of the four (4) year term by written agreement of at least three-fourths (3/4) of the executives of the RDA members.

4. **Eligibility Criteria.** The initial Development Board and all subsequent Development Board members shall be chosen, subject to the terms of this Memorandum of Understanding, solely from and among members of the Economic Development Coalition of Southwest Indiana, Inc.’s Board of Directors. Pursuant to I.C. 36-7.6-2-7, Development Board member may not be an elected official or an employee of a member county or municipality and must have knowledge of and at least five (5) years professional work experience in at least one (1) of the following:

- a. Transportation;
- b. Regional economic development;
- c. Business or finance; or
- d. Private, nonprofit sector, or academia.

5. **Appointment of Development Board Members.** Each RDA member county, by its executive, shall appoint one (1) Development Board member and the Mayor of the City of Evansville shall appoint one (1) Development Board member meeting the above criteria.


6. **Initial Board Members.** The initial Development Board shall consist of those individuals listed in the attached Exhibit “B”, which is made a part hereof.

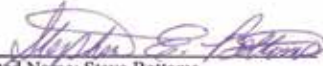
**IN WITNESS WHEREOF**, Gibson, Posey, Vanderburgh, Warrick County, and the City of Evansville, by their authorized representatives, have executed this Memorandum of Understanding.


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GIBSON COUNTY COMMISSIONERS

By:   
Printed Name: Alan Douglas  
Title: Commissioner, District 1

By:   
Printed Name: Steve Bottoms  
Title: President, District 2

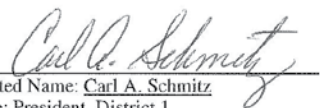
By:   
Printed Name: Gerald Bledsoe  
Title: Vice-President, District 3

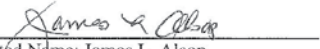
ATTEST:

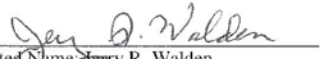
  
Sherri Smith, Auditor

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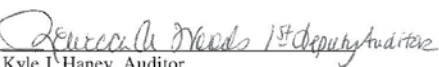
POSEY COUNTY COMMISSIONERS

By:   
Printed Name: Carl A. Schmitz  
Title: President, District 1

By:   
Printed Name: James L. Alsop  
Title: Commissioner, District 2

By:   
Printed Name: Jerry R. Walden  
Title: Commissioner, District 3

ATTEST:

  
Kyle J. Haney, Auditor

[SIGNATURES CONTINUE ON FOLLOWING PAGES.]

VANDERBURGH COUNTY COMMISSIONERS

By:   
Printed Name: Joe Kiefer  
Title: Commissioner, District 1

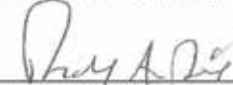
By:   
Printed Name: Bruce Ungertheim  
Title: Commissioner, District 2

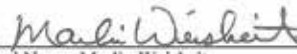
By:   
Printed Name: Stephen Melcher  
Title: Commissioner, District 3

ATTEST:  
  
  
Joe Gries, Auditor

[SIGNATURES CONTINUE ON FOLLOWING PAGES.]

WARRICK COUNTY COMMISSIONERS

By:   
Printed Name: Rick Reid  
Title: Vice-President, District 1

By:   
Printed Name: Marlin Weisheit  
Title: Member, District 2

By:   
Printed Name: Don Williams  
Title: President, District 3

ATTEST:  
  
  
Deborah K. Stevens, Auditor

[SIGNATURES CONTINUE ON FOLLOWING PAGE.]

CITY OF EVANSVILLE

By: \_\_\_\_\_  
Printed Name: Lloyd Winnecke  
Title: Mayor of Evansville

[END OF SIGNATURE PAGES.]

EXHIBIT “A”

[SIGNED JOINT ORDINANCE OF GIBSON, POSEY, VANDERBURGH, AND WARRICK  
COUNTY AUTHORIZING THE CREATION OF A  
REGIONAL DEVELOPMENT AUTHORITY TO BE ATTACHED]



EXHIBIT “B”

Initial Board Members of  
Southwest Indiana Regional Development Authority

The initial board members shall be as follows:

- 1. Gibson County: Dan Potje, Toyota
- 2. Posey County: Beth McFadin Higgins, McFadin Higgins & Folz, LLP
- 3. Vanderburgh County: Jim Ryan, Old National Bank
- 4. Warrick County: Howard Nevins, International Treatment Chemicals, LLC
- 5. City of Evansville: Rick Schach, Vectren Corporation

Talent 2025 Key contacts				
Name	Organization	T2025 Workstream	Address	Phone
Pete Paradossi	ERBC	Steering Committee	One Vectren Square Evansville, IN 47708	(812) 491-4936
Jeff Whiteside	ERBC	Steering Committee	318 Main St Ste 400 Evansville, IN 47708	(812) 423-2020
Pat Creech	Welborn Baptist Foundation	Health Index	20 NW 3rd St, Evansville, IN 47708	(812) 437-8260
Marcia Forston	Junior Achievement	Educational Attainment	431 E Diamond Ave, Evansville, IN 47711	(812) 425-8152
Amy Canterbury	United Way	Poverty Reduction	318 Main St Ste 504 Evansville, IN 47708	(812) 422-4100
Greg Wathen	E-REP	Employment & Wage Growth	318 Main St Ste 400 Evansville, IN 47708	(812) 423-2020
Tara Barney	E-REP	Population Growth	318 Main St Ste 400 Evansville, IN 47708	(812) 423-2020

SWIRDA Key Contacts				
Name	Organization	Role	Address	Phone
Beth McFadin Higgins	SWIRDA	Chair	318 Main St Ste 400 Evansville, IN 47708	(812) 423-2020
Audrie Burkett	E-REP	Management Contact	318 Main St Ste 400 Evansville, IN 47708	(812) 423-2020

## Evansville Regional Business Committee Membership - 2021

<b>Ash, Michael</b>
Regional President
Fifth Third Bank
<b>Cinelli, John</b>
President
MetroNet
<b>Cox, Barry</b>
President & COO
Warehousing Services, Inc.
<b>Curry, Leah</b>
President
Toyota Motor Manufacturing of Indiana
<b>Greenley, Steve</b>
Senior Vice President
CenterPoint Energy
<b>Engelbrecht, John Patrick</b>
CEO
South Central Inc.
<b>Fesler, Craig</b>
Executive Vice President
Industrial Contractors-Skanska, Inc.
<b>Griffin, Jack</b>
Chairman and CEO
Atlas World Group, Inc.
<b>Femi D-Etti</b>
Vice President/General Manager
Astra Zeneca
<b>Koch, Kevin</b>
President & CEO
Koch Enterprises, Inc.
<b>Koch II, Robert L.</b>
Chairman
Koch Enterprises, Inc.
<b>McCoy, Shawn</b>
CEO
Deaconess Health System
<b>Parod, Dan</b>

## Evansville Regional Business Committee Membership - 2021

President
St. Vincent Health
<b>Art Pike</b>
Vice President , NA Manufacturing
Reckitt Benckiser/Mead Johnson
<b>Ryan, Jim</b>
CEO & Chairman
Old National Bancorp
<b>Romain, Ronald D.</b>
President & CEO
United Companies
<b>Salmon, Tom</b>
CEO & Chairman
Berry Global Corporation
<b>Schroeder, John C.</b>
President & CEO
Wabash Plastics, Inc.
<b>Schroeder, Mark A.</b>
Chairman & CEO
German American Bank
<b>Sifford, Clifton</b>
Vice Chairman & CEO
Shoe Carnival, Inc.
<b>Traylor, Chris</b>
Co-President
Traylor Bros., Inc.
<b>White, Linda</b>
President, Deaconess Foundation
Deaconess Health System
<b>Paradossi, Peter J</b>
c/o CenterPoint Energy Corporation, 7 <sup>th</sup> Floor
<b>Goebel, Andy</b>
c/o CenterPoint Energy Corporation, 7 <sup>th</sup> Floor

## Talent 2025 Workstream and Collective Contact Lists

T2025 - Employment & Wage Growth Workstream	
Name	Organization
Audrie Burkett	E-REP
Eric Steele	Elevate Ventures
Jenna Richardt	Posey County Economic Development
Kyle Fields	SS&C Technologies
Dr. Mohammed Khayum	University of Southern Indiana
Scott Fisher	Berry Global
Dr. Steven Becker	IU School of Medicine
Toni Iriti	Kyndle
Yinka Oyinloye	Astra Zeneca - Workstream Co-Chair

T2025 - Population Growth Workstream	
Curt Begle	Berry Global - Workstream Co-Chair
Dr. Jill Griffin	University of Evansville
Jim Ryan	Old National Bank / Toyota Manufacturing IN
Kennedy Moore	Redstitch Digital
Paula Pinkstaff	Toyota Manufacturing IN
Ross Chapman	For Evansville
Todd Chase	Redstitch Digital

T2025 - Educational Attainment Workstream	
Brad Schneider	Warrick County School District
Catherine Miniham	Evansville Vanderburgh School Corp
Courtney Johnson	Young and Established
Dr. David Smith	Evansville Vanderburgh School Corp
Glen Muehlbauer	Koch Enterprises - Workstream Co-Chair
Jonathan Weinzapfel	Ivy Tech Community College
Makenzie Coulter	Flanders
Robert Carroll	Audubon Kid Zone
Zac Parsons	Entrepreneur
Educational Attainment Collective	
Aleisha Sheridan	4C
Aaron Huff	EVSC
Adrian Brooks	Memorial Baptist
Alex Burton	Evansville Vanderburgh School Corporation
Amanda Blohm-Thompson	Henderson Community College
Amanda Schmitt	Vectren, A CenterPoint Energy Company
Amelia Roberts	Amelia James Coaching
Amy Barron	United Companies

## Talent 2025 Workstream and Collective Contact Lists

Amy Bolek	Bolek Grant Writing
Amy Hanson	WBF
Andrea Jackson	Millennium Steel
Andrew Backes	Big Brothers Big Sisters
Andrew Wilson	Wilson Auctions
Andrey Biryuchinskiy	Hard-Workers
Ann White	UE
Ashley Tenbarger	Ascension St. Vincent
Austin Maxheimer	Community One
Ben Joergens	ONB
Ben Trockman	ONB
Beverly Brockman	UE
BJ Watts	IN SBOE
Bob Jones	Counsel
Bob Lawson	Henderson County School District
Bob Seymore	Global Leadership
Brad Schneider	Warrick
Candice Perry	Welborn
Carrie Hillyard	EVSC
Chad Thompson	Henderson County School District
Charles Sutton	EVPL
Chris Fleming	Potters Wheel
Chris Harlow	Vectren, A CenterPoint Energy Company
Chris Pietruszkiewicz	UE
Christina Hager	Junior Achievement
Christine Prior	Evansville Promise Zone
Chuck Johnson	VU
Cindy Felts	UE
Clay Whitaker	VU
Clint Woosley	OCU
Courtney Johnson	Y&E
Crissy Sandefur	Henderson County School District
Daniela Vidal	Ivy Tech
Danyelle Granger	ONB
Daryl Hagan	Catholic Diocese
David Miller	DSM Engineering Plastics, Inc.
David Smith	EVSC
David St. Clair	SICTC
Dawna Hendrix	Em
DeAndre Wilson	Bedford Collab
DeAngelo Taylor	USI
Doug Welp	Deaconess Health Systems
Ellen Redding	Henderson County Chamber
Emily Fiedler	PBIS Rewards
Emma Marie Shafer	Ivy Tech

Talent 2025 Workstream and Collective Contact Lists

Eric Goggins	Gibson: NGSC
Eric Steele	Elevate Ventures
Erica Lynn Schmidt	Ivy Tech
Erika Taylor	YWCA
Frances Dumas-Hines	EVSC
Glen Muehlbauer	Koch
Heather McNabb	EVPL
Jaimie Sheth	JD Sheth Foundation
Jamie Like	Henderson County School District
Jan Davies	Evansville Police Foundation
Jay Jacobs	Ameriprise Financial
Jay Wilson	Gibson: EGSC
Jean Hitchcock	Vand: Signature
Jeff Knight	ONB
Jeff Whiteside	ERBC
Jenna Richardt	Posey County Economic Development
Jennifer Yaser	Junior Achievement
Jeremy Evans	Dream Center
Jessica Leibson	Berry Global
Jill Griffin	University of Evansville
Jim Muehlbauer	Koch Enterprises
Joe Shrode	Indiana Youth Institute
Joe Smith	Smith Manufacturing
John Benton	Dream Center
Josey Roth	ONB
JP Engelbrecht	South Central Inc
Karese Johnson	United Way of Southwestern Indiana
Kari Fluegel	Alcoa
Kate Reibel	Public Education Foundation of Evansville
Kathleen Irwin	AstraZeneca
Katie Haire	Catholic Diocese
Katie Minihan	EVSC
Katie Reineke Pritchett	EVPL
Katrina Starnes	Rise Group Consulting
Kelly Cozart	Ivy Tech
Kelsey Wright	EVSC
Kelsi Dunham	Henderson Christian Community Outreach
Kelvin Canaday	Fifth Third Bancorp
Kevin Martin	Community
Khalilah Doss	University of Southern Indiana
Kim McWilliams	EVSC
Kyla Dowell	Ivy Tech
Kyle Fields	SS&C
Laura Keys	Youth First Inc.
Leah Curry	Toyota

Talent 2025 Workstream and Collective Contact Lists

Liesel Disch	Ivy Tech
Lindsey Gibson	USI
Lora Stephens	Transform Consulting Group
Lynn Miller Pease	Leadership Everyone
Makenzie Coulter	WDB/Flanders
Mandy Scherer	JD Levy and Associates
Marcia Forston	Junior Achievement
Margaret Stuckey	United Way
Martha Craig	Catholic Diocese
Mary Reese	Berry Global
Matt Shwartz	VU
Matt Thompson	Posey: MVSC
Melanie Atwood	Gilda's Club
Melissa Clements	United Way Henderson County
Melissa Ellis	Junior Achievement
Melissa Walden	Gibson County Area Rehab Center
Michael Dixon	USI
Michael Galvin	Posey: NPSC
Michelle Priar	Diocese
Michelle Ramacciotti	Gibbs
Mike Allen	Evansville Christian
Mirsada Slihovic	AmeriQual
Nate Foote	BWXT
Noah Velthouse	Gibson: NGSC
Parri Black	Youth First
Patrick Jackson	Welborn
Patty Vanoven	Gibson Chamber
Renee Heil	Junior Achievement
Rick Kribs	VU
Ron Dempsey	Oakland City University
Ron Rochon	USI
Ron Ryan	Boys and Girls Club
Ross Chapman	For Evansville
Ruth Wilson	Junior Achievement
Sara Worstell	WorkOneSW
Sarah Smith	EVSC
Sarah Wagner	Community Foundation Alliance
Sarah Young-Niemeier	Toyota Motor Manufacturing, Indiana
Scott Derr	Ivy Tech
Scott Hartman	Berry Global
Scott Kinney	EVPL
Scott McKinney	EVPL
Sean Kuykendall	YMCA
Shelly Blunt	USI
Sr. Jane Michele McClure	Habitat for Humanity



Talent 2025 Workstream and Collective Contact Lists

Stacey Humbaugh	Gibson: SGSC
Stephanie Crandell	Evansville Vanderburgh School Corporation
Stephanie Terry	CMOE
Susan Phelps	EVSC
Tad Dickel	Program Mgr
Tammy Sutton	Audubon Kid Zone
TaWanna Copeland	Carver
Terry Marsh	Alliance Coal
Tim Armstrong	Gibson: SGSC
Tim Young	Junior Achievement
Tom Moore	Centrer Point
Tom Stallings	Wabash Plastics, Inc.
Travis Johnson	United Methodist Youth Home
Trudy Stock	Harding, Shymanski & Co., PSC
Tynesha Smith	Vectren, A CenterPoint Energy Company
Valerie Bostick	St. Vincent Early Learning Center
Vic Chamness	Ivy Tech
Wade Lowhorn	Youth First
Walter Lambert	Warrick County School Corporation
Wendy Hunter	Junior Achievement
Zac Parsons	United Way of Southwestern Indiana

<b>T2025 - Health Index Workstream</b>	
Amy Susott	Deaconess Health
Andrea Hays	Welborn Baptist Foundation
Janet Raisor	St. Vincent Evansville
Dr. Ken Spear	Vanderburgh County Health Dept
Dr. Kevin Valadares	University of Southern Indiana - Workstream Co-Chair
Lynn Herr	Vanderburgh County Health Dept
Sandee Strader-McMillen	ECHO Community Health Care
<b>Health Index Collective</b>	
Addison Pollock	AARP
Amanda Elikofer	Deaconess
Amy Spurling	Ascension St. Vincent
Andrea Hays	Welborn Baptist Foundation
Andrea Hays	Welborn Baptist Foundation
Andrea Hays	Welborn Baptist Foundation
Andrea Hays	Welborn Baptist Foundation
Angela Smith	Deaconess
Angela Webb	Deaconess
Ann White	USI
Beth Hart	Echo

Talent 2025 Workstream and Collective Contact Lists

Casey Williams	Purdue Extension
Chris Ryan	Deaconess
Courtney Horning	Smokefree Communities
Danielle Patterson	American Heart Association
Dr. Kenneth Spear	Vanderburgh County Health Dept.
Dr. Kenneth Spear	Vanderburgh County Health Dept.
Elizabeth Sisk	Ascension St. Vincent
Emily Reidford	Mental Health America
Farrah Allen	Ascension St. Vincent
Gail Knight Williams	Chemo Buddies
Geronica Hazelwood Connor	Missing Pieces
Gina Gibson	Evansville Christian Life Center
Janet Raisor	Ascension St. Vincent
Jennifer Brown	YMCA
Julie Burnor	Ronald McDonald House Charities
Julie St. Clair	USI
Katie Burnett	Deaconess
Kelsey Blackgrave	Deaconess
Kent Leslie	Echo
Kevin Valadares	USI
Kim Irwin	Health by Design
Kim McWilliams	EVSC
Kristine Georges	Tulip Tree Health
Lacy Wilson	Purdue Extension
Laura Keys	Youth First
Lisa Meyer	Ascension St. Vincent
Lisa Stewart	Deaconess
Lorie Van Hook	Evansville Trails Coalition
Lynn Herr	Vanderburgh County Health Dept.
Marjorie Hennessy	Health by Design
Matt Schriefer	Evansville MPO
Meagan Brothers	Purdue Extension
Mychelle Christian	Evansville Trails Coalition
Pam Drach	Evansville Metropolitan Planning
Parri Black	Youth First
RaGina Hudson	Warrick County Health Dept.
Rasawnda Bonds	CAPE
Sandee Strater-McMillen	Echo
Sarah Godshall	Warrick County Health Dept.
Sophie French	Vanderburgh County Health Dept.
Steve Greubel	Ascension St. Vincent
Susan Phelps	EVSC
Susie Oliver	Deaconess
Susie Schenk	Schenk Insights
Tara Barney	E-REP

## Talent 2025 Workstream and Collective Contact Lists

Taylor Fauerbach	Deaconess
Thersa Floyd-Maas	Ronald McDonald House Charities
Valerie Topper	Echo
Wendy Gumbel	Encompass Health

<b>T2025 - Poverty Reduction Workstream</b>	
Charles Sutton	Evansville Vanderburgh Public Library
Gina Gibson	Evansville Christian Life Center
Josh Case	HOPE of Evansville
Serita Cabell	Memorial Community Development Coalition
Tammy Sutton	Audubon Kids Zone
Tom Moore	CenterPoint Energy
<b>Poverty Collective</b>	
Aaron Scott	
Amy Back	
Amy Mangold	United Way SWI
Andrea Hays	Welborn Baptist Foundation
Andrea Lendy	Growth Alliance for Greater Evansville
Andrew Backes	Big Brother Big Sisters
Anna Mason	For Henderson
April McKinney	Potter's Wheel
Ashley McReynolds	Evansville Area Association of Realtors
Ashley Riester	Growth Alliance for Greater Evansville
Audrie Burkett	E-REP
Austin Maxheimer	Community One
Beth Folz	Habitat for Humanity
Bill Fidler	All In Advisors
Bob Seymore	Global Leadership Summit
Brent Hill	United Way SWI
Caitlyn Legler	United Way SWI
Candice Perry	Welborn Baptist Foundation
Carl Chapman	
Cheryl Kuchna	Self
Chris Fleming	Potter's Wheel
Chris Metz	Echo Housing
Christopher Marques	Salvation Army
Claire Dunigan	Holiday Health Care
Connie Ralph	Goodwill Industries
Courtney Lander	Community One
Dan Diehl	Diehl Consulting
Danette Romines	Aurora
Darin Lander	Old National Bank

## Talent 2025 Workstream and Collective Contact Lists

David St. Clair	EVSC SICTC
David Wagner	Carver
Dawn Stoneking	USI
Denise Seibert Townsend	Catholic Diocese
Derek McKillop	EVSC
Diane Braun	Youth First
Elaine Graber	Toyota
Emily Reidford	Mental Health America
Eric Gardener	Pittsburg Tank and Tower Group
Erika Taylor	YWCA
Ethan Price	Honey Moon Coffee Co.
Geronica Hazelwood Connor	Missing Pieces
Greg Wathen	E-REP
Helen Zimmerman	United Way SWI
Holly Edmond	Habitat for Humanity
Jaimie Sheth	JD Sheth Foundation
Jamie Schafer	United Way of Gibson County
Jared Turney	EVCS - Assistant Principle at Fairlawn Elementary
Jeff Whiteside	Talent 2025
Jennifer Slade	Koch
Jennifer Yaser	Junior Achievement
Jeremy Evans	Dream Center
Jeremy Phillips	West Chester University
Jessica Huhnke	United Way SWI
Jessica Roos	Ascension
Jill Carpenter	Community Foundation Alliance
Jim Muehlbauer	Koch Industries
Jim Spath	Telescope Data Services
JoAnn Weber-Drennen	
Joe Cook	St. Vincent de Paul Society
John Benton	Dream Center
John Humphrey	Potter's Wheel
John Raisor	Fifth Third Bank
Jonathan Weinzapfel	Jones Wallace
Josh Case	Thoughtfire
Julie McCullough	USI
Katie Grunow	Evansville Christian Life Center
Katie Sutton	United Way SWI
Keely Winiger	United Way of Posey County
Kelly Schneider	Easter Seals
Kelsi Dunham	Henderson Chamber of Commerce
Kevin Bain	ERBC
Kim McWilliams	EVSC
Kristi Rhule	Community Foundation Alliance
Kyla Dowell	Ivy Tech

**Talent 2025 Workstream and Collective Contact Lists**

Lane Siesky	Siesky Law Firm
Lane Young	Evansville Water and Sewer Utility
Laura Keys	Youth First
Lisa Mettler	
Lisa Vaughn	Feed Evansville
Lori Newman	
Luzada Hayes	United Way SWI
Lynn Miller-Pease	Leadership Everyone
Marcia Forston	Junior Achievement
Marcia Lambert	Isaiah 1:17
Margaret Stuckey	United Way SWI
Mark Turner	Salvation Army
Mark Whited	Crossroads Christian Church
Mary Reese	Berry Global
Matt Theby	Lensing
Melissa Clements	United Way of Henderson County
Melissa Rudolph	Community Foundation Alliance
Merrick Korach	Community One
Mike Allen	Evansville Christian School
Mitzi Windsor	United Way SWI
Mychelle Christian	Evansville Trails Coalition
Noah Werner	St. Vincent de Paul Society
Parri Black	Youth First
Pat Creech	Welborn Baptist Foundation
Phillip Wahl	Atlas
Rachel Mayes	Boottz
Regina Stephenson	For Evansville
Rich Clements	Summit Real Estate Services - Commercial
Richard Leger	Vectren - Centerpoint Energy
Robin Wright	United Way SWI
Ross Chapman	For Evansville
Ryan McRoberts	
Ryan Wood	Forefront Therapy
Sara Worstell	Work One
Sean Kuykendall	YMCA
Shawn Gourley	
Sheila White	Volunteers of America
Sid Shurn	Superior Maintenance Company
Sidney Hardgrave	Community Foundation Alliance
Simone Payne	Ivy Tech
Stan Keepes	
Stephanie Crandell	EVSC
Stephen Ralph	Evansville Christian Life Center
Susan Sauls	Volunteer Henderson
Tameka Warren	Old National Bank

**Talent 2025 Workstream and Collective Contact Lists**

Tamika Goines	Memorial CDC
Tara Barney	E-REP
Timothy Weir	Commission on Homelessness for Evansville and Vanderburgh County
Tyler Stock	Junior Achievement
Tynesha Smith	Vectren - Centerpoint Energy
Zac Heronemus	Aurora

READI Steering Committee	
Name	Organization
Amy Canterbury	United Way
Amanda Schmitt	CenterPoint Energy
Ashley Riester	E-REP
Audrie Burkett	E-REP
Bill Curtis - Mayor	City of Mt Vernon
Beth McFaddin-Higgins	McFaddin-Higgins Law
Bob Jones	Old National Bank
Candace Chapman	E-REP
Cheryl Musgrave - Commissioner	Vanderburgh County
Daniel Parod	Ascension St Vincent
Evan Beck	Woodward Realty
Greg Wathen	E-REP
Greg Wright - Mayor	City of Princeton
Jill Carpenter	Community Foundation
Jenna Richardt	Posey EDC
Jim Ryan	Old National Bank
Jonathan Pope	YMCA
Josh Armstrong	EID
Julia Lee	Welborn Baptist Foundation
LeeAnn Collier	CenterPoint Energy
Luke Yaeger	IN Members Credit Union
Lloyd Winnecke - Mayor	City of Evansville
Lynell Walton	Old National Bank
Marcia Forston	Junior Achievement
Melanie Blackard	Toyota
Pat Creech	Welborn Baptist Foundation
Pete Paradossi	ERBC
Ron Bacon - Councilman	Warrick County
Sally Rideout	Public Affairs
Shawn McCoy	Deaconess Health
Steve Roelle	Warrick EDC
Steve Greenley	CenterPoint Energy
Tami Muckerheide	Gibson County EDC
Tara Barney	E-REP
Tim Hollander	Toyota

READI Working Group -	
Aaron Trump	University of Southern Indiana
Aaron Wilson	Koberstein Rental
Abby Elpers	GAGE
Alex Burton	City Council
Adrian Brooks	Memorial Baptist Church/Memorial CDC
Alfonso Vidal	Vidal Plastics
Amber Thorn	MSD of Mt. Vernon
Amy Canterbury	United Way
Andrea Lendy	GAGE
Andy Zellers	Indiana Members Credit Union
Anita Lovell	RB
Ann Craney	Skanska
Ann Hyneman	Old National Bank
Aric Pryor	Quarion Technology
Art Pike	RB
Ash Titzer	Warehouse Services, Inc.
Ashley Davis	Office of Senator Todd Young
Barry Cox	Warehouse Services, Inc.
Ben Shoulders	Shetler Moving
Ben Trockman	Traylor Brothers
Bernard Peters	First Advantage Insurance
Beth McFadin Higgins	McFadin Higgins & Folz
Bill Curtis	City of Mt. Vernon
Bill Gillenwater	BMG, Inc.
Bill Schirmer	Schiff Air Conditioning & Heating, Inc. & Alliant Mechanical Services, Inc.
Bob Jones	retired
Brad Begle	Berry Global
Brad Ellsworth	Vectren South
Brad Muehlbauer	Koch Air
Brad Schneider	Posey County Commissioner
Brandon McClish	University of Evansville
Brant Flores	PMG Tree Care & Landscape
Brenda Goff	Congressman Bucshon Office-8th District
Carl Chapman	retired
Carl Schmitz	Evansville Teachers Federal Credit Union
Charlie Wyatt	City of Princeton
Cheryl Musgrave	Vanderburgh County Commissioner
Chris Head	First Federal Savings Bank
Chris Jackson	Woodward Commercial Realty, Inc.
Chris Rutledge	Gibbs Die Casting
Chris Traylor	CountryMark
Chris Wischer	City of Evansville
Christine Keck	Vectren South
Christopher Pietruszkiewicz	University of Evansville
Cindy Staples	Evansville Vanderburgh School Corporation
Clay Ewing	German American Bancorp
Cliff Sifford	Commissioner
Courtney Johnson	Young & Established
Craig Fesler	Skanska
Curt Begle	Berry Global



READI Working Group -	
Dan Arens	GAGE Board
Dan Parod	Ascension St. Vincent
Dan Saylor	Old National Bank
Daniela Vidal	Vidal Plastics
Darin Lander	Old National Bank
Dave Rector	Evansville/Vanderburgh County Building Authority
David Anderson	LMB Investment Services
David Bower	University of Southern Indiana
David Freeman	BKD, LLP
David Smith	Slade Print
Dawn Stoneking	Harding, Shymanski & Company, P.S.C.
Deandre Wilson	Bedford Collab
Debbie Bennett-Stearnsman	E-REP
Denny Quinn	Sterling Industrial
Derek McGraw	Gibson County Council
Doug Pettitt	United Companies
Drew Heckert	Edward Jones
Drew Peyronin	GAGE Board
Dylan Rexing	PFL Logistics
Ellen Horan	GAGE
Ellen Knapp	Chamber
Ellen Redding	Henderson County Chamber
Emily Fiedler	GAGE Board
Evan Beck	Woodward Commercial Realty, Inc.
Fred Emory	EPIC Insurance Midwest
Geoff Gentil	Field & Main Bank
Greg Risch	Gibbs Die Casting
Greg Wathen	Gibson County Economic Development Corporation
Greg Wright	Stoll Keenon Ogden PLLC
Guy Jackson	BWX Technologies
Holli Sullivan	USJ
Holly Hawkins	Astrazeneca
Howard Nevins	InTerraChem, LLC
J. Steven Martin	The Martin Group of Companies
Jack Griffin	Atlas
Jake McGennis	Curran Miller Auction Realty Inc.
James Porter	Deaconess
James Schiff	City of Evansville
Janet Raisor	Ascension St. Vincent
Janet Schuler-Hicks	German American
Jason Johnson	Braun staff
Jay Hargis	BKD
Jay Hiatt	WFIE/Raycom
JD Wildt	ERBC Board
Jean Blanton	Ziemer, Stayman, Weitzel & Shoulders
Jeff Baker	Baker Retirement and Wealth Management, P.C.
Jeff Clark	Dick Clark's Family Restaurant
Jeff Hatfield	Commissioner
Jeff Howell	Regency Properties
Jeff Whiteside	Deaconess

READI Working Group -	
Jeffrey Justice	Hafer
Jenna Richardt	Posey County Economic Development Partnership
Jennifer Raibley	Fifth Third Bank
Jessica Wedgewood	Braun staff
Jill Griffin	UE
Jim McMurray	Atlas World Group
Jim Ryan	Banterra Bank
Jim Sandgren	Berry Global
Joe Kiefer	Vanderburgh County Council
John Briscoe	FC Tucker Emge Realtors
John Cinelli	Metro Net
John Connell	Office of Senator Todd Young
John Lamb	German American Bank
John Schroeder	Kahn, Dees, Donovan & Kahn, LLP
Johnathan Pope	YMCA
Jonathan Weaver	Economic Development Coalition of Southwest Indiana
Josh Webb	City Council
Joshua Kelley	Braun staff
JP Engelbrecht	South Central
Kari Fluegel	Alcoa
Kathy Briscoe	FC Tucker Emge Realtors
Kathy Reinke	Spencer County Regional Chamber
Katie Bailey	Braun staff
Kayla Dowell	Ivy Tech Community College
Kelly Coures	City of Evansville
Kelly Mitchell	SIRS
Kelvin Canaday	Fifth Third Bank
Ken Montgomery	Gibson County Commission
Kenny Reinbrecht	Reinbrecht Homes
Kerry Jackson	Shoe Carnival, Inc.
Kevin Hammett	Regency Properties
Kevin Koch	Koch Enterprises, Inc.
Kim Seibert	Farmer Scott Ozete Robinson & Schmitt
Kyle Fields	SS&C Technologies
Larry Bucshon	Congressman Bucshon Office-8th District
Laura Scott	KDDK
Leah Curry	Toyota
Linda White	Braun Director of Scheduling
Lisa Barclay-Sebree	GAGE Board
Lisa Slade	Slade Print and ProMark
Lloyd Winnecke	Ports of Indiana - Mt. Vernon
Luke Leder	Valero Renewables
Luke Yaeger	City of Boonville
Lynell Walton	Ivy Tech Community College
Lynnae Wilson	William Wilson Auction Realty
Lynn Miller Pease	Leadership Everyone
Marco DeLucio	Ziemer, Stayman, Weitzel & Shoulders
Marilyn Brenton	County Council
Mark Healy	Ascension St. Vincent
Mark Isaac	United Fidelity Bank

READI Working Group -	
Mark Schroeder	Wabash Plastics
Matt Thompson	Vanderburgh County Council
Michael McCarter	Courier & Press
Michael O'Daniel	D-Patrick
Michael Schopmeyer	Henderson Executive Judge
Mike Braun	U.S. Senator
Mike Head	First Federal Savings Bank
Mike Stilwell	AstraZeneca
Misty McCammack	Duke Energy
Mychelle Christian	Evansville Trails
Nate Hahn	Evansville Regional Airport
Neely Pierce	Fifth Third Bank
Niall McConville	SABIC
Nicole Pinedo	NoCo Park
Pat Creech	Welborn Baptist Foundataion
Patrick Griffin	Escalade
Patty Vanoven	New Hope Missionary Baptist Church
Paul Perry	Tri-State Orthopaedics
Paul Waters	Old National Bank
Paula Pinkstaff	Toyota
Pepper Mulherin	AT&T
Pete Paradossi	ERBC
Phil Wilzbacher	CenterPoint Energy
Phillip Roberts	Baird Private Wealth Management
Rabon Turner	USI
Randy Miller	Academy Energy Group
Rick Schultz	Braun staff
Ron Dempsey	Oakland City University
Ron Romain	United Companies
Ronald Rochon	University of Southern Indiana
Ronda Hale	Berry Global
Ryan Schulz	United Companies
Sally Rideout	Public Affairs
Sean Georges	Shoe Carnival
Shawn Collins	The Extend Group
Shawn McCoy	Deaconess Health System
Shelia Naab	SABIC
Stacey McNeill	Tropicana-Evansville
Stephanie Terry	IN Stat Rep
Stephen Bottoms	Gibson County Commissioner
Steve Austin	Mayor of Henderson
Steve Hammer	Braun staff
Steve Marchand	Coalition
Steve Martin	GAGE
Steve Roelle	Success Warrick Couty
Steve Schaefer	Warrick County Commissioner
Susan Vaughn	Gibson County Chamber of Commerce
Thom Endress	GAGE Board
Tim Hollander	Toyota Motor Manufacturing, IN, Inc.
Tim Mason	Re/Max Midwest Real Estate Group

READI Working Group -	
Tom Lydon	Industrial Contractors Skanska
Tom Salmon	Old National Bank
Tom Shetler Jr.	Southwest Indiana Association of Realtors
Tom Slade	Shoe Carnival
Tony Krampe	Henderson County Chamber
Troy Phelps	ISBDC
Trudy Stock	Gibson County - Solid Waste Director
William Bussing	
William Calloway	University of Southern Indiana
Zachary Heronemus	Aurora / City Council
Zane Mitchell	University of Southern Indiana

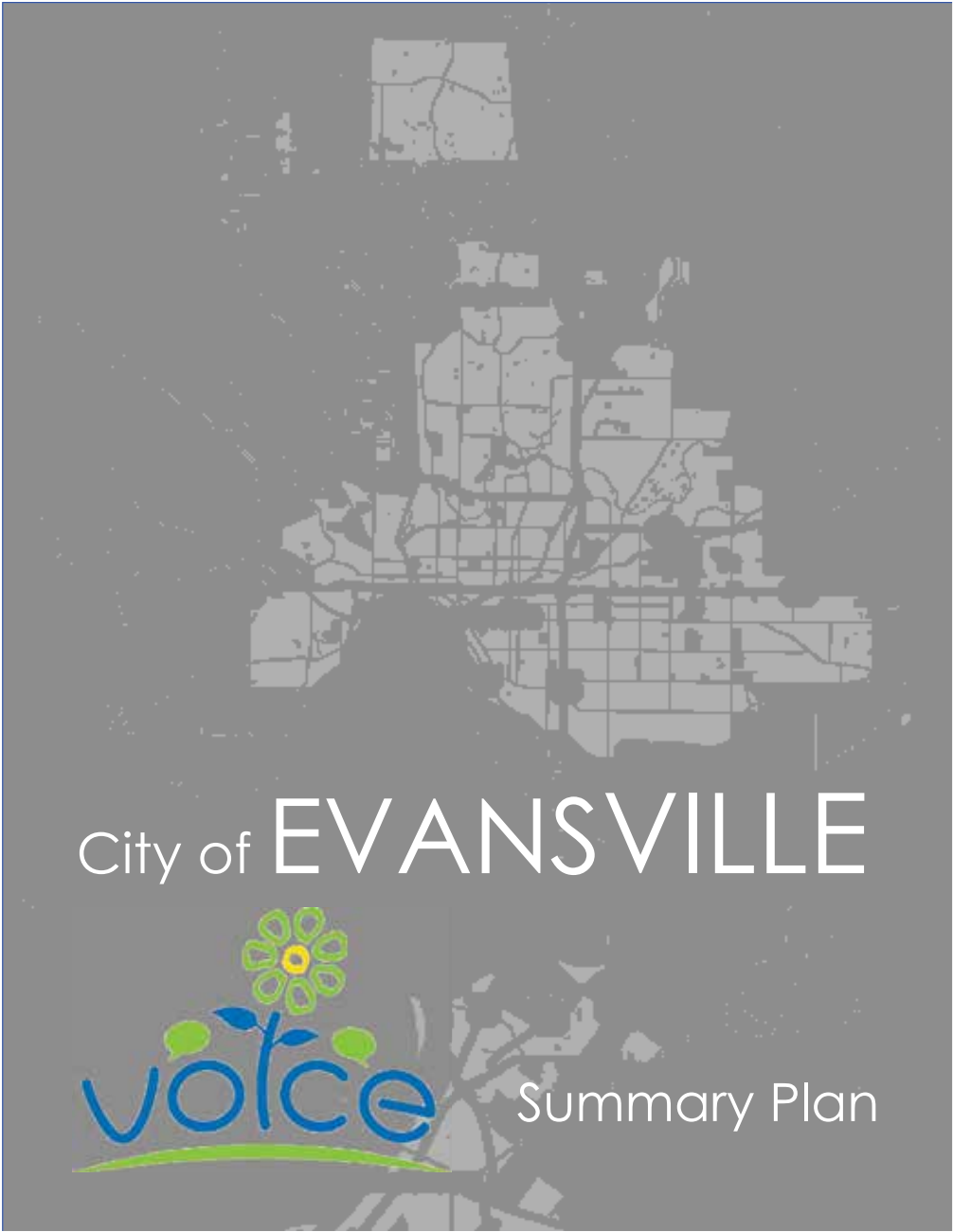
# APPENDIX • SECTION 4

DATE	MEETING TYPE	GROUP/ORGANIZATION	DESCRIPTION
4/8/2021	Stakeholder Meeting	IU School of Medicine	Discuss medical residency housing program
4/13/2021	Stakeholder Meeting	Memorial Hospital - Jasper	Discuss medical residency housing program
4/13/2021	Stakeholder Meeting	Dubois County	Discussion of linking Mid State Corridor to I-69
4/13/2021	Stakeholder Meeting	Evansville Wartime Museum	Discussion around redevelopment of RI Ra Irish Pub.
4/13/2021	Stakeholder Meeting	Jon Anderson	Discussion around Hulman Building redevelopment.
4/13/2021	Stakeholder Meeting	YMCA	Discussed Central Loft development.
4/13/2021	Stakeholder Meeting	IU School of Medicine	Discussed SIGMEC support of residency program.
4/13/2021	Stakeholder Meeting	Vanderburgh County	Discussion with Commissioner Muggrave about project ideas.
4/21/2021	Stakeholder Meeting	Deaconess	Discussion with Greg Foltz about data lake and pediatric psychiatry.
4/22/2021	Stakeholder Meeting	IU School of Medicine	Discussed Cardiac Data Center.
4/29/2021	Stakeholder Meeting	IU School of Medicine	Discussed plans for oncology.
5/2/2021	Talent 2025 Core Team Meeting	Talent 2025 Core Team	Discussed Talent 2025 Phase 1 priorities enabled by READI
5/4/2021	Stakeholder Meeting	Vanderburgh County	Discussed project ideas with Commissioner Muggrave.
5/5/2025	ERBC Meeting	ERBC + Project Team	Shared update and overall plan for Talent 2025 and READI
5/5/2025	Talent 2025 Core Team Meeting	Talent 2025 Core Team	Discussed Talent 2025 Phase 1 priorities enabled by READI
5/5/2021	Community Update Meeting	Legacy Board Members of Economic Development Coalition, Southwest Indiana Chamber and Growth Alliance for Greater Evansville	Shared update and overall plan for Talent 2025 and READI
5/6/2021	Stakeholder Meeting	Downtown Evansville	Discussed Riverfront with Josh Armstrong.
5/10/2021	Stakeholder Meeting	Deaconess	Discussed campus housing for med students.
5/11/2021	Stakeholder Meeting	Fourth Economy	E-REP assistance discussion.
5/12/2021	Stakeholder Meeting	Deaconess Oncology	Meeting with Research Institute of Deaconess about oncology clinical research.
5/14/2021	Stakeholder Meeting	Anderson Partners	Restore old Evansville YMCA to Fieldhouse Flats.
5/14/2021	Stakeholder Meeting	Anderson Partners	Boutique Hotel discussion.
5/18/2021	Stakeholder Meeting	Evansville Regional Airport	Possible new industrial/business park.
5/18/2021	Stakeholder Meeting	South Central	Rehab industrial building near Lloyd Expressway and US 41.
5/19/2021	E-REP Exec Meeting	E-REP Executive Committee	Discussion of READI progress.
5/19/2021	Stakeholder Meeting	Downtown Evansville	Discussion of River Vision concept.
5/20/2021	Stakeholder Meeting	CMoE	Discussion around children's museum expansion.
5/25/2021	Stakeholder Meeting	TMMI	Toyota childcare and transportation discussion.
6/1/2021	Stakeholder Meeting	Warrick County	Discussion about Warrick County Sports Park.
6/1/2021	Stakeholder Meeting	Deaconess	Warrick county expansion discussion.
6/2/2021	Community Update Meeting	Legacy Board Members of Economic Development Coalition, Southwest Indiana Chamber and Growth Alliance for Greater Evansville	Shared update and overall plan for Talent 2025 and READI
6/9/2021	Talent 2025 Core Team Meeting	Talent 2025 Core Team	Discussed Talent 2025 Phase 1 priorities enabled by READI
6/10/2021	Stakeholder Meeting	Hafer	Discussion about Garvin Park renovation.
6/10/2021	Stakeholder Meeting	Hafer	Discussion about Roberts Park.
6/10/2021	Stakeholder Meeting	Rundell Ernstberger Associates	4th and Main Urban Park discussion.
6/11/2021	RDA Board	SWIRDA	READI overview presented.
6/11/2021	Stakeholder Meeting	IU School of Medicine	Discussion about psychiatric program needs.
6/16/2021	E-REP Exec Meeting	E-REP Executive Committee	Discussion of READI progress.
6/16/2021	EDC Community Meeting	EDC	Discussed overview of READI at EDC meeting
6/16/2021	Stakeholder Meeting	Tmap	Creation of talent pipeline for manufacturers.
6/18/2021	Stakeholder Meeting	Ivy Tech	Smart Manufacturing & Digital Integration program + school of entrepreneurship & innovation
6/24/2021	Steering Committee #1	Steering Committee & Project Team	Project possibilities - process/timeline discussion
6/29/2021	Stakeholder Meeting	New Harmony	Discussion about cantilever bridge.
7/1/2021	Stakeholder Meeting	City of Evansville	Evansville Museum of Art expansion/renovation discussion.
7/6/2021	Stakeholder Meeting	University of Southern Indiana	Possible expansion of Nursing program discussion.
7/7/2021	Talent 2025 Core Team Meeting	Talent 2025 Core Team	Discussed Talent 2025 Phase 1 priorities enabled by READI
7/7/2021	Community Update Meeting	Legacy Board Members of Economic Development Coalition, Southwest Indiana Chamber and Growth Alliance for Greater Evansville	Shared update and overall plan for Talent 2025 and READI
7/8/2021	Broad Ripple Strategy Meeting	Broad Ripple Strategy Consultant and Project Team	Discussed return on investment of READI enabled projects and programs
7/9/2021	Steering Committee #2	Steering Committee & Project Team	Potential regional funding & matrix development
6/16/2021	E-REP Exec Meeting	E-REP Executive Committee	Discussion of READI progress.
7/15/2021	Broad Ripple Strategy Meeting	Broad Ripple Strategy Consultant and Project Team	Discussed return on investment of READI enabled projects and programs
7/21/2021	RDA Board	SWIRDA	RDP planning grant approval.
7/22/2021	Broad Ripple Strategy Meeting	Broad Ripple Strategy Consultant and Project Team	Discussed return on investment of READI enabled projects and programs
7/23/2021	Steering Committee #3	Steering Committee & Project Team	Project overview.
7/27/2021	Working Group #1	Working Group & Project Team	Discussed project and category prioritization.
7/28/2021	Steering Committee #4	Steering Committee & Project Team	Working group feedback & category overview using Menti.
8/4/2021	Talent 2025 Core Team Meeting	Talent 2025 Core Team	Discussed Talent 2025 Phase 1 priorities enabled by READI
8/4/2021	Community Update Meeting	Legacy Board Members of Economic Development Coalition, Southwest Indiana Chamber and Growth Alliance for Greater Evansville	Shared update and overall plan for Talent 2025 and READI
8/5/2021	Broad Ripple Strategy Meeting	Broad Ripple Strategy Consultant and Project Team	Discussed return on investment of READI enabled projects and programs
8/6/2021	Steering Committee #5	Steering Committee & Project Team	Project overview.
8/12/2021	Broad Ripple Strategy Meeting	Broad Ripple Strategy Consultant and Project Team	Discussed return on investment of READI enabled projects and programs
8/13/2021	Steering Committee #6	Steering Committee & Project Team	Wrap up & hand off to Project Team.
8/18/2021	RDA Board	SWIRDA	READI timeline update & planning progress.
8/19/2021	E-REP Exec Meeting	E-REP Executive Committee	Discussion of READI progress.
8/19/2021	Stakeholder Meeting	Warrick County	Confirm project submission details.
8/19/2021	Stakeholder Meeting	Tmap	Confirm project submission details.
8/20/2021	Stakeholder Meeting	Ivy Tech	Confirm project submission details.

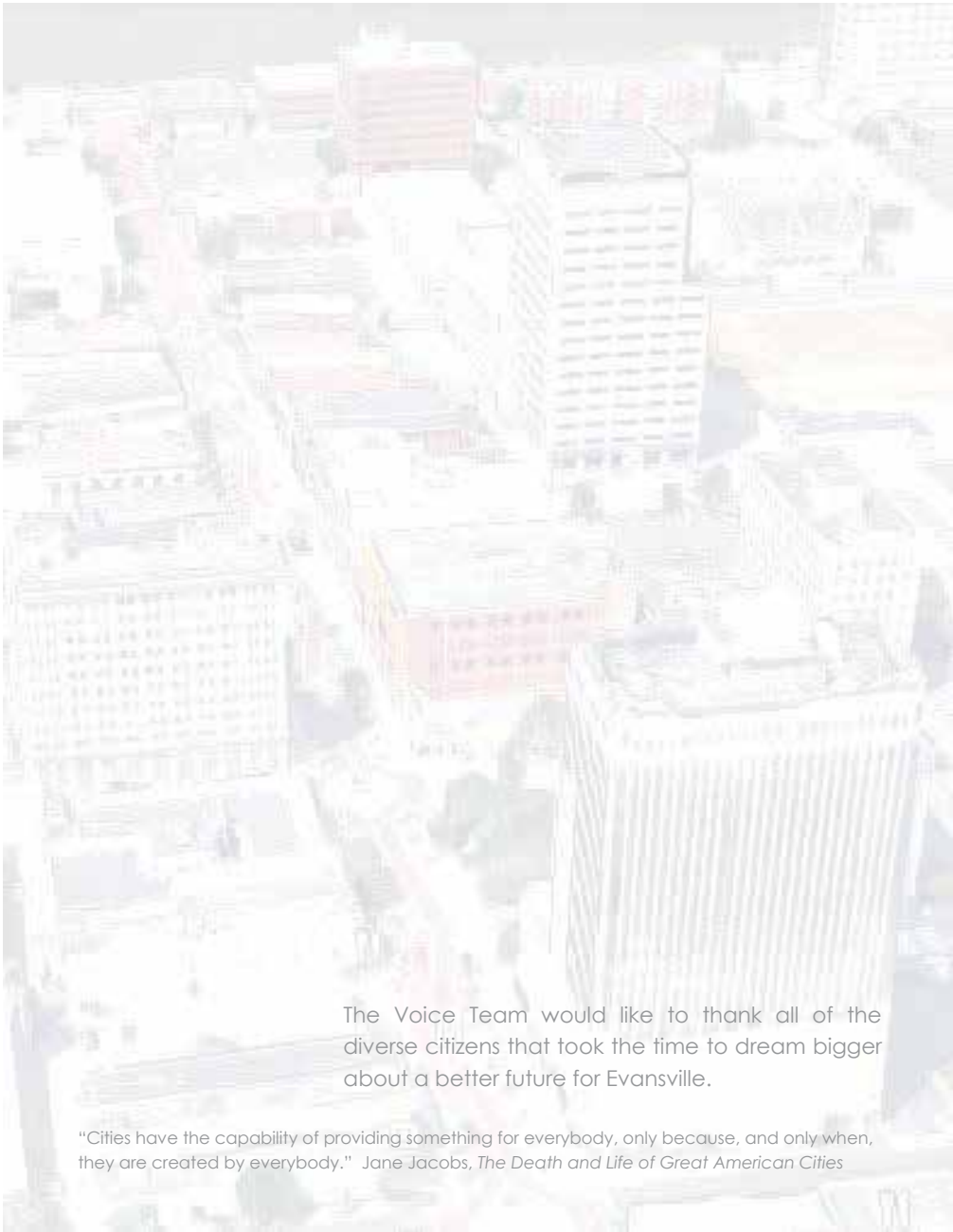
DATE	MEETING TYPE	GROUP/ORGANIZATION	DESCRIPTION
8/20/2021	Stakeholder Meeting	IU School of Medicine	Confirm project submission details.
8/20/2021	Stakeholder Meeting	University of Southern Indiana	Confirm project submission details.
8/21/2021	Stakeholder Meeting	Bridgeline	Confirm project submission details.
8/23/2021	Stakeholder Meeting	TMMI	Confirm project submission details.
8/26/2021	Broad Ripple Strategy Meeting	Broad Ripple Strategy Consultant and Project Team	Discussed return on investment of READI enabled projects and programs
9/2/2021	Broad Ripple Strategy Meeting	Broad Ripple Strategy Consultant and Project Team	Discussed return on investment of READI enabled projects and programs
9/9/2021	Broad Ripple Strategy Meeting	Broad Ripple Strategy Consultant and Project Team	Discussed return on investment of READI enabled projects and programs
9/8/2021	Talent 2025 Core Team Meeting	Talent 2025 Core Team	Discussed Talent 2025 Phase 1 priorities enabled by READI
9/22/2021	RDA Board	SWIRDA	Final approval of RDP.

This list is not inclusive of Talent 2025 planning meetings or internal E-REP project team meetings

KEY
SWIRDA
Stakeholder Meeting
E-REP Executive Committee
Broad Ripple Strategy Consultant and Project Team
Talent 2025 Core Team
Community Update
IEDC Community Meeting
ERBC Meeting
Steering Committee
Working Group







The Voice Team would like to thank all of the diverse citizens that took the time to dream bigger about a better future for Evansville.

"Cities have the capability of providing something for everybody, only because, and only when, they are created by everybody." Jane Jacobs, *The Death and Life of Great American Cities*

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4

## The Voice Process and Purpose



Voice is Evansville's community-wide, citizen-driven visioning process that asks citizens to share their ideas, hopes and visions for Evansville's preferred future to build strategic actions toward collaborative goals. The sessions allow respectful conversations to take place, all voices to be heard, and every vision to be documented and shared. Participants initially were asked to identify community assets as well as values to carry forward and values to leave behind.

Some 3,000 people took part in 32 visioning sessions that led Voice volunteers to launch, organize, and support collaborative projects. Three focus areas or Flower Pots emerged from the Voice visioning results: City Core, Experiences, and Healthy Green Space.



In a second phase, Voice engaged another 1,000 people at 15 Flower Pot meetings to transition from vision to change-making action. Participants identified: 1. Projects in the Flower Pot focus areas that were underway or pending, 2. Resources that participants could contribute to Voice projects, and 3. Stakeholders to include to ensure success.



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## Public Engagement and Participation



Where we held our visioning sessions:

August 15 @ The Centre 6 - 9 p.m.  
 August 20 @ Helfrich Park Middle School 5 - 7 p.m.  
 August 25 @ Harrison High School 10 a.m. - 12 p.m.  
 September 5 @ Career & Technical Center 6 - 8 p.m.  
 September 10 @ Central Library 10 a.m.-12 p.m.  
 September 26 @ Potter's Wheel 5:30 - 7:30 p.m.  
 September 29 @ Caze School 2 - 4 p.m.  
 October 10-12 @ Evans School\*  
 October 10 @ Ivy Tech Community College\*  
 October 29 @ University of Evansville\*  
 November 14 @ University of Southern Indiana\*  
 November 30 @ Chamber of Commerce 6 - 8 p.m.  
 December 5 @ St. Lucas United Church of Christ 6 - 8 p.m.  
 January 22, 24, and 25 @ New Tech Institute\*  
 January 28 @ Harrison High School\*  
 January 29 @ Reitz High School\*  
 February 12 @ North High School\*  
 February 17 @ Nativity Church (HOLA Hosted) 12:30-2:30 p.m.  
 February 19 @ Central High School\*  
 February 20 @ Bosse High School\*  
 February 26 @ Signature School\*  
 February 27 @ Cross Point Corridor 3:30 - 5:30 p.m.  
 March 21 @ Memorial Baptist Church 4 - 6 p.m.  
 April 3 @ Eastland Mall 4:30 - 6:30 p.m.  
 April 15 @ Evansville Day School\*  
 April 24 @ Memorial High School\*  
 May 22 @ Mater Dei High School\*  
 \*Sessions held during school hours



BEE THE CHANGE IN YOUR  
 COMMUNITY! Get engaged!  
 Make a difference!

Voice will ensure that everyone in our  
 community has the opportunity to take  
 part in creating a desired future. For more  
 information, visit [www.evansvillevoice.com](http://www.evansvillevoice.com).







8

# City Core, Healthy Green Space, and Experiences

## City Core

Evansville consists of many great neighborhoods and cultural hotspots such as Downtown, Franklin Street, Haynie's Corner and the Historic District, North Main Street, and the universities. It is our hope to further support, connect, and promote these treasures.

## Healthy Green Space

Voice respondents continuously repeated their desire to be outside and active in their communities. The importance they placed on our community's health and wellbeing was both tremendous and encouraging.

## Experiences

Evansville residents recognize that there are a variety of opportunities to engage with their city and want to highlight, showcase, and celebrate them in a more organized and collective way. Our desire is to bring fresh, new opportunities for citizens to intensively experience Evansville with the goal of creating a demand for these experiences to remain in our community.



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## Economic Development, Quality of Place



Economic development and quality of place are incorporated into **992** visions. Taken broadly, every vision relates to quality of place. Special focus is given to:

### Vibrant Riverfront

The riverfront cross cuts multiple categories, relating to over **1,600** visions.

- Increase retail/restaurant presence with views of river along Riverside Drive.
- Improve parkspace between Four Freedoms Monument & Water Works.



### Develop more downtown and along urban Main Streets.

- Increase the retail/restaurant presence along key urban retail corridors.
- Encourage infill development over green field development.



### Higher Architectural Standards

- Improve, expand existing design guidelines and architecture controls.
- Encourage new-urbanist development in the suburban development area.

### Repurposed Buildings, Create Jobs

- Encourage building re-use strategies.
- Support policies that increase jobs, decrease vacancies, rethink former iconic industrial sites for reuse.

### Update Existing City Plans.

- Parks Master Plan, Downtown Master Plan, Comprehensive Plan, Downtown Design Guidelines, etc.
- Plans will address the importance of the riverfront, its park space, retail and restaurant activity along it and other key urban corridors, and the link between quality of place, connectivity, and economic development.

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## Education



Education is incorporated into over **500** visions expressed through Voice. Nothing cross cuts a community like education. Whether it is pre-K, K-12, secondary education and training programs, or work-force development, Voice participants echo over and over again the importance of education to our community.

A uniform theme throughout the Voice visions is the value of the educational assets and leadership that we have in the Evansville community.

When combined more broadly with the Cultural Environment, education connects to over **1,200** community visions.

Specific themes that repeat across the visioning process are:

Access to Quality Early Childhood Education.

Athletics and Music Programs.

Better Linking Education and Local Job Requirements.

Education System for Crime Victims.

Engaging Parents in Education.

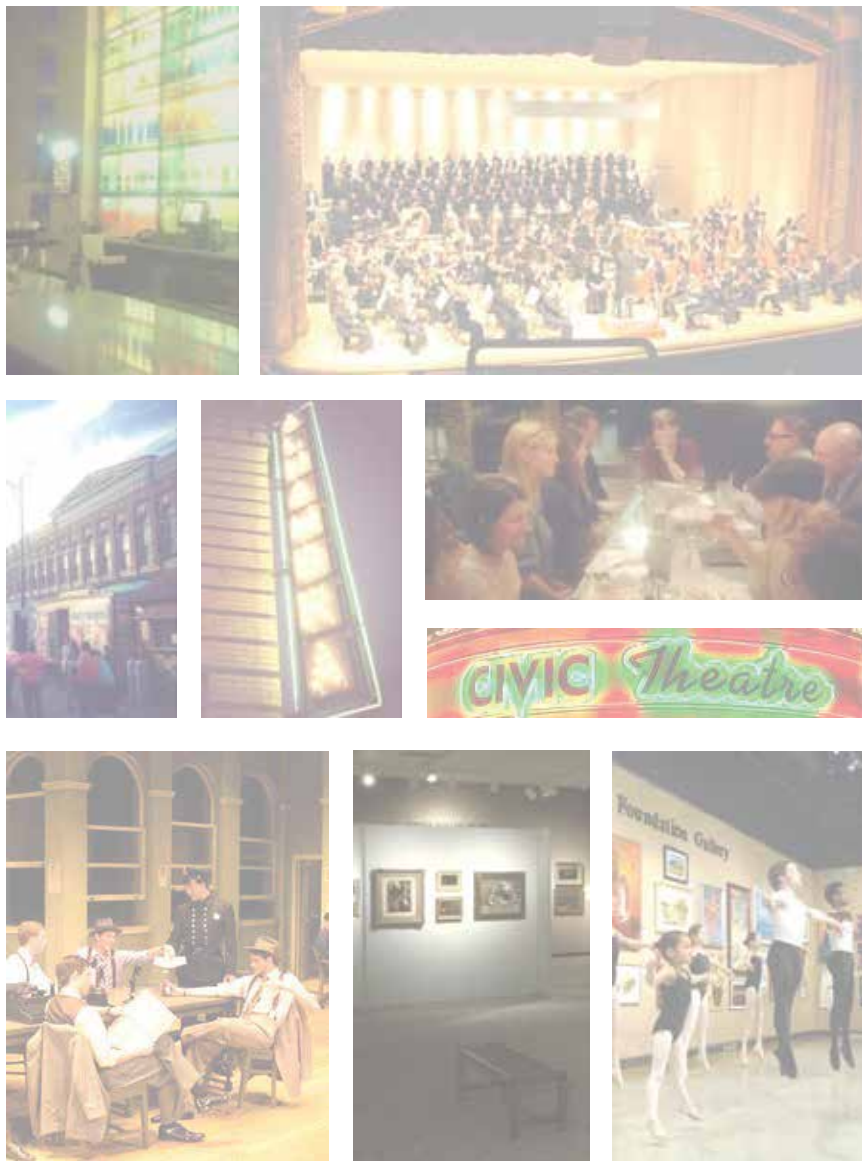
Improving After School Activities.

Science and Tech Education.

Stronger Connection between Businesses, Education, and Local Community.

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## Cultural Environment and the Arts



The Cultural Environment and the Arts show up in **832** visions, with a particular focus on:

### Art Along the Riverfront.

- It's about more than art. It's about art, history, culture, and play. It's about how we use the riverfront space.
- Support the master planning of the riverfront to ensure the right placement of art vs development vs park space, as all three are prioritized substantially in the Voice feedback.



### Champion the Growth and Development of the Haynie's Corner Art District.

### Increase and Improve Art/Culture/Music Events.

### Increase and Improve Public Art.

- Update existing plans for public art with the Arts Council and Public Art Commission.



### Increase Community Support of Cultural and Arts Institutions.

### Murals on Buildings? Yes yes yes.

- Increase funding for and support of mural projects in partnership with the Arts Council.

### Promote the Arts, Again and Again.

### Support Beautification Efforts.

- Improve gateways and define key parts of the city.
- Update existing plans with Keep Evansville Beautiful, the Arts Council, and Public Art Commission.
- Coordinate with Parks Master Plan and Downtown Master Plan .



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## Environmental Quality



Through the Evansville Voice initiative, Environmental quality is addressed in **244** participant visions. Citizens expressed a future of the city that included:

### A Cleaner City.

- Support the Mayor's Clean Evansville initiative with Keep Evansville Beautiful.

### A Cleaner Environment.

- Champion efforts to clean environmentally contaminated properties.

### Improved Air Quality.

### Improved Water Quality.

- Support the efforts of the city's Renew Evansville initiative.
- Increase awareness about the importance of reducing combined sewage overflows into our waterways.
- Support green infrastructure improvements like pervious pavements and rain gardens that increase storm water infiltration to natural soils.



### Increased Focus on Recycling.

- Increase availability of recycling receptacles in the downtown core.

### Increased Tree Planting.

- Support tree planting programs at Keep Evansville Beautiful, as well as the efforts of the city's urban forestry program.



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## Parks and Recreation



### A Thriving Parks System.

When included with health, fitness, and the riverfront, park themes are expressed in over 1,700 participants' visions. Voice feedback clearly correlates quality of life increase and access to recreation.

Voice feedback relative to parks runs from maintenance to improvements at existing parks facilities to increasing activities and events in our parks to increasing the number of parks. Water parks took on a specific focus, as the importance of access to pools and increased splash parks were repeated themes.

### Robust Recreation.

- Increase fitness related activities, equipment, and opportunities in parks.
- Support existing facilities.
- Expand the trail system.

### Update Existing City Plans.

- Parks Master Plan, Downtown Master Plan, Comprehensive Plan, Downtown Design Guidelines, etc.
- Plans should address the importance of all park space, and the link between quality of place, the health of our parks system, and the health of Evansville.



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## Transportation



Transportation shows up in over **400** participant visions, with a focus on:

### Advocate for Mass Transit.

- Exploring mass transit
- Increase connectivity to regional rail infrastructure.

### Improve Access for Disabled, ADA Curb Ramps.

- Increase number of ramps that don't send pedestrians into the middle of the intersection.
- Increase audio cross signals for the visually impaired.

### Improve Bicycle Connectivity.

- Increase amount of on-street bike lanes, buffered bike lanes, and protected bike lanes.
- Support the expansion of the greenway and bicycle trails in the rural, suburban, and urban environment.
- Improve the downtown bicycle rental program with kiosks in different urban areas with high pedestrian activity.
- Support the Metropolitan Planning Organization's bicycle planning efforts.

### Improve East/West Street Network.

### Include Sidewalks in Developments.

### Make Evansville's Metropolitan Transit System (METS) More User Friendly.

- Visions expressed in Voice include increased web information and interactive resources that accessible via mobile devices.
- Extend METS hours and services.

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## Urban Design and Historic Preservation



Voice visions express a strong ethic of historic preservation.

- Over **400** participant visions place a value on urban design and historic preservation.
- Improve architectural standards for redevelopment.
- Increase and improve strategies and funding for reuse and renovation of historic buildings.

Voice visions stress the importance of Urban Design.

- Mural programs increase the quality of the urban environment.
- Design elements are also included in infrastructure and bridges.



Voice visions show priority for the preservation and revitalization of multiple historic districts.

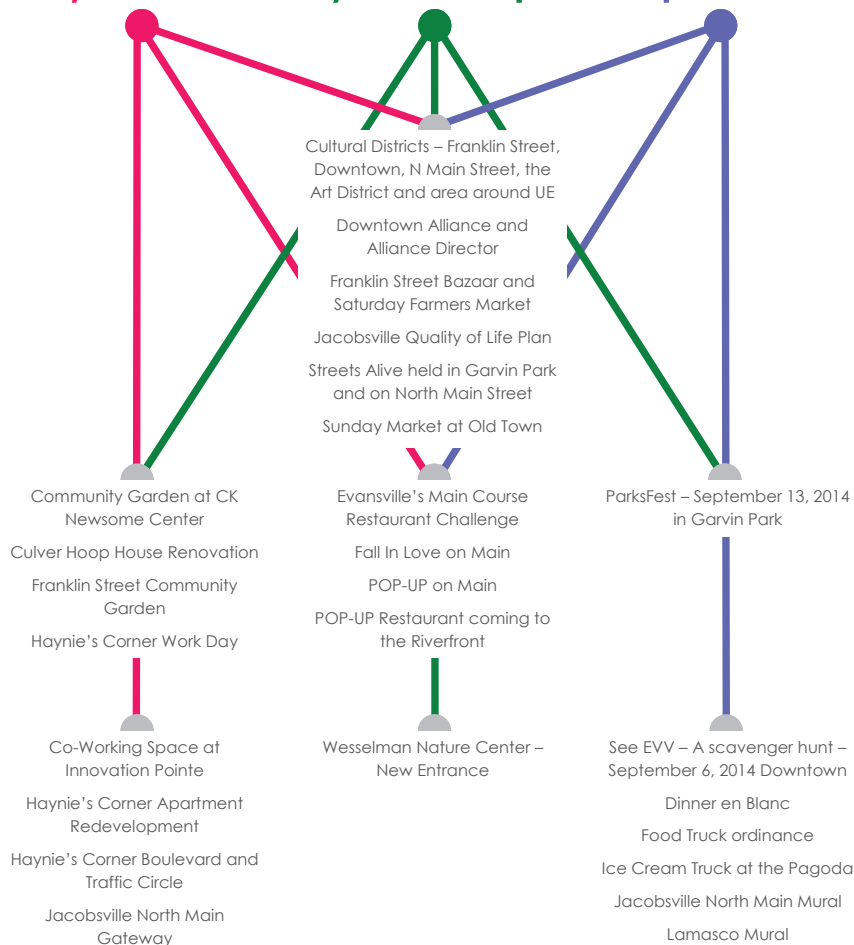
- Historic preservation can be a tool for community development on our urban corridors and in our city core.



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# BIG ACTION

## City Core Healthy Green Space Experiences



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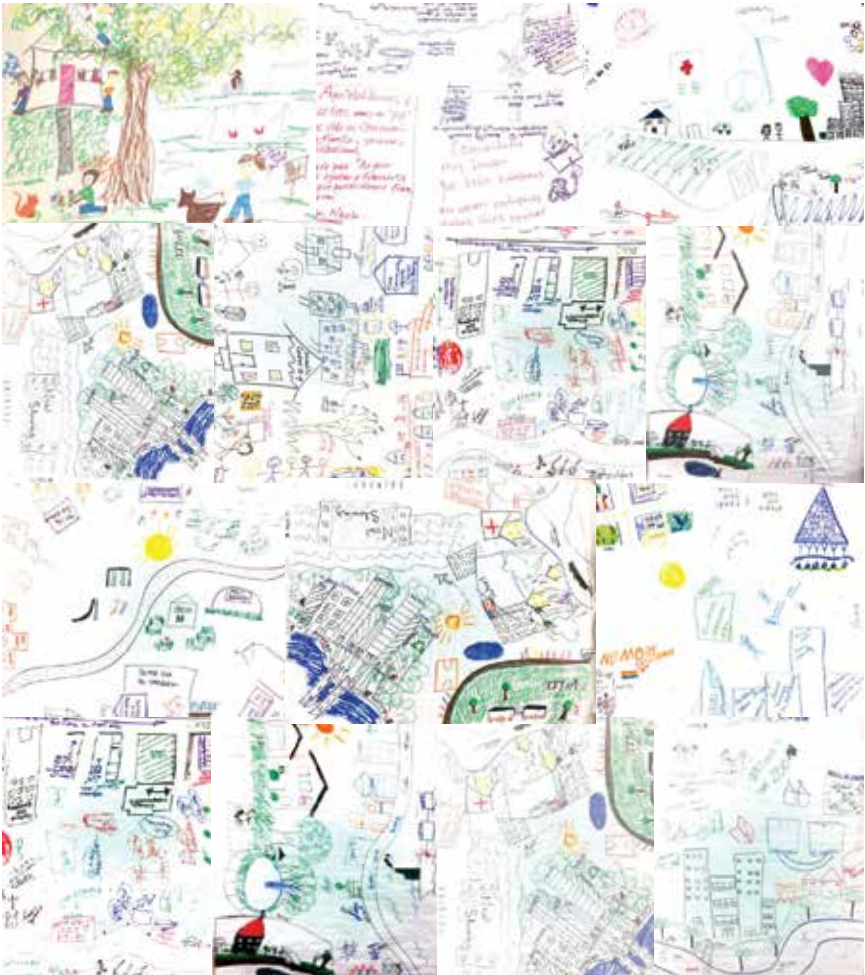
## Implementation, Coordination with Existing Plans

Data from the VOICE initiative has been used:

- To complete the Sustainable Evansville Area Coalition "The Millennial Plan 2040"
- In the Annual Report for Vectren
- To complete the Comprehensive Plan for the Area Plan Commission in Vanderburgh County
- By the Welborn Foundation for the Center for Disease Control's Partnerships to Improve Community Health grant
- By the Arts Councils of Southwestern Indiana for grant applications
- By the Homeless Coalition
- In the TIGER Grant for the City of Evansville and Vanderburgh County
- The Southwest Indiana Chamber is also using the information for branding as well as for the newly formed Downtown Alliance
- In conjunction with the Young Professional Networks Bringing the Heart Back "Greater Evansville: The Place for Young Professionals" report
- METS Comprehensive Operations Analysis
- Mayors State of the City speech in 2014
- I-69 Corridor
- Annual Action Plan for the Department of Housing and Urban Development, City of Evansville
- Art District Redevelopment Area Plan and Design Guidelines, Evansville Redevelopment Commission
- Consolidated Five Year Plan for the Department of Housing and Urban Development, City of Evansville
- Comprehensive Plan of Vanderburgh County
- Downtown Master Plan, Evansville Redevelopment Commission
- Downtown Design Guidelines, Evansville Redevelopment Commission
- Jacobsville Redevelopment Area Plan, Evansville Redevelopment Commission
- Metropolitan Planning Organization's plan for Metropolitan Evansville Transit
- Metropolitan Planning Organization's plan for bicycle connectivity.
- Parks Master Plan, City of Evansville
- Sustainable Evansville Area Coalition plan, Metropolitan Planning Organization
- This is not meant to list all plans comprehensively, but to reference plans with substantial synergy with the Visions of Evansville's future shown through the Voice process.

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Development Indicators for the  
Evansville Region

Prepared for Evansville Regional Business Committee

September 21, 2018

Confidential, Not for Distribution

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Evansville Development Indicators

Evansville Regional Business Committee

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#### About Chmura Economics & Analytics

We have a data-driven culture. We are a group of published scientists contributing to innovations with big data analytics on the forefront of applied economics and technology solutions. We have a very diverse team of people with backgrounds such as PhD economists, statisticians, computer scientists, and transformation strategists. We serve a cross section of decision makers from the defense, government, public, and private sectors.

As data scientists, we help our clients quickly answer big data questions. We provide a reliable picture of economic trends on both a macro and micro level. Our clients rely on the historical, current, and predictive market reports we provide to cut through the confusing information they receive on a daily basis from the media, politicians, and industry resources.

Our clients view us as trusted economic advisors because we help them mitigate risk and prepare for growth by understanding the why, the how, and the what about their local economy. As the nation's preferred provider of labor market data, we help our clients understand both the demand for and the supply of available data. Our clients benefit from our expertise by better understanding their own bottom line costs, sustainability issues, and associated risks.

Evansville Development Indicators

Evansville Regional Business Committee

## 1. Executive Summary

The purpose of this study, commissioned by the Evansville Regional Business Committee (ERBC), is to identify a list of development indicators for the Evansville region<sup>1</sup> and benchmark those indicators against peer and aspirational peer regions. **These development indicators can be used to track the progress of the region, and to identify areas of strategic importance to the Evansville region.** By comparing the Evansville region to other areas and learning from their successes and failures, ERBC can improve its efforts in business attraction and retention.

Using a wide range of variables related to the regional population, economy, infrastructure, and quality of place, Chmura identified the following metropolitan statistical areas (MSAs) as peer regions for the Evansville region:

- Chattanooga, TN-GA MSA
- Davenport-Moline-Rock Island, IA-IL MSA
- Fort Wayne, IN MSA
- Green Bay, WI MSA
- Roanoke, VA MSA
- Spartanburg, SC MSA

The aspirational peer metro areas of the Evansville region are:

- Grand Rapids-Wyoming, MI MSA
- Greenville-Anderson-Mauldin, SC MSA
- Huntsville, AL MSA
- Omaha-Council Bluffs, NE-IA MSA

Working with ERBC and other community leaders,<sup>2</sup> Chmura identified a set of development indicators in demographic, economic, human capital, and social categories. Table 1.1 summarizes the comparison of the Evansville region to its peers and aspirational peers. In this comparison, red shading indicates that Evansville performed worse than the comparison region, while green shading indicates the Evansville region performed better than the comparison regions. The yellow shading indicates the Evansville region is similar to its comparison regions.

<sup>1</sup> In this study, the Evansville region is defined as Vanderburgh, Posey, Warrick, and Gibson Counties in Indiana, and Henderson County in Kentucky. This is equivalent to the Evansville metropolitan statistical area (MSA) plus Gibson County.

<sup>2</sup> Chmura wishes to thank ERBC leadership as well as Greg Wathen of Economic Development Coalition of Southwest Indiana, Ellen Horan of Growth Alliance for Greater Evansville, Tara Barney and Tim Hayden of Southwest Indiana Chamber of Commerce, and Kevin Bain of Welborn Baptist Foundation, for their input as the indicators and regions were developed.

In addition, eight of these above development indicators were identified as essential metrics for the economic and social development of the region and will be included in a regional scorecard. **These eight key metrics are:**

- Population growth
- Young adult population
- Poverty rate
- Employment growth
- Average annual wage
- Bachelor's degree or higher
- Cost of Living
- Overall health index

The rest of this section first provides a high-level comparison between Evansville and its peer and aspirational peer regions. Then we focus on Evansville's performance in the top eight key indicators.

Comparing Evansville region with its peers across all 31 indicators:

- **Demographically**, Evansville lags in terms of population growth, median household income, and poverty, and disability, but performs better in labor force participation for disabled workers.
- For most **economic** indicators such as employment growth, average annual wage, unemployment rate, labor force participation rate, and GDP growth, the Evansville region is similar to many of its peer regions. The region performs better than its peers in terms of patents per-capita, but lags in airport enplanements.
- In terms of **human capital** indicators, the Evansville region underperforms its peers in the proportion of the adult population with bachelor's or higher degrees but performs better in early childhood education. While the high school graduation rate of the Evansville region was only slightly lower than its comparison regions, the recent trend, dragged down by Vanderburgh County, is concerning.
- The Evansville region performs better in several **social** indicators, including lower cost of living and lower home costs. However, the region has higher obesity and a lower overall health index.

Comparing the Evansville region with its aspirational peer regions:

- The Evansville region underperforms its aspirational peers in most **demographic** indicators such as population growth, median age, poverty, and median income.
- Evansville lags its aspirational peers in major **economic** indicators such as employment growth, average annual wage, GDP growth rate, patents, and airport enplanements.
- The Evansville region generally underperforms its aspirational peers in **human capital** indicators, including fewer degree awards per capita and having a lower proportion of the population with bachelor's degrees. However, Evansville does have a higher rate of early childhood education.
- In terms of **social** indicators, Evansville exceeds its aspirational peers in cost of living and median home values, but lags in building permits and overall health.
- Evansville is similar to its aspirational peers in indicators such as the unemployment rate, percent of business establishments that are small businesses, and percent of households owning homes.

**Table 1.1: Development Indicators Summary**

Category	Compared to Peer Regions								Compared to Aspirational Regions							
	Chattanooga	Davenport	Fort Wayne	Green Bay	Roanoke	Spartanburg	Grand Rapids	Greenville	Huntsville	Omaha						
Demographics	Population Growth															
	Median Age															
	Young Adult Population															
	Median Household Income															
	Diversity (minority percentage)															
	Poverty Rate															
	Disability Rate															
	Labor Force Participation Rate for Disabled Individuals															
	Single Parent Household															
	Employment Growth															
Economic	Average Annual Wage															
	Unemployment Rate															
	Labor Force Participation Rate															
	Growth Rate of Economy															
	Manufacturing Industry Mix															
	Healthcare Industry Mix															
	PBS Industry Mix															
	FIRE Industry Mix															
	Airport Enplanement															
	Patents															
	Small Businesses															
Human Capital	Bachelor's Degree or Higher															
	Post-secondary Degree Awards															
	High School Graduation Rates															
	Early Childhood Education															
Social	Cost of Living															
	Homeownership															
	Building Permits															
	Median Home Values															
	Overall Health Index															
	Obesity Rate															

Source: Chmura



More specifically, when comparing the Evansville region with its peers and aspirational peers in the eight key metrics:

- From 2005 to 2017, the **population growth** of the Evansville region was modest, growing at 0.3% per year. This is lower than both its peers and aspirational peers, which averaged 0.7% and 1.15% over the same period. Slow population growth may constrain the economic growth in the Evansville area.
- Defining the **young adult population** as those between the age of 20-34, in 2016, the Evansville region had a slightly higher percentage of young adults than its peers, 19.5% for Evansville as opposed to 19.2% for its peer regions, but lower than 20.8% for its aspirational peers.
- **Poverty levels** are closely related to the household income of the region, but they can also be indicators of income distribution. The Evansville region had a slightly higher poverty rate than its peer and aspirational peer regions. In 2014, 14.8% of the regional population lived in poverty, compared to 14.3% for its peer regions and 13.6% for its aspirational peer regions. The average poverty rates in its peer and aspirational peer regions have declined since 2012, but it has increased in Evansville over the same time period.
- **Employment size and growth** is the broadest and timeliest indicator of a region's overall economic health. From 2005 to 2017, employment growth in the Evansville region was modest, growing at 0.1% per year. This was lower than both its peers and aspirational peers, which averaged 0.2% and 0.9%, respectively.
- In 2017, the **average annual wage** of the Evansville region was similar to its peers, but lower than its aspirational peers. The average annual wage for the Evansville region was \$44,931, compared to \$45,108 for its peers and \$47,720 for its aspirational peers.
- A well-educated workforce provides many economic benefits in job growth and innovation. In 2014, 23.2% of regional adults had a **bachelor's degree or higher** in Evansville, compared with 25.2% for its peers, and 31.8% for its aspirational peers.
- Low **cost of living** can be appealing for businesses, especially for industries such as manufacturing or transportation. The Evansville region had a lower cost of living than its peer and aspirational peer regions. In 2017, the cost of living for Evansville was 89.2, which means it was 10.8% lower than the national average of 100. As a comparison, the average costs of living for its peers and aspirational peers were 93.2 and 94.0, respectively.
- The **overall health index** provides a comprehensive measure of the overall health of a region. The latest data indicate that in 2018, the overall health index for the Evansville region was -0.2, compared with 0.4 for its peer regions and 0.7 for its aspirational peer regions. The Evansville region consistently had a lower overall health index every year since 2010.

In summary, the economic performance of the Evansville region is on par with its peer regions. The region experienced job growth and wage growth similar to its peers. The region had a very low unemployment rate in recent years. However, there are some underlying concerns that economic development alone may not solve, including high poverty, low bachelor's degree attainment, and low health related measures. It requires community leaders in government, education, and healthcare fields to come together. Those indicators can affect the long-term growth of the region.

2. Background

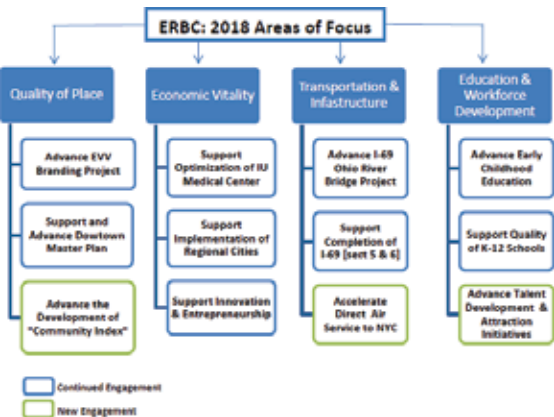
The Evansville Regional Business Committee (ERBC) is a group of executives representing the leading businesses in the Evansville region with a mission to “Advance regional prosperity by advocating, collaborating, and engaging on key initiatives and investments.”

In light of ERBC’s mission and 2018 areas of focus, the Committee commissioned Chmura Economics & Analytics (Chmura) to identify development indicators that help it to track the progress of the region. ERBC is also interested in identifying a set of peer and aspirational regions for benchmarking purposes. By comparing itself with peer regions and learning from their successes and failures, ERBC hopes to improve the regional effort in business attraction and retention.

For the purpose of this study, the Evansville region is defined as the Evansville metropolitan statistical area (MSA) plus Gibson County, Indiana.<sup>3</sup>

The remainder of this report is organized as follows:

- Section 3 presents a literature review that underpins the Chmura methodology to identify Evansville's peer regions and develop a set of development indicators.
- Section 4 provides the methodology used to determine Evansville’s peer regions, as well as the identified peer and aspirational peer regions.
- Section 5 contains historical data of development indicators for the Evansville region and its aspirational and peer regions.
- Section 6 presents a summary and conclusion.



<sup>3</sup> The Evansville region is made up of Vanderburgh, Posey, Warrick, and Gibson Counties in Indiana, and Henderson County in Kentucky. This is equivalent to the Evansville MSA plus Gibson County. Historically, the Evansville metro area included Vanderburgh, Posey, Warrick, and Gibson Counties in Indiana, and Henderson and Webster Counties in Kentucky. The current definition of the Evansville MSA is made up of four counties: Vanderburgh, Posey, Warrick, and Henderson—it does not include Gibson County.

### 3. Literature Review

Chmura's literature review focuses on two key objectives of this study:

1. Identify peer and aspirational peer regions for the Evansville region
2. Identify development indicators that can be tracked over time for Evansville and its peer and aspirational peer regions

While there is overlap between indicators that help identify peer regions and those that serve as development indicators, Chmura utilized a two-step approach for this research and treated the above two objectives separately. This compartmental approach is necessary because some metrics used to identify peer regions, such as infrastructure, education facilities, and natural amenities, cannot be changed (e.g. near the ocean) or are fixed in the short run (e.g. number of higher education facilities). Thus, they are not appropriate to use as development indicators. On the other hand, development indicators should be metrics that change over time and can be influenced by policymakers or individuals in the region.

#### 3.1. Peer Region Identification

##### 3.1.1. 2009 Evansville Study

In 2009, the Economic Development Coalition of Southwest Indiana commissioned a study on comparative economic development indicators of the Evansville MSA and its peers.<sup>4</sup> This study identified 14 peer regions in the eastern part of the United States using the following criteria:

1. They must be a metropolitan statistical area as defined by U.S. Office of Management and Budget;
2. The population must be between 250,000 and 450,000;
3. They cannot be state capitals or college towns;
4. Some preference was given to multi-state metros and river cities;
5. Some preference was given to metros in Indiana and Illinois; and
6. They had a historical manufacturing presence.

The fourteen peer regions identified in the 2009 study are:

- Chattanooga, TN-GA;
- Columbus, GA-AL;
- Davenport-Moline-Rock Island, IA-IL;
- Fayetteville, NC;
- Fort Smith, AR-OK;

<sup>4</sup> Source: The Evansville Metropolitan Area Among Its Peers: Comparative Economic Development Indicators for Evansville and Fourteen Peer Metropolitan Areas. Prepared by Barry Kornstein, for the Economic Development Coalition of Southwest Indiana, April 2009.

- Fort Wayne, IN;
- Green Bay, WI;
- Hickory-Lenoir, Morganton, NC;
- Huntington-Ashland, WV-KY-OH;
- Kalamazoo-Portage, MI;
- Kingsport-Bristol-Bristol, TN-VA;
- Peoria, IL;
- Shreveport-Bossier City, LA; and
- Spartanburg, SC.

While many of the factors used in the 2009 study are still relevant, some economic conditions have changed that warrant a reevaluation of Evansville's peer regions. For example, the population in some regions have grown or contracted to the degree that they are not appropriate to be peer regions. In addition, recent research suggests that other socioeconomic factors, such as the percentage of the young adult population and quality of place measures including museums and amenities also need to be considered in identifying peer regions, which Chmura incorporated in this study.

##### 3.1.1. Other National Peer Region Studies

The Federal Reserve Bank of Chicago created an online Peer City Identification Tool for all cities in the nation.<sup>5</sup> This tool determines the peer city of a chosen city in four broad categories: equity, resilience, outlook, and housing. This tool examines many demographic, workforce, and labor market indicators that include racial mix, income and income equality, education attainment, and percentage of the population in manufacturing. However, it is limited to cities, rather than the broader metro areas, which are more representative of the economic activity surrounding a core city.

The Peer City Tool also identifies a different set of peer cities for each of the four categories, which makes the tool confusing for policymakers. For example, the peer cities of the city of Evansville (population around 120,000) in the area of resilience include much larger cities such as Columbus, Ohio (population over 800,000), and Phoenix, AZ (population 1.6 million). Population size represents one out of 27 variables included in this tool. Since all variables are weighted equally, the size of the city plays a small role in the peer city identification process.<sup>6</sup> Finally, this tool does not include any assessment of infrastructure in its evaluation.

Outside the Chicago Fed's tool, a few regions also commissioned their own studies to identify peer regions. For example, Portland, Oregon identified its peer region based on four major criteria: population in the MSA; gross regional product; income per capita; number of workers in the fields of science, technology, engineering, and mathematics (STEM); and housing cost. This study used population as the

<sup>5</sup> Source: Peer City Identification Tool, Federal Reserve Bank of Chicago, available at: <https://www.chicagofed.org/region/community-development/data/pcit>

<sup>6</sup> Source: About the Peer City Identification Tool. <https://www.chicagofed.org/region/community-development/community-economic-development/about-the-peer-cities-identification-tool>

first criteria and excluded any metro areas with more than four million and less than one million people. Using this process, the study identified the following three peer regions for the Portland metro area: Austin, Texas; Indianapolis, Indiana; and Nashville, Tennessee.<sup>7</sup>

The Erie, Pennsylvania MSA identified several regions as its peers. The selection criteria focused on demographic-related indicators, including population, population growth, population density, median age, and per capita income. Since Erie is similar to Evansville in many aspects, its peer regions are similar to those identified for the Evansville region, such as the metro areas of Green Bay, Roanoke, and Spartanburg.<sup>8</sup>

### 3.2. Economic Development Indicators

George Erickcek, Upjohn Institute for Employment Research, outlined some basic principles in a newsletter on how to utilize economic indicators, dashboards, benchmarks, and scorecards in regional economic development.<sup>9</sup> First, those tools should not be developed alone, but should be part of a larger and comprehensive regional development strategy. Performance measures should be chosen to align closely with development goals and visions. Another principle is that more indicators are not necessarily better if the data are duplicative or measure activities that are not related to the goals of the organization.

Erickcek points out that dashboards, scorecards, and benchmarks all play different roles in regional economic development. A dashboard is a well-designed, easy-to-use layout of a few key indicators or composite of indicators that track the overall performance of a region. Benchmarking is a comparative analysis that contrasts the performance of the region with its peer regions—a key challenge is to select the right comparison regions. Finally, a scorecard is a report that tracks key indicators of the region overtime or across communities.

**Scores of national organizations regularly publish rankings of cities and metro areas on a variety of regional characteristics** such as quality of life, economic performance, and housing market conditions. Similarly, many regional organizations develop indicators or dashboards. These rankings usually get some media play, and local leaders either support their metro area's strong showing or protest the area's low ranking. **When reviewing those rankings, reports, and tools, it is important to understand the objectives of those rankings, as the objectives largely decide which variables to include.**

<sup>7</sup> Source: Portland Business Alliance, available at: <https://portlandalliance.com/assets/pdfs/2017-Peer-regions-report.pdf>

<sup>8</sup> Source: Erie Vital Signs, available at: <http://www.erievitalsigns.org/peer-areas/>

<sup>9</sup> Source: Indicators, Dashboards, Benchmarks, and Scorecards in Regional Economic Development: Lessons Learned, Employment Research Newsletter 19(1), available at [http://research.upjohn.org/cgi/viewcontent.cgi?article=1192&context=empl\\_research](http://research.upjohn.org/cgi/viewcontent.cgi?article=1192&context=empl_research)

One example of a regional economic dashboard is the Dashboard Indicators for the Northeast Ohio Economy, created by the Upjohn Institute and Kleinhens & Associates.<sup>10</sup> This study analyzed 40 variables and grouped them into eight growth factors: skilled workforce, racial inclusion, urban assimilation, income equality, business dynamics, legacy of place, location amenities, and urban/metro structure. The objective of these indicators is to understand the factors that are driving the economic growth of the region. Consequently, the dashboard did not include measures such as employment and income growth. Instead, this dashboard aims to help communities build a solid foundation for future growth.

On the other hand, some rankings focus primarily on economic growth. For example, the Milken Institute publishes a Best-Performing Cities report each year.<sup>11</sup> Of the nine variables included, seven of them (85% of total weight) are growth measures, including job growth (accounting for 43% of the weight), average annual wage growth (28%), and high-tech GDP growth (14%). This index also relies heavily on the high-tech industry in defining regional performance. In fact, four of the nine variables (28% of total weight) are related to the high-tech industry. In addition to high-tech GDP growth, this index also includes a high-tech GDP location quotient. Not surprisingly, this ranking favors fast-growing western metro areas where the high-tech industry is concentrated. Another metro ranking—Economic Strength Ranking—published by POLICOM, narrowly focuses on jobs growth and wage growth. However, the POLICOM economic strength ranking includes long-term job growth measures, which makes it less volatile than Milken's Best Performing City rankings.

A recent example of a regional development dashboard is the West Michigan Regional Dashboard hosted by West Michigan Regional Prosperity Alliance.<sup>12</sup> The purpose of this dashboard is to track regional performance not only on economic development, but from a broad perspective including environmental protection. This dashboard includes 33 regional development metrics in three broad categories: economic (16 indicators), social (10 indicators), and environmental (7 indicators). Economic indicators include measures such as employment size, average wage, and labor force participation rate. It also includes measures such as the number and amount of business loans, venture capital, and energy costs. Social variables include population, high school graduation rate, violent crime rate, and voter participation. Finally, environmental indicators consist of ground level ozone levels, per capita water use, and municipal waste.

Another example of a broad development dashboard is for San Luis Obispo County, California.<sup>13</sup> This dashboard includes 30 variables in four broad categories: productivity (6 indicators), quality of life (6 indicators), industry clusters (12 indicators), and workforce preparedness (6 variables). The productivity category includes high-level economic variables such as gross regional product, unemployment rate, labor force participation rate, and total employment. The quality of life category includes home price,

<sup>10</sup> Source: Development of a Regional Economic Dashboard. [http://research.upjohn.org/empl\\_research/vol13/iss3/2/](http://research.upjohn.org/empl_research/vol13/iss3/2/)

<sup>11</sup> Source: Best-Performing Cities 2017: Where America's Jobs are Created and Sustained. Milken Institute, January 2018. Available at: <http://www.milkeninstitute.org/publications/view/897>

<sup>12</sup> Source: <http://www.wmdashboard.org/dashboard>

<sup>13</sup> Source: <http://www.sloevc.org/economic-dashboard/>

## Evansville Development Indicators

## Evansville Regional Business Committee

average wage, and airport passenger volume. The industry clusters category includes employment and wages in key industries such as construction, healthcare, knowledge and innovation, energy, and specialized manufacturing. Finally, the workforce preparedness category contains high school dropout rate, bachelor's degree attainment, and K-12 student proficiency in math and English.

The Quad Cities Region Performance Dashboard is another example of a region's effort to benchmark its performance against peer communities.<sup>14</sup> The Quad cities region is synonymous with the Davenport-Moline-Rock Island MSA, and its peer regions are the Huntsville MSA in Alabama, the Peoria MSA in Illinois, and the Fayetteville-Springdale-Rogers MSA in Arkansas and Missouri. The dashboard includes major economic indicators such as job creation, capital investment, GDP growth, unemployment rate, and labor force participation rate. It also presents key demographic indicators such as per-capita income and young talent. An additional feature of this dashboard is to incorporate some internal performance measures for the Quad Cities region, such as business attraction, retention, expansion deals, and the number of projects closed in the region.

<sup>14</sup> Source: Quad Cities Chamber, <http://quadcitieschamber.com/about>



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## 4. Peer Regions of Evansville

### 4.1. Factors to Identify Peer Regions

Based on Chmura's prior experience in similar projects, insight from the literature review, and input from Evansville community leaders, Chmura used the 33 variables in Table 4.1 to identify peers of the Evansville region. These variables are grouped into five broad categories: demographic, economic, infrastructure, quality of place, and policy.

**Table 4.1: Variables Used in Evaluating Peer Regions**

Category	Variable	Data Source	Most Recent Data
Demographics	Population Size	Census	2016
Demographics	Population Density (Number of Residents per Square Mile)	Census	2016
Demographics	Median Age	Census	2016
Demographics	Median Household Income	Census	2016
Demographics	Percent of Population that are Young Adults	Census	2016
Demographics	Percent of Children in Single Parent Households	Census	2016
Demographics	Percent of Residents Living in Poverty	Census	2016
Demographics	Percent of Population that are Minorities	Census	2016
Demographics	Bachelor's Degree Attainment	BLS	2016
Economic	Unemployment Rate	BLS	2017Q4
Economic	Manufacturing Employment Share	BLS	2017Q3
Economic	Overall Industry Mix	BLS	2017Q3
Economic	Number of Fortune 500 HQ	Fortune Magazine via Data.world user	2017
Infrastructure	Commuters via Public Transportation	Census	2016
Infrastructure	Commercial Airport Traffic (Enplanements)	FAA	2016
Infrastructure	Rail Miles	BTS	2017
Infrastructure	Number of Military Bases	Census TIGER	2017
Infrastructure	Number of Degree Awards	NCES IPEDS	2015-2017
Infrastructure	Number of Post-secondary Certificates	NCES IPEDS	2015-2017
Infrastructure	High School Graduation Rate	NCES via County Health Rankings	2014-2015
Infrastructure	Electricity Price	EIA	2016
Quality of Place	Number of Colleges and Universities	NCES IPEDS	2015-2017
Quality of Place	Cost of Living	C2ER, Chmura	2017Q2/3
Quality of Place	Number of Professional Sports Teams	Research	2018
Quality of Place	Number of Museums	Institute of Museum & Library Science	2015Q3





Table 4.1: Variables Used in Evaluating Peer Regions

Category	Variable	Data Source	Most Recent Data
Quality of Place	Percent of Adults with Obesity	CDC	2013
Quality of Place	Percent of Residents without Health Insurance	Census	2016
Quality of Place	Percent of the Workforce in Creative Occupations	BLS	2017
Quality of Place	Percent of the Workforce in Shopping and Dining	BLS	2017
Quality of Place	Natural Amenities	USDA	1999
Quality of Place	Percent of Residents with Park Access within Half a Mile	CDC	2015
Government Policy	Right-to-work	National Right to Work Legal Defense Foundation	2018
Government Policy	State Business Tax Climate	Tax Foundation	2017

Source: Chmura

For aspirational peers, in addition to the above metrics, Chmura also examined the historical growth performance of metro areas to identify fast-growing regions. More specifically, Chmura evaluated population, employment, and average annual wage growth of all metro areas since 2005. The identified aspirational peer regions are similar to Evansville in the above metrics such as industry structure and percent of establishments that are small businesses, but registered healthy population and job growth in that time span.

Chmura used the 33 variables to construct a composite index that measures how similar each MSA in the nation is to the Evansville region. In calculating this composite index, each indicator was assigned a weight based on input from community leaders on how they align with regional development goals.

4.2. Evansville Peer Regions

The above process produced 20 candidate peer regions. After receiving input from business and community leaders in the Evansville region, the ten metro areas in Table 4.2 were identified as peers and aspirational peers for the Evansville region.

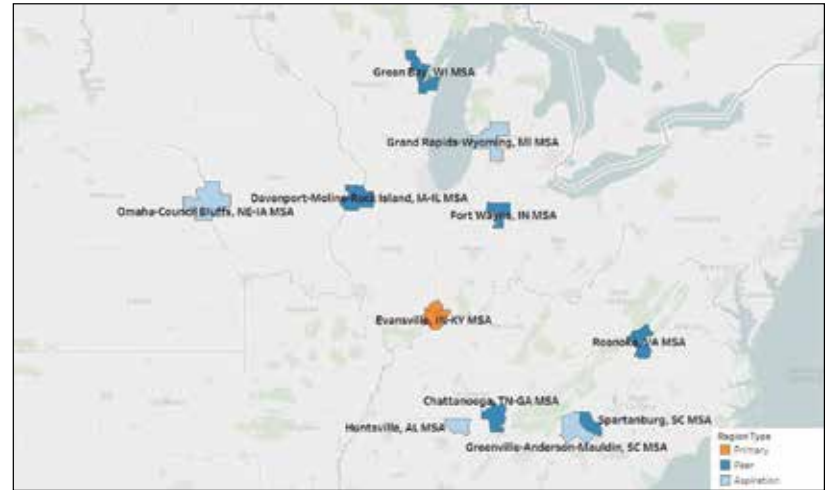
Table 4.2: Peers and Aspirational Peers of the Evansville Region

Metro Area	Short Name	Region Type
Chattanooga, TN-GA MSA	Chattanooga	Peer
Davenport-Moline-Rock Island, IA-IL MSA	Davenport	Peer
Green Bay, WI MSA	Green Bay	Peer
Fort Wayne, IN MSA	Fort Wayne	Peer
Roanoke, VA MSA	Roanoke	Peer
Spartanburg, SC MSA	Spartanburg	Peer
Grand Rapids-Wyoming, MI MSA	Grand Rapids	Aspirational
Greenville-Anderson-Mauldin, SC MSA	Greenville	Aspirational
Huntsville, AL MSA	Huntsville	Aspirational



The peers and aspirational peers of the Evansville Region are in Midwest and southern states (Figure 4.1), in part, because greater consideration was given to MSAs in nearby states. Consequently, many of them are in Indiana or neighboring states such as Illinois and Michigan. Others are in the southern states of Virginia, Tennessee, and South Carolina and midwestern states of Iowa and Wisconsin.

Figure 4.1: Peers and Aspirational Peers of the Evansville Region



Source: Chmura and ERBC

The Evansville peers are mid-sized metro areas with populations between 260,000 and 550,000. They are not state capitals or college towns, which have different drivers for development. Many of the peer regions have a high manufacturing concentration.

For aspirational peer regions, the four metro areas are larger, have enjoyed robust growth in recent years, and have attracted young adults and a college-educated workforce.<sup>15, 16</sup> Some of their successful practices can be emulated by the Evansville region.

<sup>15</sup> Source: Greenville Named Fourth Fastest-growing U.S. City. Greenville News, May 2017. <https://www.greenvilleonline.com/story/news/2017/05/25/greenville-named-fourth-fastest-growing-u-s-city/344009001/>

<sup>16</sup> Source: Grand Rapids Ranked No.1 in US for Job Growth, July 2017. [http://www.mlive.com/business/west-michigan/index.ssf/2017/07/grand\\_rapids\\_ranked\\_no\\_1\\_in\\_us.html](http://www.mlive.com/business/west-michigan/index.ssf/2017/07/grand_rapids_ranked_no_1_in_us.html)

## 5. Evansville Development Indicators

The final list of development indicators shown in Table 5.1 are categorized in four broad categories: demographic, economic, human capital, and social. The potential indicators were evaluated based on data availability, data quality, and their relevance to regional strategic development goals. Chmura also received input from the ERBC and community leaders on the importance of each indicator.<sup>17</sup> The indicators were collected for the past 13 years (beginning with 2005, when available).

Table 5.1: Evansville Development Indicators

Category	Variable	Data Source
Demographics	Population Size	Census
Demographics	Population Growth Rate	Census
Demographics	Median Age	Census
Demographics	Young Adult Population (age 20-34)	Census
Demographics	Median Household Income	Census
Demographics	Diversity (minority percentage)	Census
Demographics	Poverty Rate	Census
Demographics	Disability Rate	Census
Demographics	Labor Force Participation for Disabled Individuals	Census
Demographics	Single Parent Household	Census
Economic	Employment Growth	Chmura's JobsEQ
Economic	Average Annual Wage	Chmura's JobsEQ
Economic	Unemployment Rate	Chmura's JobsEQ
Economic	Labor Force Participation Rate	Chmura's JobsEQ
Economic	Growth Rate of Economy	Chmura's JobsEQ
Economic	Manufacturing Industry Mix	Chmura's JobsEQ
Economic	Healthcare Industry Mix	Chmura's JobsEQ
Economic	PBS Industry Mix	Chmura's JobsEQ
Economic	FIRE Industry Mix	Chmura's JobsEQ
Economic	Airport Enplanements	FAA
Economic	Patents	US Patent Office
Economic	Small Businesses	Census County Business Pattern
Human Capital	Bachelor's Degree Attainment	Census
Human Capital	Post-secondary Degree Awards, Total	NCES
Human Capital	High School Graduation Rates	NCES via County Health Rankings
Human Capital	Early Childhood Education	NCES
Social	Cost of Living	C2ER
Social	Homeownership	Census
Social	Median Home Values	Census
Social	Building Permits	Census
Social	Adult Obesity	County Health Rankings
Social	Overall Health Index	County Health Rankings

Source: Chmura and ERBC

<sup>17</sup> The development of a regional dashboard is not in the scope of this study; but if a dashboard were created, it should draw from indicators in Table 5.1.

5.1. Demographics

5.1.1. Population and its Growth

Why is it Important?

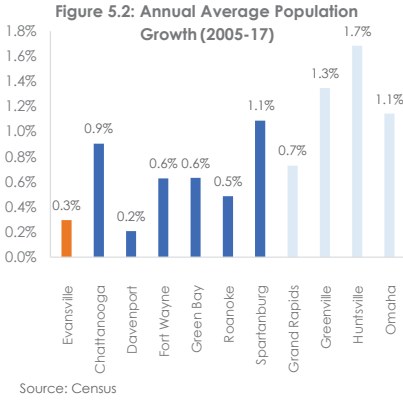
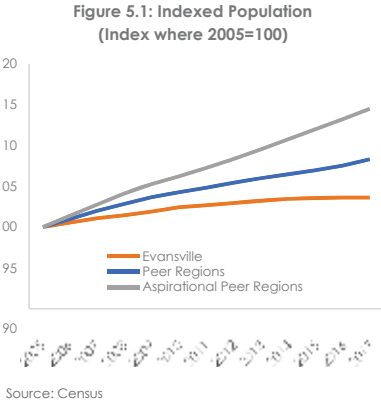
Population growth, in general, is an important indicator of an expanding economy and a vibrant community. **The population forms the basis for a region's labor force, and serves as the market for regional businesses, especially those in service industries.** With population growth also comes a bigger tax base for the community, a growing housing market, and increasing retail business. However, population growth and job growth do not always move together due to complex commuting patterns. But when looking at a region as a whole, not just as separate localities, population growth and economic development often go hand-in-hand. People tend to move where jobs are, and businesses tend to locate in areas with high population growth for market potential and the available workforce. Too rapid of a population growth can also have negative impacts on economic development when it creates traffic congestion, utility shortages, and rising costs of living.

How does the Evansville region measure up?

As of 2017, the total population of the Evansville region was 349,245. The average population of the six peer regions is slightly higher, at 390,333. The four aspirational peers are significantly larger than the Evansville region, with an average population of 835,950.

Figure 5.1 illustrates the historical population growth since 2005. From 2005 to 2017, the population growth of the Evansville region was modest, growing at 0.3% per year. This is lower than both its peers and aspirational peers, which averaged 0.7% and 1.15% over the same period.<sup>18,19</sup>

<sup>18</sup> For historical charts, Chmura chose to only present three data series-Evansville, the average of the six peer regions, and the average of the four aspirational peer regions. Data for the Evansville region are more volatile than the average of the other comparison regions because the region only includes five counties.  
<sup>19</sup> Indexed value treats the starting year as 100, so that the difference in growth performance since then can be illustrated.



Among Evansville's peer and aspirational peers, only the Davenport region registered a slower population growth rate than Evansville from 2005 to 2017 (Figure 5.2). Regions with the fastest population growth tend to be in the South, including Huntsville (1.7%), Greenville (1.3%), Spartanburg (1.1%) and Chattanooga (0.9%). In the Midwest, Omaha achieved a healthy growth rate of 1.1% per year.

Slow population growth in the Evansville region creates unique challenges when recruiting new firms to the area. As will be explained in Section 5.2, the regional labor market is tight and some regional employers have difficulty finding qualified workers. **Slow population growth may constrain the economic growth in the Evansville area. The community leaders can leverage a strong labor market and low cost of living as assets in attracting in-migration and population growth.** The community's efforts in quality of place initiatives cannot be understated.

5.1.2. Population Age and Young Adult Population

Why is it Important?

The age structure of a region has important social and economic implications. From an economic development perspective, the population aged 16-65 is the ideal labor force pool. A younger population means an increasing workforce. If the population is aging, the region may not be able to attract businesses that need a lot of young workers. Different age structures have various ramifications for regional healthcare and education institutions. **A population with a high percentage of young adults requires investment in education and child care, which could have an impact on property taxes and resources for other services.** On the other hand, an aging population requires services in healthcare and transportation that require local government investment.

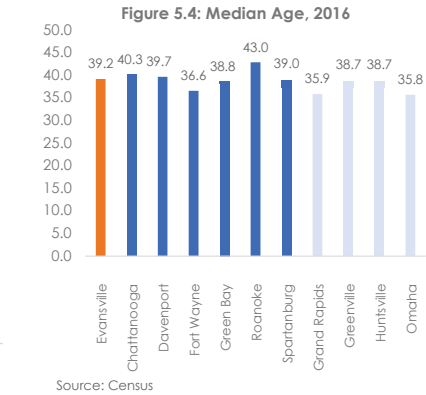
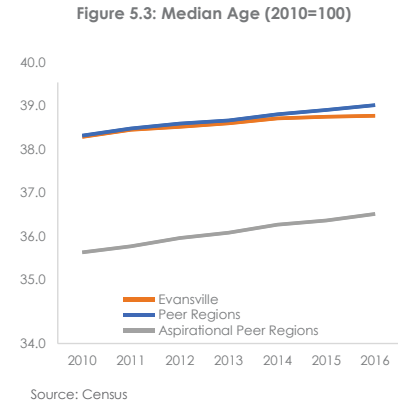
In the current economic development climate, the young adult population (those between 20 and 35



years) is highly sought-after. They represent the new generation of skilled and technology-savvy workers.  
Evansville Development Indicators Evansville Regional Business Committee

They also drive many trends in urban revitalization, including public transportation preferences, which will have a profound effect on regional growth and development in the next few decades.

How does the Evansville region measure up?



There is very little difference between the median age of the Evansville region compared to its six peer regions (Figure 5.3). The latest data imply a median age of 39.2 for the Evansville region, and 39.5 for its peer regions in 2016. The four aspirational regions tend to have more youthful populations, with a median age of 37.0 in 2016. Historically, the median age for all three regions consistently inched up since 2010, reflecting the national trend of an aging population. With the advancement in healthcare technology, people tend to live longer, pushing up median ages across the county. People are also tending to marry later in life, wait longer to have children, and have fewer children—also leading to higher median ages.<sup>20</sup>

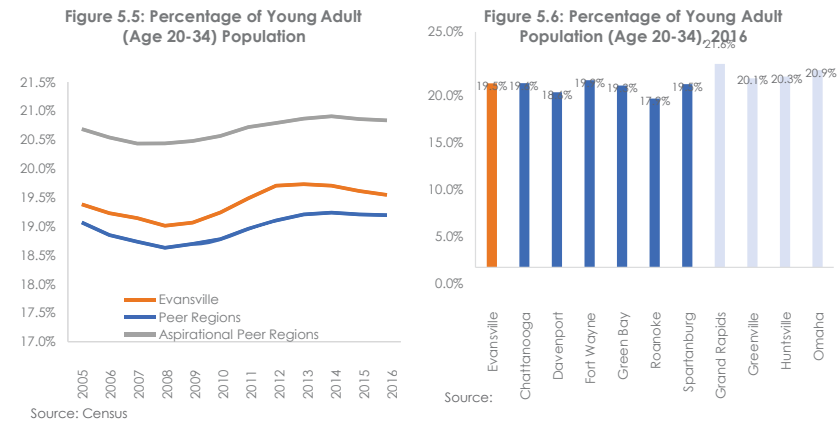
Compared to Evansville’s peers and aspirational peers, Evansville is in the middle in terms of median age (Figure 5.4). Roanoke had the highest median age at 43.0 in 2016, while Omaha had the lowest at 35.8. Other regions with low median ages are Grand Rapids (35.9) and Fort Wayne (36.6).

The young adult population is sought after by many regions. A study by the Brookings Institution defines the young adult population as those born between 1981 through 1997, implying that the age of this generation will be around 19 to 35 in 2016. Chmura chose the age-range of 20-34 to represent the young adult population because this age group is reported directly by the Census. In 2016, the Evansville region had a slightly higher percentage of young adults than its peers, 19.5% for Evansville as opposed to 19.2% for its peer regions (Figure 5.5). Not surprisingly, the Evansville region had a lower percentage of young



<sup>20</sup> For a recent summary of such trends, please see American Women Are Having Fewer Children Than They'd Like, Evansville Development Indicators, Evansville Regional Business Committee <https://www.nytimes.com/2018/02/13/upshot/american-fertility-is-falling-short-of-what-women-want.html>

adult population when compared to aspirational peer regions, which accounted for an average of 20.8% of their total population.



In 2016, Grand Rapids had the highest proportion of young adults with 21.6%, followed by Omaha at 20.9%. Lessons from regions such as Grand Rapids and Omaha may help leaders of Evansville attract young adults. Relatively low-cost living, and robust local economies make those two regions appealing to educated young adults who desire to own their own homes. Those two metros also have sizable downtown areas that provide ample activities for young workers. It is recommended that further studies for those areas are needed to help the Evansville region develop a strategy to attract more young adults.

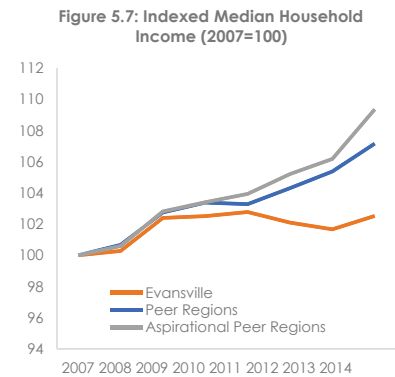
5.1.3. Household Income

Why is it Important?

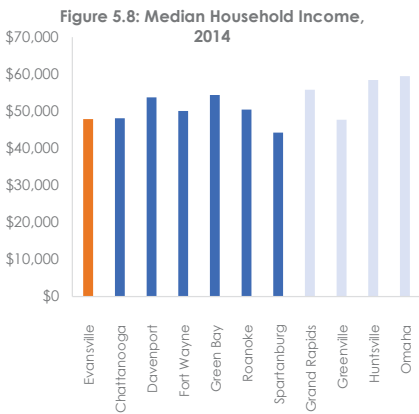
Household income levels play two major roles in a region's economic development. **First, it is an indicator of a region's market potential.** High household income can attract retailers and services. It can also stimulate residential and commercial development, bringing in more jobs in construction and transportation. **On the other hand, high income is often associated with high wages and a high cost of living.** This fact may deter businesses that are looking for a low-cost labor force. As a result, high household income can be either positive or negative, depending on the industry sector. In terms of community development, high income usually means a larger tax base, which in turn can provide better schools and public services—all adding to the appeal of a region to potential businesses and residents.

How does the Evansville region measure up?

In 2014, the median household income of the Evansville region was lower than both its peer and aspirational peer regions.<sup>21</sup> The annual median household income for the Evansville region was \$47,914, compared with \$50,131 for its peers and \$55,067 for its aspirational peers (Figure 5.8).



Source: Census ACS



Source: Census ACS

There is a lack of growth in median income since the 2007-09 recession for the Evansville region. The median income in Evansville remained almost flat from 2010 to 2014, while the peers and aspirational peers experienced healthy growth (Figure 5.7). Median household income in Evansville grew by 0.0% per year since 2010, compared with 0.9% for its peers and 1.4% for its aspirational peers. Of all regions, only Spartanburg and Greenville had a lower median income than Evansville in 2014, while high income growth occurred in Omaha, Huntsville, and Grand Rapids.

**A closer look at the county-level household income in the Evansville region indicates that the lack of income growth in Vanderburgh and Henderson Counties dampened the regional income growth. Gibson County, on the other hand, enjoyed robust income growth from 2007 to 2014.** Income growth in Posey County remains healthy as well.

Low median income by itself is not a sign of concern. Those can be attributed to the low cost of living in the Evansville region, which gives Evansville an advantage in attracting businesses looking for a lower operating cost. But if low income can be attributed to lack of employment and wage growth, that will have more profound implications for regional development. Community leaders need to further

<sup>21</sup> Please note that data from Census American Community Survey (ACS) represent 5-year average. The 2014 value is

investigate the issue. Section 5.2 analyzes the employment, wage, and industry structure of Evansville and its comparison regions.

5.1.4. Race and Ethnicity

Why is it Important?

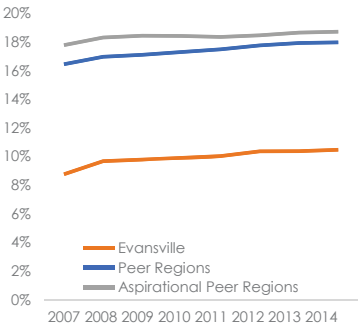
**A diverse population increases a region's appeal to potential residents and businesses.** In America, minority groups are growing faster than the white population, and the American population is increasingly diversified. Many big corporations emphasize diversity in their workforce to project a positive image in the global market place and to fend off lawsuits of employment discrimination. More importantly, companies need workers in various ethnic backgrounds to understand the unique needs of current markets. For example, Spanish speakers are hired in call centers to serve Hispanic customers. Companies with plants and operations in Asian countries need people from those unique backgrounds to promote efficient communication and cooperation. Another aspect of ethnicity in the workforce is that individuals without English as a primary language sometimes need a lengthened job training period due to language barriers.

How does the Evansville region measure up?

The Evansville region has a lower percentage of minority (non-white population) than its peer and aspirational peer regions. In 2014, 10.5% of the regional population was a minority, compared with 18.0% for its peer regions and 18.7% for its aspirational peer regions (Figure 5.9). Historically, southern states have a higher minority population due to a higher concentration of African Americans. Many of Evansville's peers and aspirational peers are in the South, pushing the average of those two regions higher.

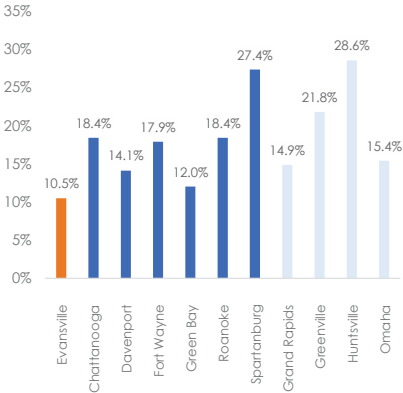
Among all the regions, the Evansville region had the lowest minority population in 2014, with other mid-west metro areas, such as Green Bay and Davenport not that far behind. Huntsville and Spartanburg had the highest minority population in 2014 (Figure 5.10). Within the Evansville region, minority populations are concentrated in Vanderburgh County while other outlying counties are more predominantly white.

Figure 5.9: Percentage of Minority Population



Source: Census ACS

Figure 5.10: Minority Population, 2014



Source: Census ACS

The lack of racial or ethnic diversity may be considered less desirable by some employers and employees. But the difference in ethnic diversity is more a reflection of geographic areas and historical population patterns. It is not an indicator for the fundamental strength of a region. In fact, the percentage of minority population in Evansville has expanded consistently since 2007.

5.1.5. Poverty

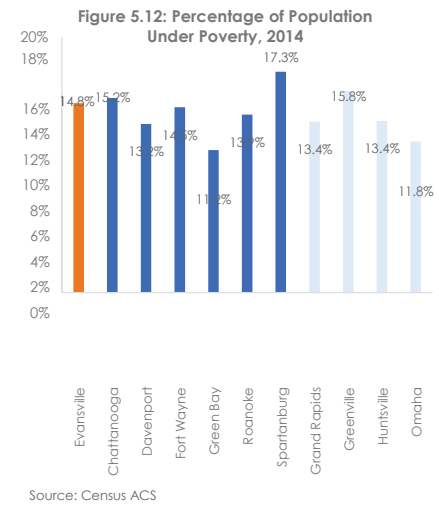
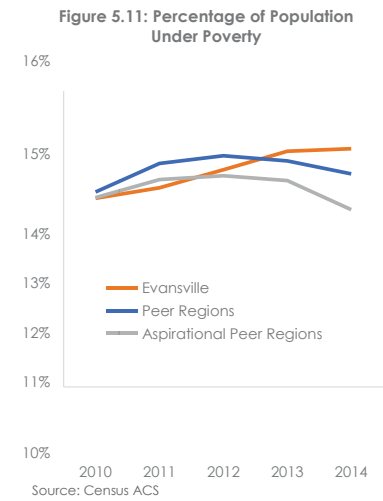
Why is it Important?

**Poverty levels<sup>22</sup> are closely related to the household income of the region, but they can also be indicators of income distribution.** Two regions can have the same median or average household income but very different poverty rates. The area with a higher poverty rate means wealth is unevenly distributed. High poverty levels are usually associated with low bachelor's degree attainment, which poses challenges for workforce development and a need for basic skills training in reading and math. In terms of community development, a high poverty rate implies that a lot of community resources need to be devoted to social assistance programs.

<sup>22</sup> In this study, poverty level is defined as the percentage of individuals living in households with income below the poverty line. Poverty is defined by Census based on the income necessary to maintain basic needs such as food and

How does the Evansville region measure up?

The Evansville region had a slightly higher poverty rate than its peer and aspirational peer regions. In 2014, 14.8% of the regional population lived in poverty, compared to 14.3% for its peer regions and 13.6% for its aspirational peer regions (Figure 5.11).



The regional poverty rates are related to the median household income presented earlier. High income areas such as Omaha, Grand Rapids, and Huntsville tend to have lower poverty rates, and lower income area such as Spartanburg and Greenville tend to have higher ones (Figure 5.12). However, Green Bay is an exception to this trend. The region had the lowest poverty rate while its median household income was also lower than many other areas.

Data since 2011 may point to the weakness of the Evansville economy. Since 2012, the average poverty rates in its peer and aspirational peer regions were declining, but that of the Evansville region was increasing. This is consistent with the income trend that median household income growth was flat for Evansville, rather than growing like its peer regions. The stagnant median household income trend implies a deterioration of real household income, and more individuals may consequently fall into poverty.



<sup>23</sup> Source: Census American Community Survey. <https://www.census.gov/topics/health/disability/guidance/data-collection-ac.html>. The disability status is self-reported by survey respondents.

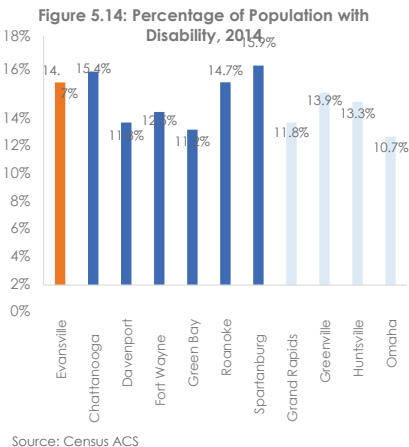
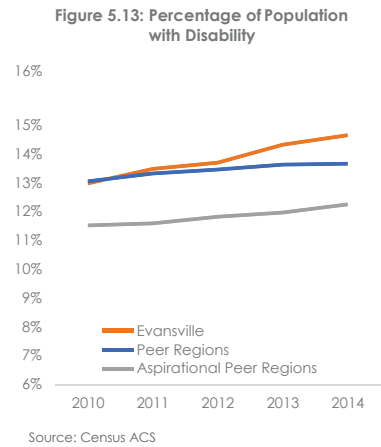
5.1.6. Disability

Why is it Important?

**Disability indicates the physical health of the regional population and workforce in general.** Government data covers six disability types: hearing, vision, cognitive, ambulatory, self-care, and independent living.<sup>23</sup> Industries that require a lot of manual labor (mining, construction, or trucking), may look at this indicator carefully. In contrast, industries such as healthcare or home care may look at a high-level of physical disability as an opportunity. The disabled population has unique training needs if they desire to participate in the regional workforce. In addition, the disabled population also has special needs for community service, such as access to public buildings and areas.

How does the Evansville region measure up?

The Evansville region had a higher disability rate than its peer and aspirational peer regions. In 2014, 14.7% of the regional population were disabled, with 13.7% for its peer regions and 12.3% for its aspirational peer regions (Figure 5.13). In 2010, the disability rate for Evansville is almost the same as its peer. Since then, the average disability rate for Evansville increased at a faster rate than its peer regions.



Among individual regions, Omaha had the lowest disability rate at 10.7% in 2014, followed by Green Bay at 11.2% and Davenport at 11.8%. The highest disability rates occurred in Spartanburg and Chattanooga.



## 5.1.7. Labor Force Participation for Disabled Adults

*Why is it Important?*

In a tight regional labor market, businesses need to expand their labor pool and recruit individuals on the margin of the labor market, including new entrants, discouraged and marginally attached workers, and disabled workers. As a result, the labor force participation rate for disabled individuals provides an indicator for potential labor force expansion. In addition, from social perspectives, a higher percentage of disabled individuals in the workforce implies that regional employers successfully accommodate their needs and provide adequate training.

*How does the Evansville region measure up?*

The labor force participation rate for disabled adults in the Evansville region is generally consistent with its comparison regions. In 2014, 40.8% of disabled adults were in labor force, slightly higher than the 39.6% for its peers and lower than the 42.1% for its aspirational peers (Figure 5.15). **Historically, the labor force participation rate for disabled adults has trended up in the Evansville region, while it has trended down for Evansville's peers and aspirational peers.** Combining these data with the disability rates in Figure 5.13 shows that while the disability rate grew in the Evansville region, more disabled adults participated in workforce, thus offsetting the negative effect of declining labor supply from a higher disability rate. **This is a positive development for Evansville.**

Figure 5.15: Labor Force Participation Rate for Disabled Adults

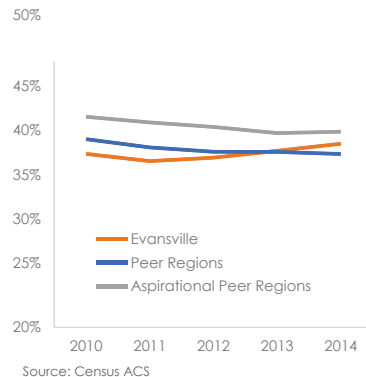
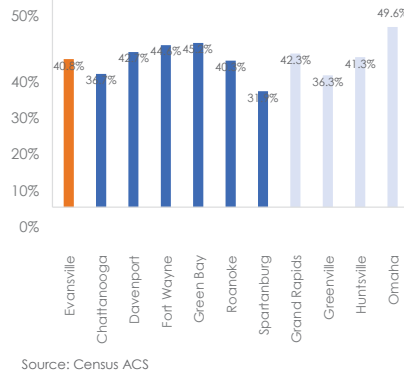


Figure 5.16: Labor Force Participation Rate for Disabled Adults, 2014



Among individual regions, Omaha had the highest labor force participation rate for disabled individuals, at 49.6% in 2014, followed by Green Bay at 45.2%. Spartanburg, Greenville, and Chattanooga had the lowest labor force participation rates for disabled individuals in 2014.

## 5.1.8. Single-Parent Household

*Why is it Important?*

The percentage of children in single-parent households has strong implications for economic development. Single parents require child-care providers as well as work schedule flexibility. In areas where many jobs have a shift with 24-hour scheduling, such as manufacturing, transportation, and warehousing, those jobs may be less attractive to single parents. On the other hand, employers offering child-care benefits will become popular. Community leaders may work with large employers to explore the options of child-care benefits. From a social perspective, single-parent households are more likely to fall below the poverty line, compared with dual-income households, and thus would need to apply for public assistance.

*How does the Evansville region measure up?*

In 2014, the Evansville region had a similar percentage of children in single-parent households compared to its peer regions, 33.8% versus 33.9% (Figure 5.17). However, the rate was significantly lower for its aspirational peers, averaging 30.7%. While there is a correlation between this indicator and median household income and poverty rate, other factors also play a role here, such as bachelor's degree attainment.

Figure 5.17: Percentage of Children in Single-Parent Households

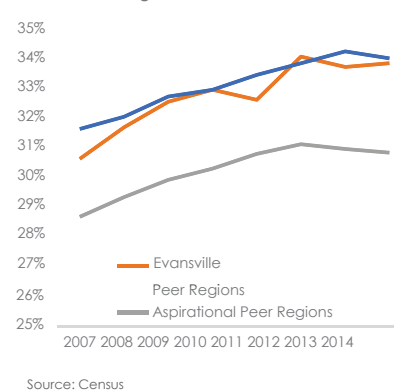
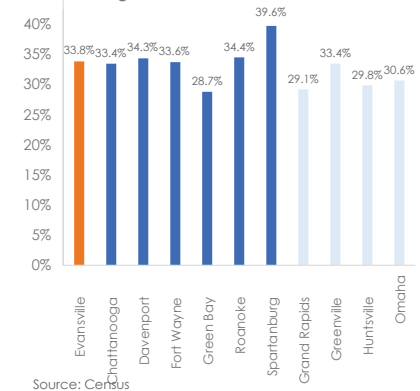


Figure 5.18: Percentage of Children in Single-Parent Households, 2014



Among individual regions, Green Bay had the lowest percentage of children in single-parent households, at 28.7% in 2014, followed by Grand Rapids at 29.1% and Huntsville at 29.8%. Spartanburg was home to the highest percentage of children living in single-parent households.

5.2. Economy

5.2.1. Employment and its Growth

Why is it Important?

Employment size and growth is the broadest and timeliest indicator of a region's overall economic health. A growing employment base creates more opportunities for regional residents and helps a region grow its population. In addition, the employment base of a region is also directly related to regional household income and regional wealth and impacts social indicators such as healthcare and quality of life. As a result, most economic dashboards include employment and its growth as key indicators.

How does the Evansville region measure up?

As of 2017, total employment in the Evansville region was 182,868. The average employment of its six peer regions was slightly higher, at 198,382 in 2017. The four aspirational regions had a significantly larger employment base than Evansville, with an average total employment of 441,004.

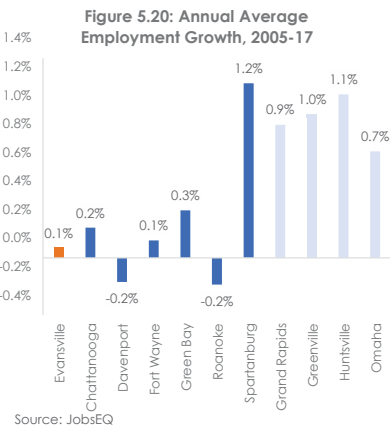
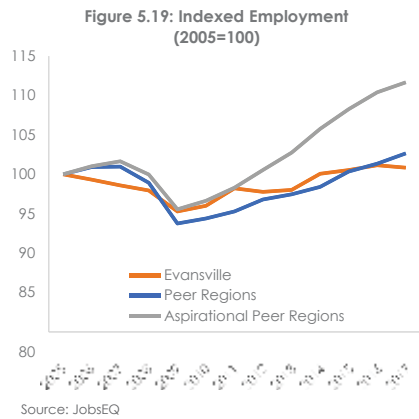


Figure 5.19 illustrates the historical employment growth since 2005. From 2005 to 2017, employment growth in the Evansville region was modest, growing at 0.1% per year. This was lower than both its peers and aspirational peers, which averaged 0.2% and 0.9%, respectively, over the same period. During the recession and early stages of recovery, employment in the Evansville region tracked along with its peers. However, since 2012, while employment in its peers and aspirational peers maintained consistent growth, job expansion in Evansville was relatively flat.



Another reason for modest employment growth in the Evansville region is the regional industry mix. Many large employers in Evansville are manufacturers. Those companies tend to emphasize productivity improvement by investing in automation and other advanced technology. The improved productivity indicates that demand for labor will not keep pace with the economic growth measured by gross domestic product (GDP).

Among Evansville's peer and aspirational peers, employment contracted in Davenport and Roanoke from 2005 to 2017 (Figure 5.20). Fort Wayne, Chattanooga, and Green Bay achieved slightly faster growth than Evansville. Spartanburg, however, registered 1.2% annual average job growth, slightly higher than Evansville's aspirational peer regions.

5.2.2. Average Annual Wage

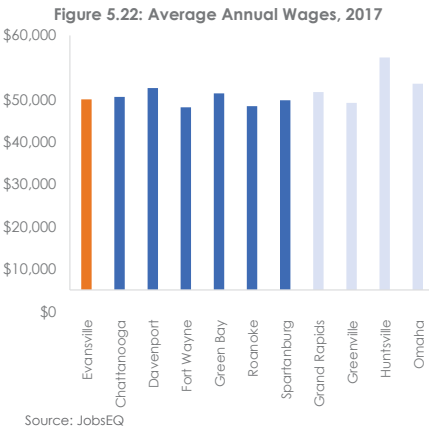
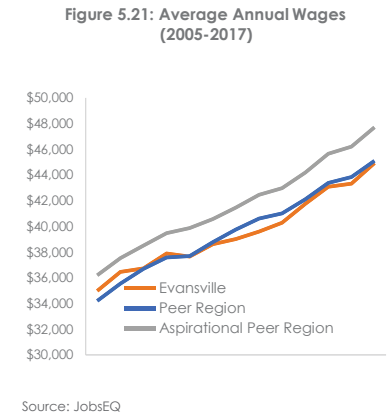
Why is it Important?

Since a large part of household income comes from labor income, the average annual wages of a region affect its household income, housing market, quality of life, and other socioeconomic indicators. Understanding the average annual wage level is important to achieve the goals of economic development and raise the standards of living in a region. For many communities, creating jobs is not the only objective of economic development; other goals such as improving the standard of living, increasing total regional wealth, and reducing poverty are also essential. As a result, attracting high-paying jobs is an important goal for regional economic development. However, regional average wages are influenced by cost of living (COL), as a result, a COL-adjusted average wage is a better representation of the buying power of average wages.

How does the Evansville region measure up?

In 2017, the average annual wage of the Evansville region was similar to its peers, but lower than its aspirational peers. The average annual wage for the Evansville region was \$44,931, compared to \$45,108 for its peers and \$47,720 for its aspirational peers (Figure 5.21).





In terms of past growth, the average wage in Evansville grew an average 2.1% per year from 2005 to 2017, while the growth rates of its peers and aspirational peers each averaged 2.3%. Among all the regions, Huntsville has the highest average wage in 2017 at \$54,813, following by Omaha. Those may be due to differences in industry and occupation mix in the regions. The difference in wage level and growth between Evansville and its comparison regions are not significant enough to imply a major weakness.

There appears to be a disconnect between the wage and household income indicators. While wage growth in Evansville has kept pace with its peer regions, the median household income for the region was flat over the last few years. One possible explanation is that the average annual wages are for the working individuals; but if a region has a higher number of people outside the workforce, the growth in average annual wage may not lead to growth in household income. Another reason is due to commuting patterns. Average annual wages measure the income for those working in the Evansville region. If many of those workers live outside the region, the high average annual wages will not lead to high income for households living in the Evansville region.

When the region's average annual wage is adjusted with the region's cost of living (see section 5.4.1.), the result is an indication of the relative buying power of the region. As shown in the previous charts and following table, the Evansville region's average annual wage is similar to that of most of its peers. However, since the Evansville region boasts a lower cost of living than most of its peers, Evansville workers with average wages have more buying power than their counterparts in many other regions.. As shown in Table 5.2, Evansville workers have a larger buying power than all of the peer regions and two of the four aspirational peers. In this table, green shading indicates Evansville has a higher wage, lower cost of living, or higher buying power than the comparison regions, and red shading indicates a lower wage, higher cost of living, and lower buying power in Evansville.



**Table 5.2: Regional Buying Power, 2017**

	Average Annual Wage	Cost of Living	Cost of Living-Adjusted Average Annual Wage
<b>Evansville</b>	<b>\$44,931</b>	<b>89.2</b>	<b>\$50,371</b>
Chattanooga	\$45,494	97.0	\$46,901
Davenport	\$47,577	96.3	\$49,405
Fort Wayne	\$43,068	91.7	\$46,966
Green Bay	\$46,327	92.2	\$50,246
Roanoke	\$43,352	88.3	\$49,096
Spartanburg	\$44,726	91.0	\$49,149
Grand Rapids	\$46,664	94.4	\$49,432
Greenville	\$44,103	94.7	\$46,571
Huntsville	\$54,813	95.3	\$57,516
Omaha	\$48,633	92.1	\$52,805

Source: JobsEQ

5.2.3. Unemployment Rate

Why is it Important?

The regional unemployment rate is a broad indicator of the overall imbalance between supply and demand in a labor market.<sup>24</sup> A high unemployment rate shows that many available workers cannot find appropriate jobs. The unemployment rate will also affect wage rates in a region. **Lower unemployment rates suggest high pressure for businesses to raise wages either for new hires or for existing workers.** Finally, the unemployment rate can affect government finance and other social indicators. A high number of unemployed individuals indicates more people may need public assistance and may also increase the poverty rate and percentage of individuals without health insurance.

How does the Evansville region measure up?

In 2017, the Evansville region had a lower unemployment rate than its peer regions and a comparable unemployment rate to its aspirational peers. **The unemployment rate in the region was 3.4%, compared with 3.8% for its peers and 3.4% for its aspirational peers.** Historically, since 2005, the unemployment rate of the Evansville region was consistently below its peer regions.

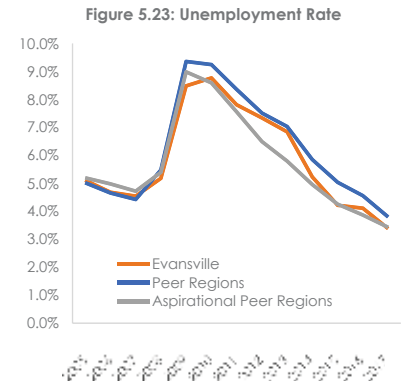
<sup>24</sup> Regional unemployment rates need to be interpreted with caution because a falling unemployment rate, for example, may be caused by individuals leaving the region that have recently lost jobs.



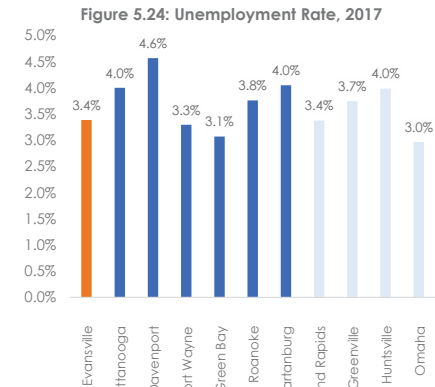


Evansville Development Indicators

Evansville Regional Business Committee



Source: JobsEQ



Source: JobsEQ

Among all comparison regions, the highest unemployment rate occurred in Davenport at 4.6% in 2017. Chattanooga, Spartanburg, and Huntsville also registered a 4.0% unemployment rate. Fort Wayne, Green Bay, and Omaha had the lowest unemployment rates. While it may seem unusual that faster-growing areas like Huntsville and Spartanburg had higher unemployment rates, it could be because they are able to attract migrants moving to the area, pushing rates higher, in contrast to Evansville with low unemployment and modest population growth.

**5.2.4. Labor Force Participation Rate**

**Why is it Important?**

The labor force participation rate measures the percentage of the adult civilian population that are working or looking for work in the regional labor force. It is a broad barometer of the regional economy and available labor supply. During a recession, labor force participation tends to decline as more individuals become discouraged and stop looking for work. This rate increases during economic expansions. There are other factors affecting the labor force participation rate such as retirement and disability rates. Businesses with expansion needs look for a region that provides ready and available laborers. From a community's point of view, understanding the labor force participation rates can help design policies that help individuals outside the workforce reenter labor markets.

**How does the Evansville region measure up?**

The labor force participation rate for the Evansville region was almost the same as its peer regions, and both were lower than Evansville's aspirational peers. In 2014, the labor force participation rate in Evansville was 63.3%, compared with 63.6% for its peers and 66.0% for its aspirational peers (Figure 5.25).



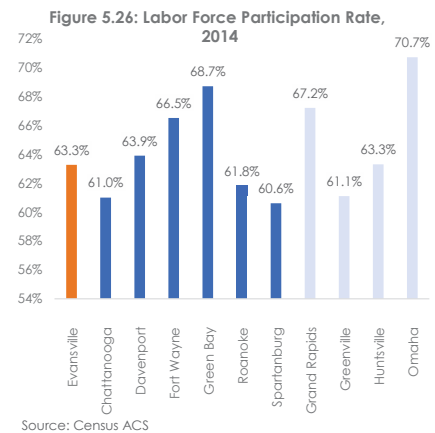
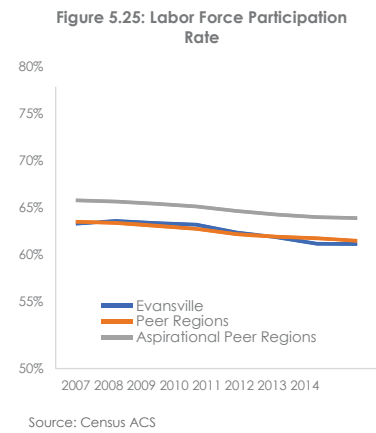
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Since 2007, the labor force participation rate for all three regions declined. While the recession of 2007-09  
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plays a role in the declining labor force participation in 2008 and 2009, the trend continued during the economic recovery and expansion, probably driven by the aging population and retirement of baby boomers. The aspirational peer regions have younger populations, resulting in higher labor force participation rates.



Among all regions, Omaha, Green Bay, and Grand Rapids had the highest labor force participation rates in 2014. They also are the regions with the youngest median ages. Regions with higher median ages, such as Roanoke, had lower labor force partition rates. Disability may also play a role here, as regions with higher disability rates, such as Chattanooga and Spartanburg, also had the lowest labor force participation rates in 2014.

5.2.4. Growth Rate of Economy

Why is it Important?

Gross domestic product (GDP) is the most comprehensive measure of the size of a regional economy. It is a measure of total value-added to a regional economy in the form of labor income, proprietor income, and business profits. While overall employment represents the size of workforce, GDP captures the productivity of a regional workforce. Community leaders want to attract businesses that increase the region's GDP, because it implies those businesses will bring high levels of value added to the community.

How does the Evansville region measure up?

As of 2016, the estimated GDP of the Evansville region was \$20.4 billion. Meanwhile, the average GDP of the six peer regions is lower, at \$18.9 billion. The average size of the economy of four aspirational peers



were significantly larger than Evansville, with an average GDP of \$43.9 billion. The GDP of Evansville is \$20.4 billion.



larger than its peers even though the employment size was smaller. That implies the average productivity of the region is higher than its peers. The Evansville region has a higher percentage of manufacturing employment than most of its peers, and manufacturing industries tend to have higher productivity, resulting from higher capital investment in equipment and automation technology.

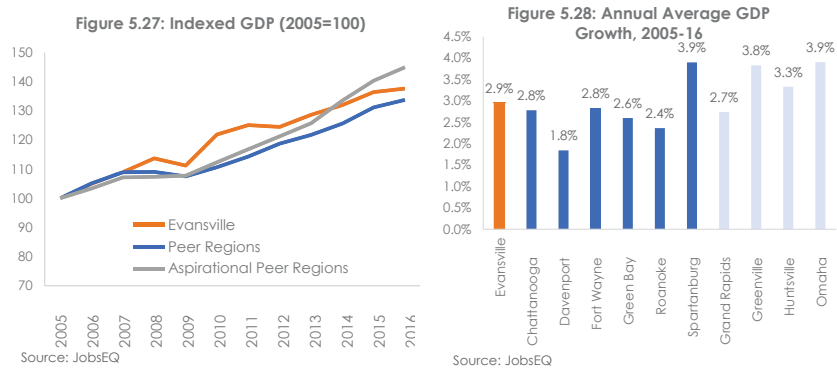


Figure 5.27 illustrates the historical GDP growth since 2005. From 2005 to 2016, GDP growth of the Evansville region expanded at an average of 2.9%. This is slower than its aspirational peers which grew at an average of 3.4% per year, but faster than its peer regions' average growth rate of 2.7% per year. As discussed earlier, average employment growth of the Evansville region was slightly lower than its peers, implying faster productivity improvement for the regional economy.

Among Evansville's peers and aspirational peers, Davenport and Roanoke experienced the slowest annual average GDP growth from 2005 to 2016 (Figure 5.28). The fastest GDP growth occurred in Omaha, Spartanburg, and Greenville.

5.2.5. Industry Mix

Why is it Important?

An industry mix represents the different industries that compose a regional economy. While industries such as retail, healthcare, and education are present in all regions, industries such as manufacturing and professional services tend to form clusters in certain regions. **From a regional development perspective, while regions should build clusters around their strongest industries, a diverse industry mix is also important.** Diversity buffers regions experiencing job losses that occur when firms lay off a large number of workers or when groups of industries are in decline. The industry mix of a region can also shed light on the relative average wages of a region since some industries such as manufacturing and professional and business services typically pay a higher wage than the average of the region.



The employment of four key industry sectors are reviewed in this section. They are the manufacturing, healthcare, professional and business services (PBS), and financial services, insurance and real estate (FIRE) sectors. The average wages of these sectors are shown in the table below and will be referenced in the employment description of each sector. Green shading indicates Evansville has a higher wage than the comparison region in the respective industry sector, and red shading indicates a comparatively lower wage in Evansville.

**Table 5.3: Average Annual Wage for Major Industry Sectors (2017Q4)**

	Manufacturing	Healthcare	PBS	FIRE
Evansville	\$67,807	\$47,747	\$45,205	\$50,688
Chattanooga	\$56,794	\$48,852	\$47,982	\$67,889
Davenport	\$61,492	\$44,706	\$66,318	\$63,406
Fort Wayne	\$56,934	\$49,120	\$42,122	\$60,896
Green Bay	\$51,494	\$50,570	\$56,505	\$59,640
Roanoke	\$49,623	\$52,836	\$48,940	\$56,222
Spartanburg	\$58,960	\$48,276	\$45,653	\$58,690
Grand Rapids	\$59,585	\$49,425	\$41,022	\$65,313
Greenville	\$57,841	\$49,428	\$45,136	\$59,579
Huntsville	\$68,228	\$51,401	\$70,163	\$56,395
Omaha	\$50,527	\$47,041	\$63,067	\$70,108

Source: JobsEQ

How does the Evansville region measure up?

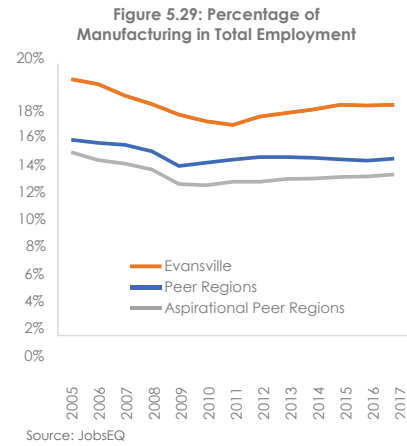
**The Evansville region had a higher concentration of manufacturing employment than its peers and aspirational peers.** In 2017, 17.0% of the regional employment was in manufacturing, compared to 14.5% for its peers, and 13.3% for its aspirational peers (Figure 5.29). Some of the largest employers in the region are in the manufacturing sector. Since 2005, the percentage of manufacturing employment declined in the Evansville region due to the recession of 2007-09; and the recovery did not start until 2012, later than other comparison regions.

Among all the regions, only Spartanburg and Grand Rapids had higher concentrations of manufacturing employment than Evansville. Omaha had the lowest manufacturing percentage at 6.6%. Omaha may have a more diversified economy, with a high concentration in other industries such as financial services, insurance, and real estate.

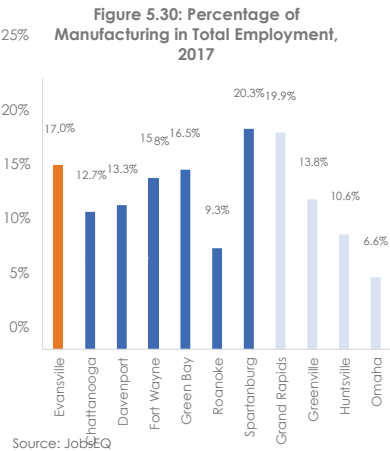
The manufacturing sector in Evansville provides a large boost to the region's average annual wage. The relatively large concentration of manufacturers in the region pays an average wage of \$67,807, higher than the region's average wage of \$44,931. Manufacturers in Evansville also pay a higher wage than manufacturing firms in all of Evansville's peer regions, and all aspirational peer regions except for Huntsville (\$68,228).



Evansville Development Indicators

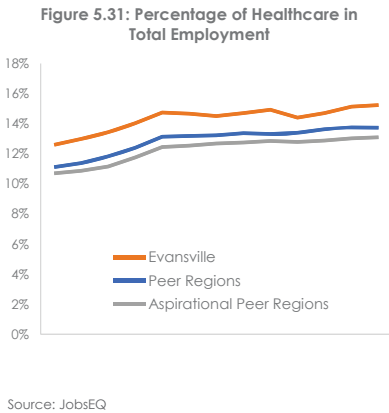


Evansville Regional Business Committee

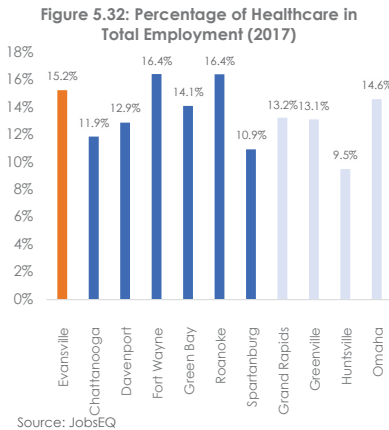


For the healthcare industry, the Evansville region also had a higher concentration than its peers and aspirational peers. In 2017, 15.2% of the regional employment was in the healthcare industry, compared with 13.7% for its peer regions, and 13.1% for its aspirational peer regions (Figure 5.31). Among all the regions, only Fort Wayne and Roanoke had higher concentrations of healthcare jobs than Evansville. Huntsville had the lowest healthcare employment percentage at 9.5%. The relatively high employment concentration in healthcare in the Evansville region helps boost the region's average wage. However, the average wage in healthcare professions is lower in Evansville than in most peer and aspirational peer regions.

Evansville Development Indicators



Evansville Regional Business Committee



Evansville's aspirational peer regions had a higher percentage of employment in the professional and business services (PBS) sector than either Evansville or Evansville's peers. In 2017, 12.0% of Evansville's regional employment was in the PBS sector, compared to 12.0% for its peers, and 17.0% for its aspirational peers (Figure 5.33). Historical trends show that this industry has been expanding faster in Evansville's aspirational peers than Evansville. Employment growth in this sector averaged 0.9% per year for Evansville from 2005 to 2017, compared with 0.7% for its peers and 2.2% for its aspirational peers. This industry tends to attract highly educated and highly skilled workers, which tends to improve the average wage of the region.

Among all the regions, only Fort Wayne and Green Bay had lower concentrations of PBS than Evansville in 2017. Huntsville had the highest PBS percentage at 24.3%. Other aspirational peer regions all have higher concentrations of PBS employment than Evansville and any of its peer regions.

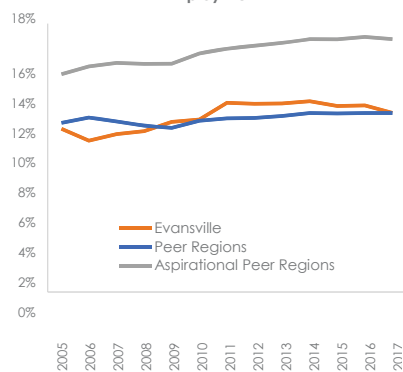
The smaller concentration of professional and business services employment in Evansville contributes to the lower average wage in the region, relative to Evansville's peers. As PBS employers usually pay above average-wages, regions such as Huntsville with a high concentration of employment in PBS industries, also have a high average wage. Furthermore, the PBS firms in Evansville pay a lower average wage than PBS firms in most of Evansville's peer and aspirational peer regions.



## Evansville Development Indicators

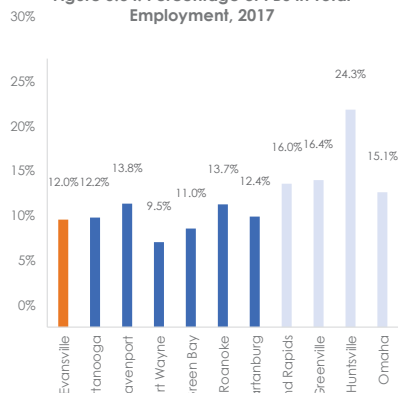
## Evansville Regional Business Committee

Figure 5.33: Percentage of PBS in Total Employment



Source: JobsEQ

Figure 5.34: Percentage of PBS in Total Employment, 2017



Source: JobsEQ

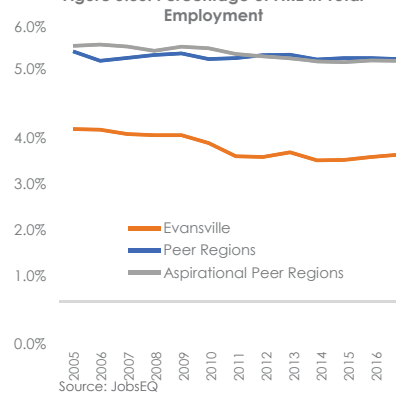
For the financial services, insurance, and real estate (FIRE) sector, the employment share in the Evansville region was lower than both its peers and aspirational peers. In 2017, 3.2% of the regional employment were in the FIRE sector, compared with 5.1% for its peers, and 5.3% for its aspirational peers (Figure 5.35). Similar to the PBS sector, this industry tends to attract highly educated and highly skilled workers. Among all the regions, only Huntsville had a lower concentration of FIRE than Evansville in 2017. Omaha had the highest FIRE employment share at 8.0%, followed by Green Bay at 6.9%.

The smaller concentration of financial services, insurance, and real estate employment in Evansville also contributes to the lower average wage in the region, relative to Evansville's peers. As FIRE employers usually pay above-average wages, regions such as Huntsville with a high concentration of employment in FIRE industries, also have a high average wage. Additionally, Evansville's FIRE employers pay a lower average wage than FIRE firms in all of Evansville's peer and aspirational peer regions.

## Evansville Development Indicators

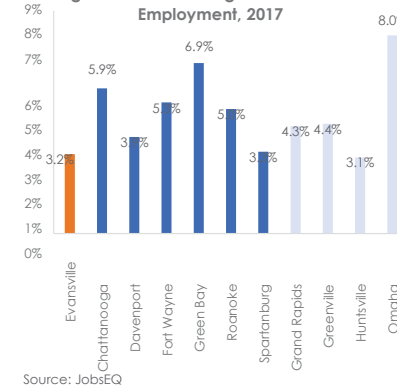
## Evansville Regional Business Committee

Figure 5.35: Percentage of FIRE in Total Employment



Source: JobsEQ

Figure 5.36: Percentage of FIRE in Total Employment, 2017



Source: JobsEQ

## 5.2.6. Airport Enplanements

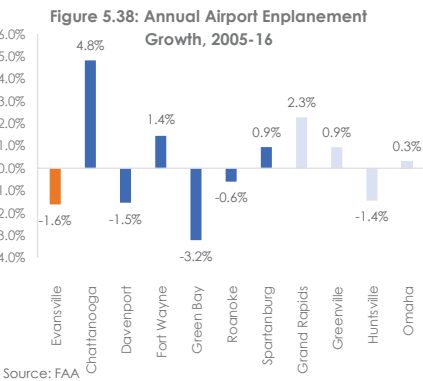
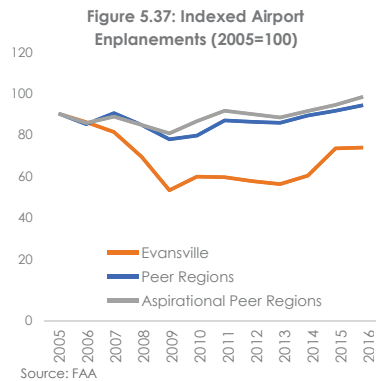
## Why is it Important?

**Access to commercial air service is important in business recruitment and attraction, especially for establishments such as corporate headquarters, where air service is essential for them to manage facilities around the country.** Other industries that depend on air service include the logistics and tourism sectors. Airport service is also an important indicator of quality of place for regional residents. A large airport and multiple direct flights can increase the appeal of a region to residents by making it more convenient for business and leisure travel.

## How does the Evansville region measure up?

The latest data indicate that in 2016, total airport enplanements for the Evansville airport was 204,352, much lower than the average of 456,093 for its peers, and 1.2 million for its aspirational peers (Figure 5.37). Historical data show that the regional airport suffered a set-back in 2008 and 2009. In 2008, Delta and Northwest merged, which resulted in a reorganization of the new airline's (Delta) route network, and the Evansville airport lost several flights to Cincinnati and Minneapolis. But the regional airport has been on the rebound since then, and the growth of the Evansville airport outpaced both its peer and aspirational peer regions. From 2009 to 2016, enplanement for the Evansville airport expanded an average 4.1% per year, faster than 2.5% for its peer regions and 2.6% for its aspirational peer regions. However, it still has not reached its pre-recession levels.

Among Evansville’s comparison regions, many of the airports also experienced passenger volume decline since 2005, including Davenport, Green Bay, Huntsville, and Roanoke.<sup>25</sup> With continued consolidation in the airline industry and the rise of low-cost airlines, many small regional airports are in similar situations as Evansville where air services from major airlines are reduced when services from low-cost airlines are minimal or do not exist.



<sup>25</sup> Spartanburg and Greenville share one airport.  
Evansville Development Indicators

5.2.7. Patents

Why is it Important?

**Research and development (R&D) is one of the key indicators associated with future economic growth and sustained competitive advantage.** High levels of R&D can lead to new products and services, and high entrepreneurial activities. Consequently, R&D-rich regions provide more opportunities to replace declining industries and attract talented individuals, which leads to sustained long-term growth. Chmura examined several indicators of innovation, such as federal grants in R&D and entrepreneurship, and chose to use patents granted to businesses and institutions to represent R&D activities of a region.

How does the Evansville region measure up?

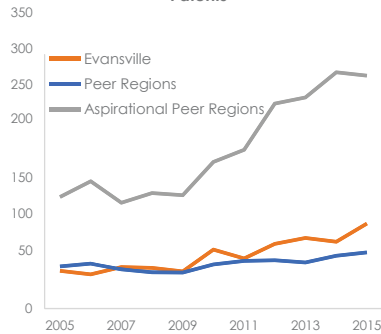
The Evansville region performed better than its peer regions in generating patents. The latest data show that in 2015, the Evansville region had 117 patents, more than the average of 77 patents received by its peer regions, but smaller than the average of 321 for its aspirational peers (Figure 5.39). **The high concentration of manufacturing businesses in the Evansville region, and their push to improve productivity through automation and process improvement, contribute to the higher level of patents in the region.**



## Evansville Development Indicators

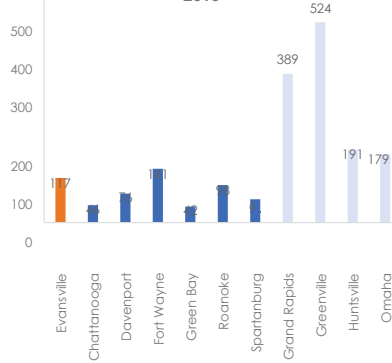
## Evansville Regional Business Committee

Figure 5.39: Average Number of Patents



Source: US Patent and Trademark Office

Figure 5.40: Annual Number of Patents, 2015



Source: US Patent and Trademark Office

Of the six peer regions, only Fort Wayne had a high number of patents than Evansville in 2015. All aspirational peers had more patents than Evansville in 2015. Those regions are typically larger than Evansville. **On a per capita basis, however, the Evansville region produced more patents than all of its peer regions, and more per-capita patents than Omaha, one of its aspirational peers.**

## 5.2.8. Small Businesses

## Why is it Important?

The presence of small businesses is an important indicator of entrepreneurial activities in a region. Studies indicate that it is more supportive to a region's growth to create an environment that is conducive to small business start-ups and expansions. Small businesses add flexibility to a region's industry base as they can react quickly to changes in demand. From this perspective, they are often innovative with opportunities for rapid growth. However, many start-ups go out-of-business within their first three years. As a result, many regions help small businesses thrive by offering assistance in financing, business knowledge, and regulations.

## How does the Evansville region measure up?

In this report, Chmura defines the business establishments with less 50 employees as small businesses.<sup>26</sup> In terms of percentage of small businesses, the Evansville region was comparable with its peers and

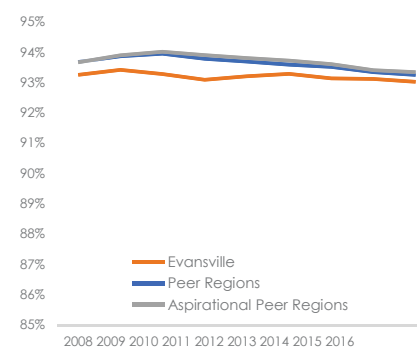
<sup>26</sup> This is the same definition used by international organizations such as the World Bank and Organization for Economic Cooperation and Development (OECD). Chmura chose not to use the definition by U.S. Small Business Administration of 500 employees as it is too broad. Source: The dynamics of employment growth (OECD Science,

## Evansville Development Indicators

## Evansville Regional Business Committee

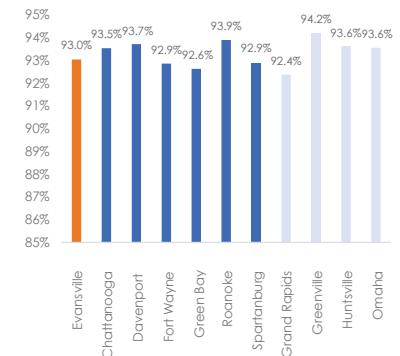
aspirational peers. In 2016, 93.0% of business establishments<sup>27</sup> were small businesses in the Evansville region, compared to 93.3% for its peers and 93.4% for its aspirational peers (Figure 5.41). The percentage of small businesses in Evansville increased marginally during the recession, but it has declined slightly since then.

Figure 5.41: Percentage of Small Business Establishments



Source: Census

Figure 5.42: Percentage of Small Business Establishments, 2016



Source: Census, County Business Patterns

Among individual regions, small businesses made up between 92.4% and 94.2% of all establishments in 2016. The percentages of small businesses in total business establishments are remarkably similar for these regions.

## 5.3. Human Capital

## 5.3.1. Bachelor's Degree Attainment

## Why is it Important?

Bachelor's degree attainment has multiple implications for a region's workforce and economic development. Highly-educated workers have multiple skills that can easily be applied in different industries. As a result, they are more flexible in today's ever-changing labor market. In terms of economic development, a well-educated labor force can bring not only jobs, but well-paying jobs, and jobs utilizing cutting-edge technologies. Those high-paying, high-tech jobs can serve as an engine for sustained

Technology and Industry Policy Papers No. 14). Retrieved from [http://www.oecd-ilibrary.org/science-and-technology/the-dynamics-of-employment-growth\\_5jz417hj6hg6-en](http://www.oecd-ilibrary.org/science-and-technology/the-dynamics-of-employment-growth_5jz417hj6hg6-en)

<sup>27</sup> An establishment is a unique business location. If there are 20 Shell gas stations in the region, for example, that

would represent 20 establishments,  
Evansville Development Indicators

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Evansville Development Indicators

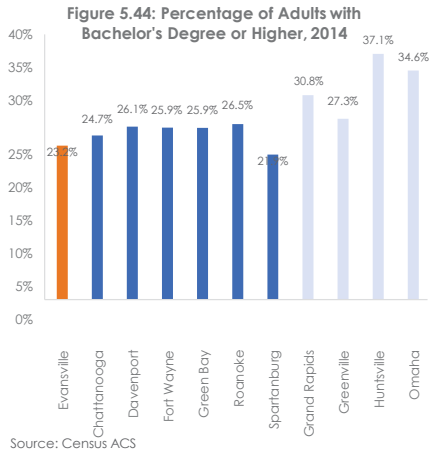
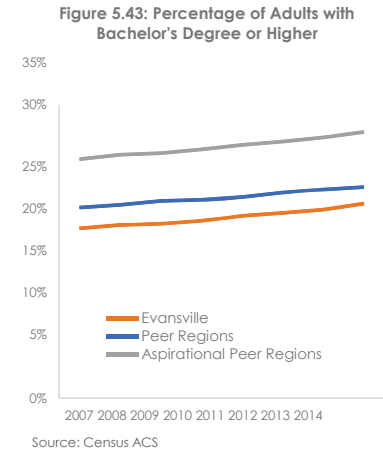
Evansville Regional Business Committee

growth. Moreover, a well-educated workforce can generate more entrepreneurial activities and innovations. From a community development perspective, a well-educated population is expected to enlarge the tax base and enhance arts and cultural activities of the community.

How does the Evansville region measure up?

Bachelor's degree attainment is measured by the percentage of adults (25 years and above) who have a bachelor's degree or higher. In that regard, the aspirational peers of Evansville clearly have an advantage over Evansville and its peer regions. **In 2014, 23.2% of regional adults had a college degree or higher for Evansville, compared with 25.2% for its peers, and 31.8% for its aspirational peers** (Figure 5.43).

Among all the regions, only Spartanburg had a lower bachelor's degree attainment than Evansville. Huntsville had the highest bachelor's degree attainment with 37.1% of its adult population with a college degree or higher. NASA's Research Center in Huntsville employs a large number of scientists and engineers, which contributes to the region's higher education level.



5.3.2. Degree Awards of Post-Secondary Institutions

Why is it Important?

Degree awards by post-secondary institutions in a region have important implications for regional development. **They measure the higher education capacity of an area. More post-secondary education institutions can improve educational attainment of the region, as graduates of those institutions may choose to stay and contribute to the local economies.** In addition, regional businesses can partner with



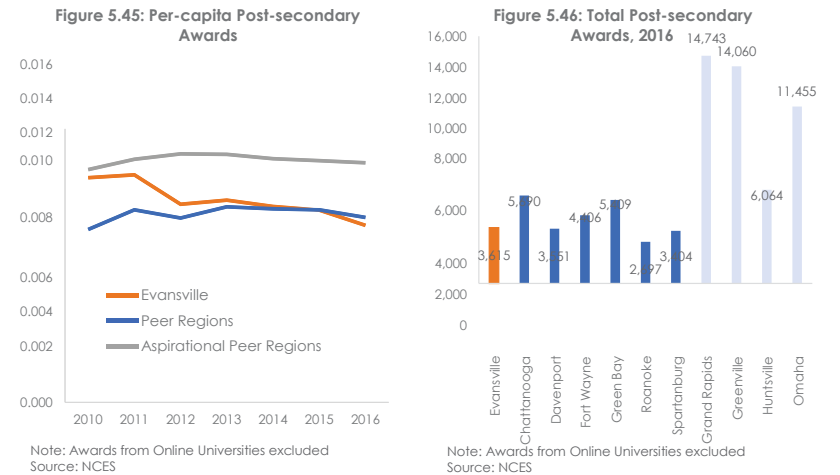
post-secondary institutions to conduct workforce training and research and development. Finally, Evansville Development Indicators Evansville Regional Business Committee

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research-oriented post-secondary institutions can also foster technology transfer and start-ups in the surrounding areas.

How does the Evansville region measure up?

The latest data indicate that the post-secondary educational capacity of the Evansville region was similar to its peer regions. In 2016, the regional higher education institutions awarded 3,615 post-secondary awards (including certificates, associate's, bachelor's, and graduate degrees), compared to an average of 4,193 for its peer regions. The average post-secondary awards for aspirational peer regions was 11,581 in 2016.<sup>28</sup>



On a per-capita basis, the Evansville region was comparable with its peer regions in producing post-secondary degree awards, but lower than its four aspirational regions in 2016 (Figure 5.45). The degree awards in Evansville declined since 2010. In 2010, per-capita awards in the Evansville region were higher than its peer regions but have declined since then.<sup>29</sup> Despite that, in 2016, Evansville was comparable to most of its peer regions in terms of both total awards and per-capita awards. While none of the peers and aspirational peer regions in our study are home to large flagship state universities, the four aspirational peers are considerably larger in size and host more post-secondary educational institutions.

<sup>28</sup> Chmura removed degrees from online colleges in this computation. For example, Davenport is the headquarters of Evansville Development Indicators  
Evansville Regional Business Committee  
Kaplan University, and all its online degree awards are included in Davenport, even though its students come from across the U.S.

<sup>29</sup> Source: JobsEQ.

5.3.3. High School Graduation Rate

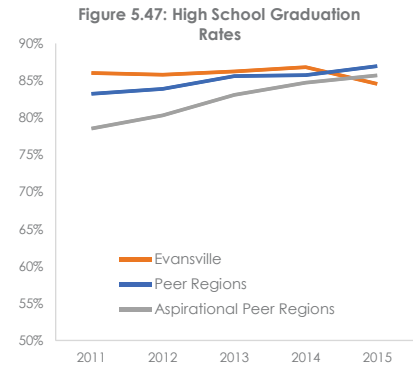
Why is it Important?

High school graduation rate is an important indicator of a region's public-school system, and it has important implications for workforce development. Many regional industries, especially those that do not require college degrees, such as retail and food services, rely on high school graduates as their main labor supply. In addition, community colleges recruit primarily from regional high school graduates, and their graduates become the labor supply for industries requiring some college education, including manufacturing and many healthcare professions. A higher high school graduation rate implies more students are prepared to enter the workforce or college. On the other hand, an elevated high school drop-out rate means businesses need to provide additional training on basic workforce skills including reading, writing, and mathematics.

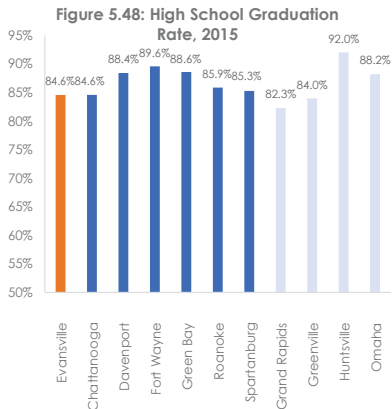
How does the Evansville region measure up?

The latest data indicate that in 2015, the high school graduation rate for the Evansville region was 84.6%, compared to 87.0% for its peers and 85.7% for its aspirational peers (Figure 5.47).<sup>30</sup> While the graduation rate of the Evansville region was only slightly lower than its comparison regions, the recent trend is concerning. Before 2014, the graduation rates for the Evansville region were higher than that of its peers and aspirational peers. However, while the other regions have maintained a consistent or growing graduation rate, the rate in Evansville has declined from 86.8% in 2014 to 84.6% in 2015. In 2015, only Grand Rapids and Greenville had lower high school graduation rates than Evansville.

<sup>30</sup> High school graduation rates data from NCES are reported at the school district level. County Health Rankings aggregate them to the county level graduation rates.



Source: County Health Rankings



Source: County Health Rankings

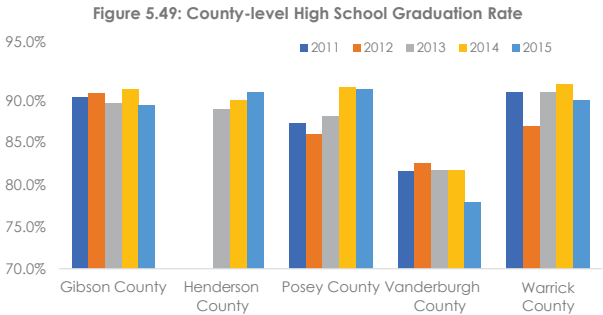
A closer look at the high school graduation rates by county shows a drop in graduation rate in Vanderburgh County that contributed to the regional decline. From 2014 to 2015, the graduation rate of the county declined from 81.7% to 77.9%. Other counties in the Evansville region only experienced marginal declines or even improvement in high school graduation rates from 2014 to 2015 (Figure 5.49). Discussion with industry experts reveals that changes in the high school graduation rate calculation may have contributed to the drop, and this change affected many Indiana school districts. But the relatively larger decline in Vanderburgh County warrants further investigation. The latest Indiana high school graduation rate slipped again in 2017,<sup>31</sup> falling nearly two percentage points from 89.1% in 2016 to 87.2% in 2017.<sup>32</sup> Furthermore, the definition and calculation of high school graduates in Indiana is in flux, and those published by a state agency may not be consistent with federal sources.<sup>33</sup> Finally, the state legislators have passed laws to redefine high school graduation requirements, which will start with the

<sup>31</sup> Chmura's data source for county-level high school graduation rates is County Health Rankings, which use data from the National Center for Education Statistics. Though later graduation data for Indiana are available from Indiana Department of Education, they are not available for other states where peer and aspirational peer regions are located.

<sup>32</sup> Source: Indiana's high school graduation rate slipped last year, Indianapolis Star, Jan 12, 2018. Available at: <https://www.indystar.com/story/news/education/2018/01/12/indianas-high-school-graduation-rate-slipped-last-year/1029176001/>

<sup>33</sup> Source: Fed's calculation will cause Indiana's high school graduation rate to drop. Indiana Economic Digest, April 27, 2018. Available at: <https://indianaeconomicdigest.com/main.asp?SectionID=31&SubSectionID=135&ArticleID=91999>

freshmen class of 2019.<sup>34</sup> All the past and future changes imply that caution is needed when comparing Indiana's high school graduation rates over the years.



Source: NCES

5.3.4. Early Childhood Education

Why is it Important?

Early childhood education has important implications for the long-term health of a regional workforce and economy. **Studies have shown that early childhood education can improve academic performance and reduce issues such as drop-out rates, which will benefit the community in the long term.**<sup>35</sup> In addition, early childhood education programs can make the region appealing for parents with young children, providing immediate benefits in attracting those in the working-age population.

How does the Evansville region measure up?

Chmura defines early childhood education as the percent of children between zero and four years old that are enrolled in a nursery and pre-kindergarten (Pre-K) program. In this regard, the Evansville region out-performed both its peers and aspirational peers. The latest data indicate that 27.2% of children between 0 and 4 years old were enrolled in a nursery or Pre-K program in the Evansville region, compared to 24.0% for its peers and 23.3% for its aspirational peers. Of all individual regions, only Davenport had a higher rate than Evansville.

<sup>34</sup> Source: New Indiana high school graduation requirements will start with class of 2023. Available at: <https://www.theindychannel.com/news/local-news/indianapolis/new-indiana-high-school-graduation-requirements-will-start-with-class-of-2023>.

<sup>35</sup> Source: Early Childhood Development on a Large Scale, by Arthur Rolnick and Rob Grunewald, Federal Reserve Bank of Minneapolis. 2005. <https://www.minneapolisfed.org/publications/the-region/early-childhood-development>

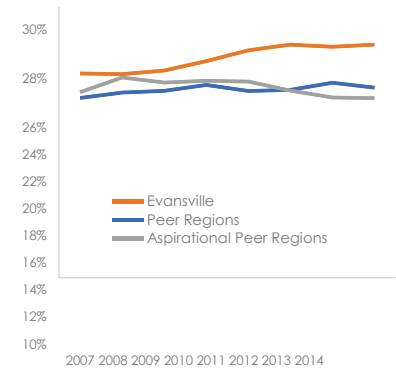
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Figure 5.50: Percentage of 0-4 Year  
Olds Enrolled in Nursery and Pre-K



Source: Census

Figure 5.51: Percentage of 0-4 Year  
Olds in Nursery and Pre-K, 2014



Source: Census

A higher rate of early childhood education implies that student performance will improve in later years and will eventually help improve high school graduation rates for the region.

## 5.4. Social

### 5.4.1. Cost of Living

#### Why is it Important?

Cost of living is an important economic and social indicator that has implications for business attraction and population migration. Low cost of living is typically associated with low labor costs. **All other factors held constant, businesses like to locate in low-cost areas to be more competitive, especially for industries such as manufacturing or transportation. Similarly, low cost of living is also appealing to individuals, especially skilled young adults who are interested in owning their own homes and who are priced out of high-cost areas in coastal cities.**

Chmura used the cost-of-living index (COLI) published by the Council for Community and Economic Research (C2ER) in this analysis. The C2ER COLI includes prices for metro areas in the categories of food, housing, utilities, transportation, healthcare, and miscellaneous.

#### How does the Evansville region measure up?

The Evansville region had a lower cost of living than its peer and aspirational peer regions. **In 2017, the cost of living for Evansville was 89.2, which means it was 10.8% lower than the national average of 100.** As



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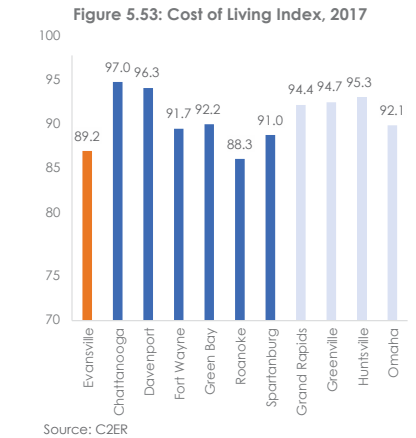
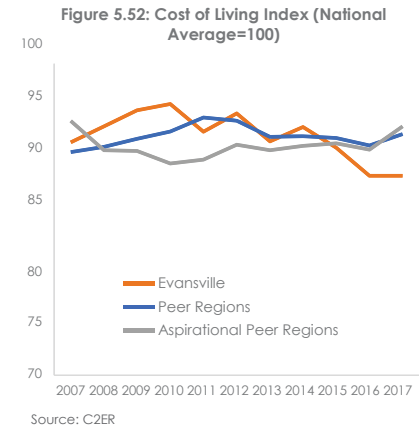


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a comparison, the average costs of living for its peers and aspirational peers were 93.2 and 94.0, respectively (Figure 5.52). Those results are not surprising. As will be explained in later sections, Evansville had lower home values than both its peers and aspirational peers, and home costs are a major

component of the cost of living index. In addition, the median income of the Evansville region is lower than the other comparison regions, pointing to a lower cost of living as well.



Among individual regions, none of them had a cost of living higher than the national average of 100 in 2017. Chattanooga had the highest COLI at 97.0. Only Roanoke had a cost of living lower than Evansville in 2017.

5.4.2. Homeownership

Why is it Important?

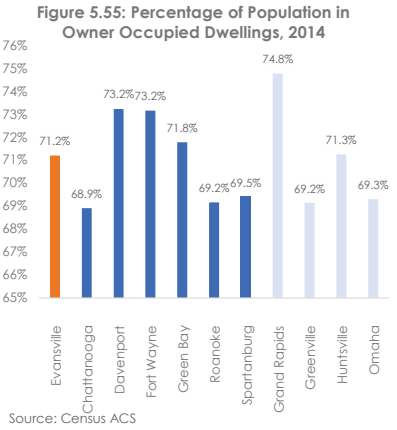
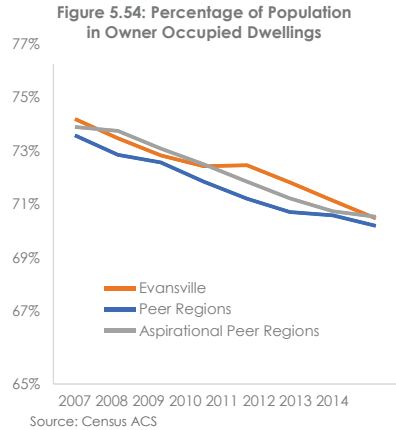
Home ownership is typically used as an indicator of the health of a community. A higher percentage of home ownership is associated with higher income and wealth accumulation of residents. Communities with stronger economies usually have high home ownership rates. Home ownership can also reflect the home affordability of a region. In areas where home prices are high, people may be priced out of the market, resulting in lower home ownership. Finally, home ownership is also affected by demographic trends. Workers who prefer flexibility in their jobs may opt to rent. In addition, people are getting married and having children later in life than prior generations, which can lead to delayed home purchases.

How does the Evansville region measure up?

Homeownership is defined as the percentage of the population that live in owner-occupied households. There were no significant differences in home ownership between Evansville and its peers and aspirational peers. In 2014, the home ownership rate of the Evansville region was 71.2%, compared to 70.9% for its peers, and 71.3% for its aspirational peers (Figure 5.54). Since 2007, the home ownership rates

for all regions have been declining. It is understandable that home ownership declined during the 2007-2009 recession, as banks tightened their lending requirements, and millions of people in the country lost their jobs. However, homeownership rates did not rise after the recession. Possible explanations are that it takes time for people to rebuild their credit, and they are hesitant to purchase a home soon after watching the recent housing market collapse. Demographic trends could also play a role here. Many retiring baby boomers sell their houses in the suburbs and opt for smaller apartments in cities. In addition, the young adult population is delaying purchasing their first homes due to financial and personal reasons, including high student debt and preference for flexibility.

Among all the regions, Grand Rapids had the highest homeowner ship rates at 74.8%, while Chattanooga had the lowest at 68.9%. However, there is no large separation among Evansville's peers and its aspirational peers, as even the lowest home ownership rate was close to 70%.



5.4.3. Home Values

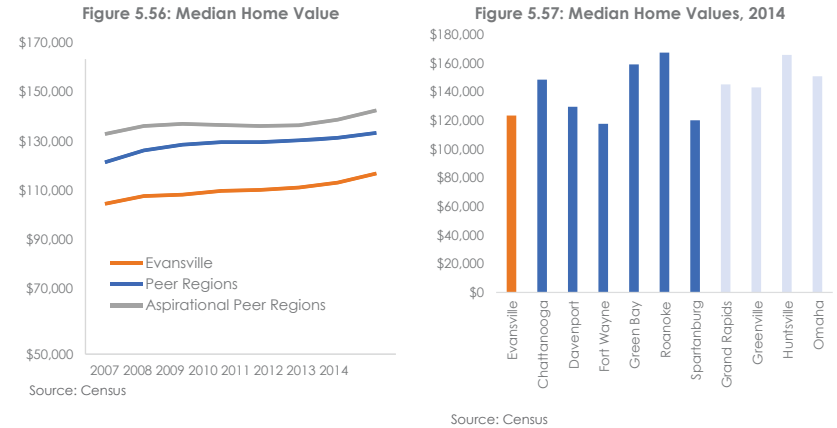
Why is it Important?

Housing cost is an important component of the cost of living. As a result, home value plays a similar role in regional development. Compared to the cost of living, however, this indicator is more important for business leaders in construction, finance, and real estate industries. It is also an important indicator for the young adult population as they are entering the age of starting a family and putting down roots in a community. While low home values make homes more affordable, declining home values can also affect local governments' tax revenue and funding for education, public safety, and infrastructure.

How does the Evansville region measure up?

In 2014, the median home value in the Evansville region was lower than both its peers and aspirational peers. The median home value for Evansville was \$123,515, compared to \$140,014 for its peers and \$149,188 for its aspirational peers (Figure 5.56). It is not surprising that Evansville's aspirational peer regions had higher home values, as they are more populous with more opportunities to appeal to residents and migrants. **As presented in prior sections, population growth in Evansville was modest in the past decade, implying low demand for new housing, suppressing home value appreciation.** In addition, the stock of homes in the Evansville region is old, keeping the home value down.<sup>36</sup>

Over the years, home values in the Evansville region have registered consistent growth. Since 2007, the median home value in the Evansville region grew an average 1.5% per year, slightly higher than its peer regions at 1.3% and aspirational regions of 1.0%.



Among all the regions, only Fort Wayne and Spartanburg had lower median home values than Evansville, while Roanoke and Huntsville had the highest median home value, more than \$165,000 in 2014. From a national perspective, all these metro areas are more affordable than large coastal cities.

<sup>36</sup> Source: Economic Development Coalition of Southwest Indiana.

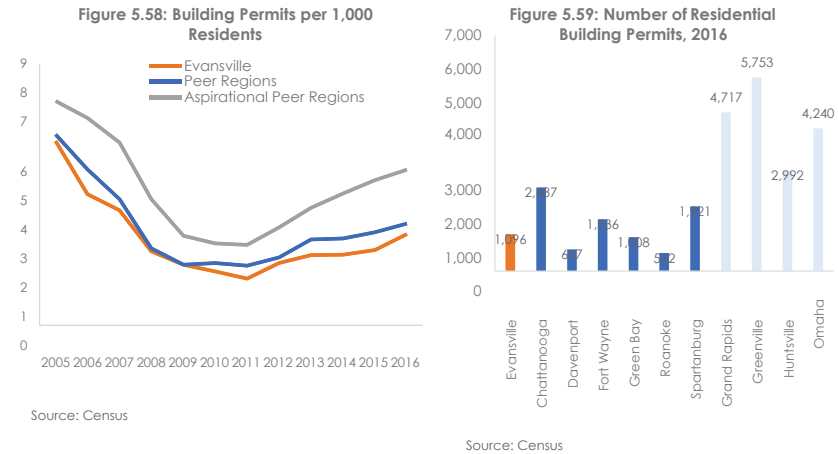
5.4.4. Building Permits

Why is it Important?

Building permits are an important indicator of the health of the regional housing market, as well as the overall economic health. In areas with rapid employment and population growth, there is strong demand for housing, resulting in more building permits being issued. In addition, building permits indicate the housing market supply in future years, which will affect home values and home affordability. In areas with faster job growth but limited building permits, there is a tendency for housing to become scarce, putting upward pressure on home prices.

How does the Evansville region measure up?

The number of per capita residential building permits issued for the Evansville region were similar to its peer regions, and both are much smaller than the average for its aspirational peers (Figure 5.58). In 2016, the number of building permits for Evansville was 1,096, compared with an average of 1,357 for its peers, and 4,426 for its aspirational peers. In all three regions, building permits declined sharply during the Great Recession of 2007-09 and all of them have rebounded since then. However, building permits in the aspirational peer regions recovered and expanded faster than permits in Evansville and its peers.



For the Evansville peer regions, Chattanooga had a higher number of building permits in 2016, as it has a larger population base than other peer regions. Spartanburg also had a higher number of building permits, due to its faster population growth than Evansville and other peers such as Davenport or Roanoke (Figure 5.59).

5.4.5. Overall Health Index

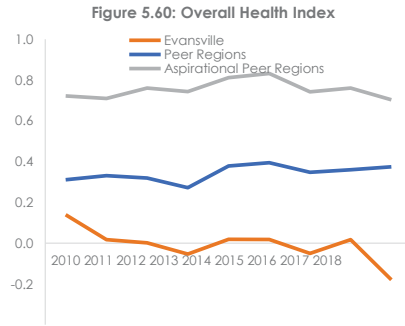
Why is it Important?

The overall health index is a composite index that encompasses a range of health-related indicators. At a high level, it includes two broad categories of health-related indicators: health outcomes and health factors. The health outcome indicators include mortality measures such as premature death, and morbidity measures such as poor or fair health, poor physical health days, poor mental health days, and low birth weight. Health factors include behavior indicators such as tobacco use, adult obesity, alcohol use, and sexually transmitted infections. Health factors also include clinical care indicators such as the percentage of the population with health insurance, and the number of primary care providers per one hundred thousand residents; as well as several quality of care measures. As a result, **this index provides a comprehensive measure of the overall health of a region.**

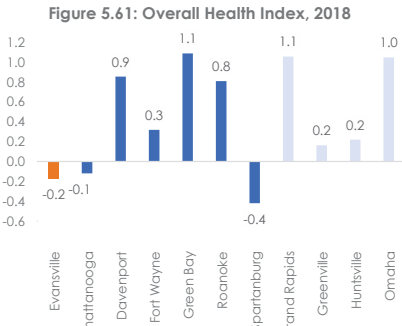
The overall health index is important for regional development. Businesses like to move to regions with healthy populations, which can affect productivity and companies' healthcare costs. Individuals like to move to healthy-lifestyle regions with sufficient healthcare facilities such as doctors and hospitals.

How does the Evansville region measure up?

Chmura constructed the overall health index for Evansville and its comparison regions based on data from County Health Rankings. The index is constructed in a way that the average national index is zero. Any positive value implies that the overall health index of a region is better than the national average, while a negative value implies an overall health index worse than the national average. In addition, due to differences in the timing of data availability, the 2018 index value indicates a ranking based on all data available in 2018, even though some health outcome and behavior data are as of 2017 or 2016.



Note: The years in this chart represent the years when the index was computed, not when the data occurred. An index value larger than 0 is better than the national average. Source: County Health Rankings and Chmura



Note: The data in this chart represent the latest available data, as of 2018, not when the data occurred. An index value larger than 0 is better than the national average. Source: County Health Rankings and Chmura



The latest data indicate that in 2018, the overall health index for the Evansville region was -0.2, compared with 0.4 for its peer regions and 0.7 for its aspirational peer regions (Figure 5.60). **The Evansville region consistently had a lower overall health index every year since 2010.** In 2018, among all its peer and aspirational peers, Evansville had the 2<sup>nd</sup> lowest overall health index, and only Spartanburg had a lower index at -0.3. On the other hand, Green Bay and Grand Rapids had highest overall health index at 1.1.

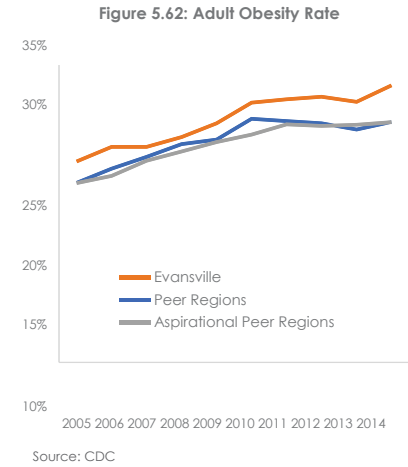
5.4.6. Adult Obesity

Why is it Important?

Different from health insurance coverage, obesity rate is an indicator of the lifestyle of residents in a region. Obesity is related to diet and exercise patterns of individuals. Obesity is important for regional workforce development and can affect productivity in industries requiring physical skills, such as construction, manufacturing, and warehousing. High obesity rates and associated health issues also put strains on the regional healthcare infrastructure.

How does the Evansville region measure up?

The latest data indicate that in 2014, the adult obesity rate for the Evansville region was 33.3%, compared to 30.2% for both its peer regions and its aspirational peer regions. The Evansville region had consistently higher adult obesity rates every year since 2005.



In 2014, Evansville had the highest adult obesity rate among all its peers and aspirational peers. Huntsville





was not far behind with an adult obesity rate of 33.2%. On the other hand, Roanoke, Fort Wayne, and Grand Rapids had the lowest adult obesity rates in 2014, all under 30%.



6. Conclusion

Table 6.1 summarizes the comparison of the Evansville region to its peers and aspirational peers. In this table, a red color indicates that Evansville performs worse than its comparison regions, while a green color indicates that Evansville region performs better than its comparison regions. A yellow color indicates that Evansville region is similar with its comparison regions.

Due to the selection criteria of aspirational peers to be fast growing regions, it is not surprising that the Evansville region underperforms its aspirational peers in many indicators. For most demographic indicators such as population growth, median age, poverty, and median household income, Evansville lagged its aspirational peers. It also lagged in some major economic indicators such as employment growth, average annual wage, GDP growth, patents, and airport enplanements. It performs better than aspirational regions in several human capital and social indicators, such as early childhood education, low cost of living and lower home costs. The Evansville region is similar to its aspirational peers in indicators such as the unemployment rate, percentage of small businesses, home ownership, and health insurance.

Compared to its peer regions, the Evansville region performs better in a wide range of indicators, including more patents per capita, a higher rate of early childhood education, lower cost of living, and lower home costs. However, Evansville lagged its peers in population growth, median household income, poverty rate, bachelor's degree attainment, and overall health index. For most economic indicators, such as employment growth, average annual wage, and GDP growth, the Evansville region is similar to its peer regions.

The overall findings from identifying like regions and benchmarking Evansville's performance against these peers is that the economy of the region is on par with its peers. The region experienced job growth, wage and GDP growth; and the region had a much lower unemployment rate in recent years.

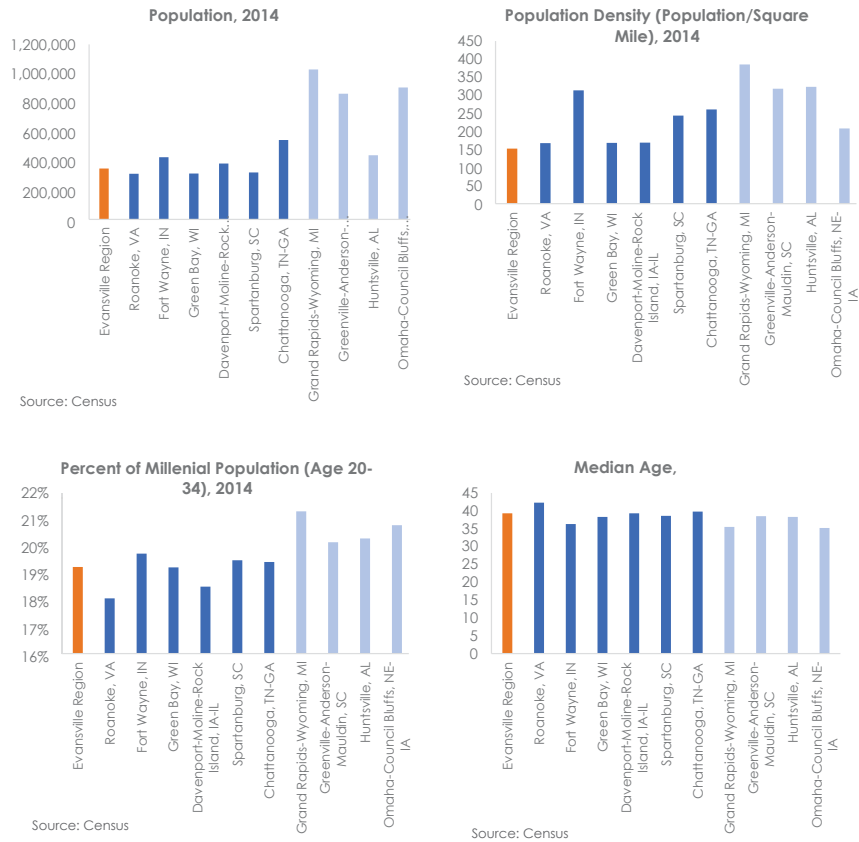
There are some other underlying concerns that economic development alone may not solve, including high poverty, low bachelor's degree attainment, and low health related metrics. It requires community leaders in government as well as education, workforce, and healthcare practitioners to come together and agree to create strategies and implementation plans to those strategies that encourage the long-term growth of the region.

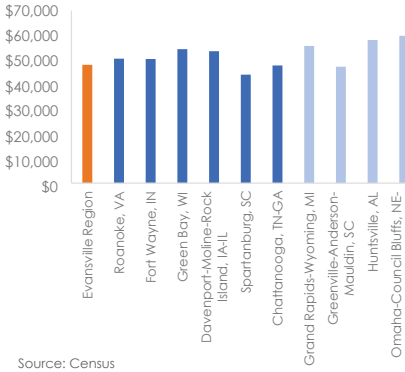


Table 6.1: Development Indicators Summary												
Category	Compared to Peer Regions						Compared to Aspirational Regions					
	Chattanooga	Davenport	Fort Wayne	Green Bay	Roanoke	Spartanburg	Grand Rapids	Greenville	Huntsville	Omaha		
Demographics												
Population Growth												
Median Age												
Young Adult Population												
Median Household Income												
Diversity (minority percentage)												
Poverty Rate												
Disability Rate												
Labor Force Participation Rate for Disabled Individuals												
Single Parent Household												
Economic												
Employment Growth												
Average Annual Wage												
Unemployment Rate												
Labor Force Participation Rate												
Growth Rate of Economy												
Manufacturing Industry Mix												
Healthcare Industry Mix												
PBS Industry Mix												
FIRE Industry Mix												
Airport Employment												
Patents												
Small Businesses												
Human Capital												
Bachelor's Degree or Higher												
Post-secondary Degree Awards												
High School Graduation Rates												
Early Childhood Education												
Cost of Living												
Homeownership												
Building Permits												
Median Home Values												
Overall Health Index												
Obesity Rate												
Source: Cimura												

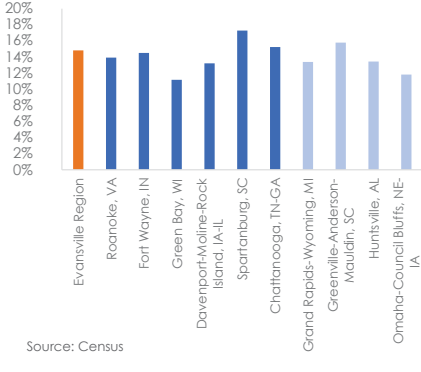
Appendix 1: Data for Peer Region Identification

Demographics

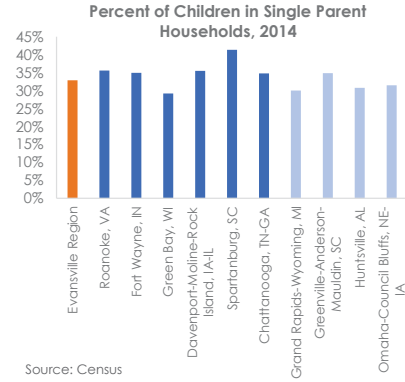




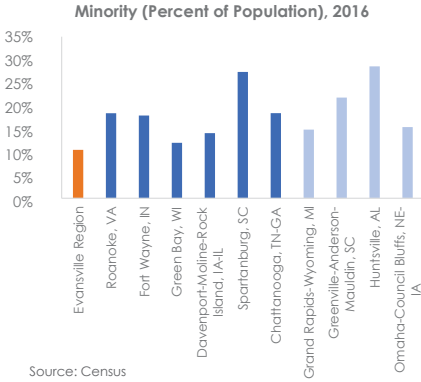
Source: Census



Source: Census



Source: Census



Source: Census

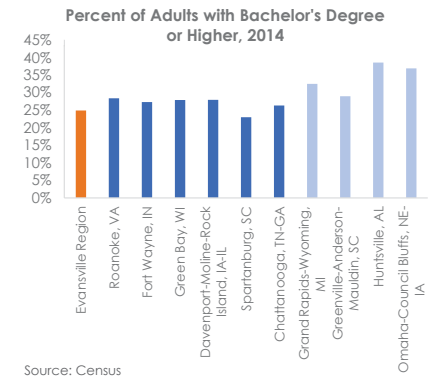
Evansville Development Indicators

Evansville Regional Business Committee

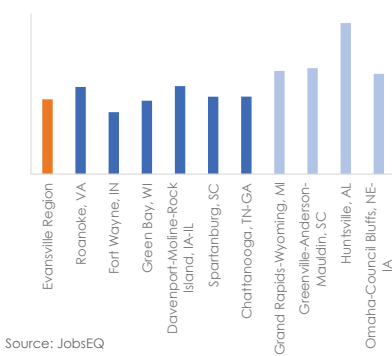
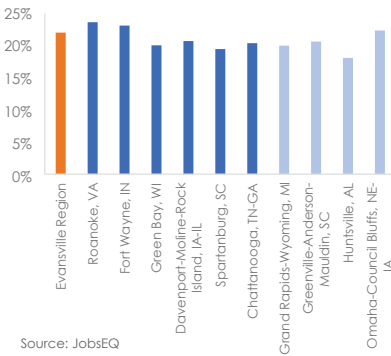
Median Household Income, 2014

Poverty (Percent of Population),

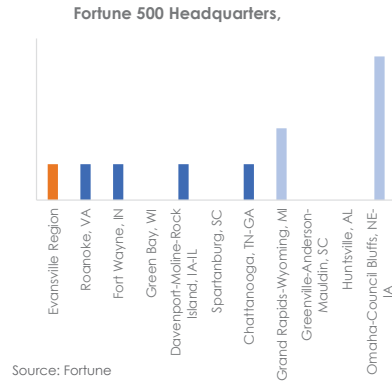
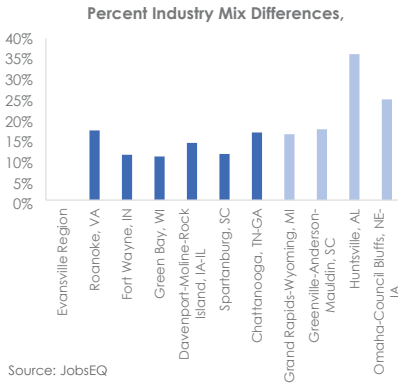
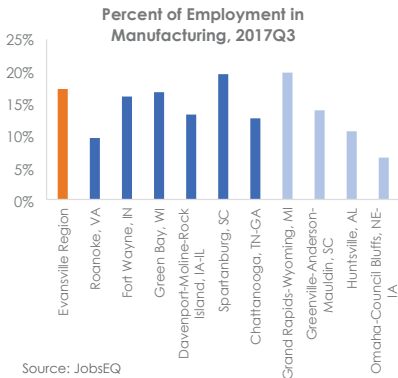
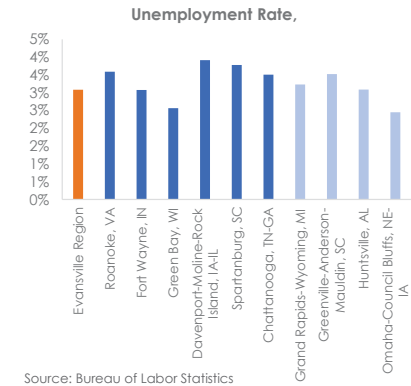
Evansville Development Indicators



Evansville Regional Business Committee



Economy



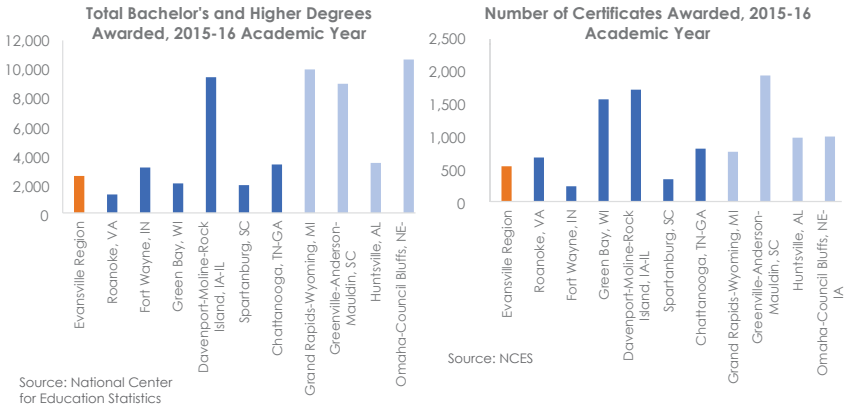
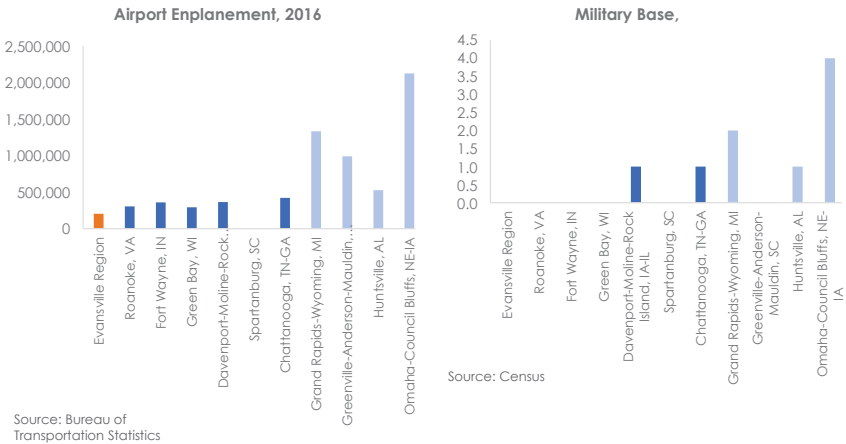


Evansville Development Indicators

Evansville Regional Business Committee

Percent of Employment in Education/Health, 2017Q3

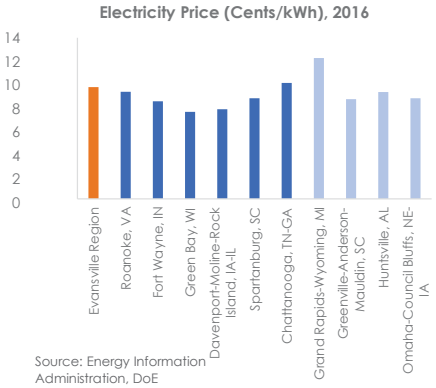
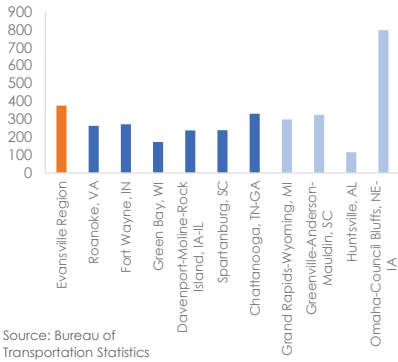
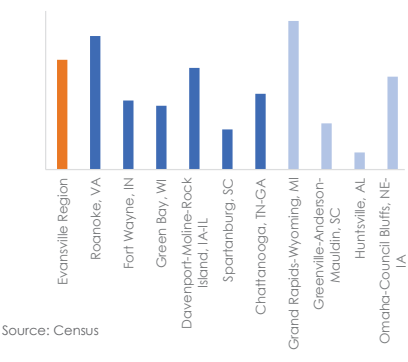
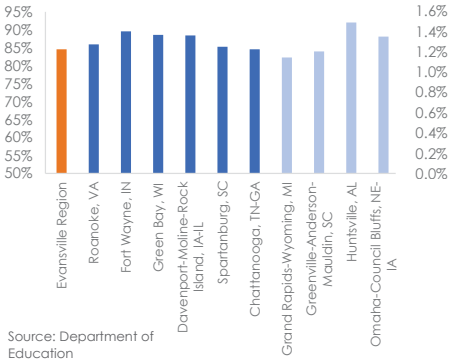
Percent of Employment in Professional and Business Services, 2017Q3



Evansville Development Indicators

Evansville Regional Business Committee

Infrastructure



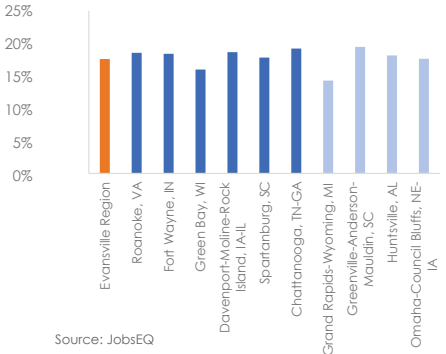
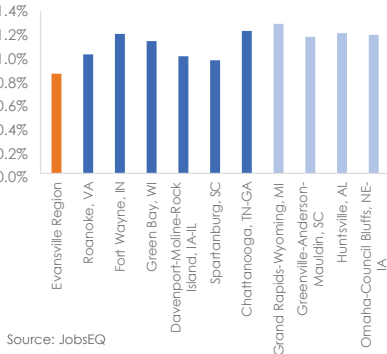
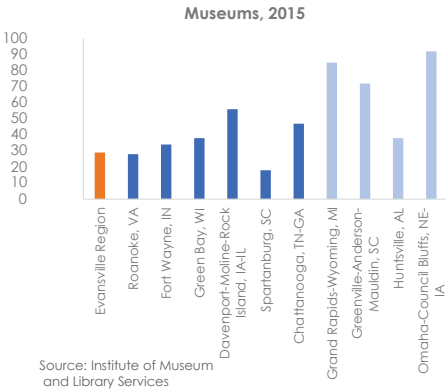
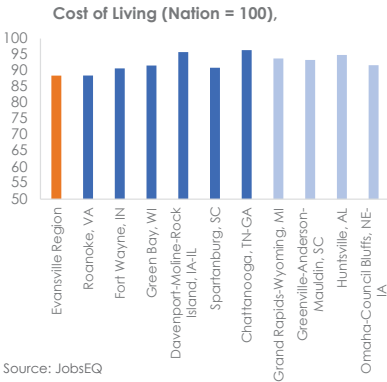
Evansville Development Indicators

Evansville Regional Business Committee

High School Graduation Rate,

Percent of Commuters Using Public Transportation, 2016

Total Rail Miles, 2017

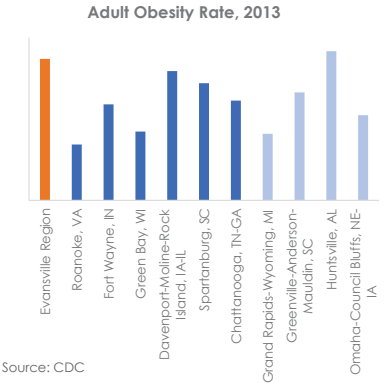
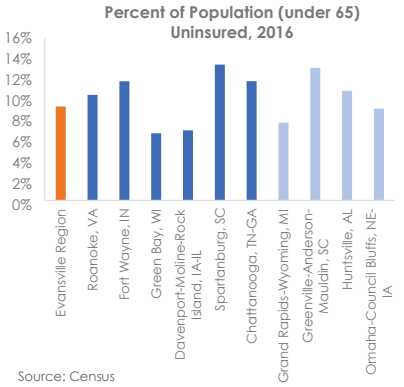
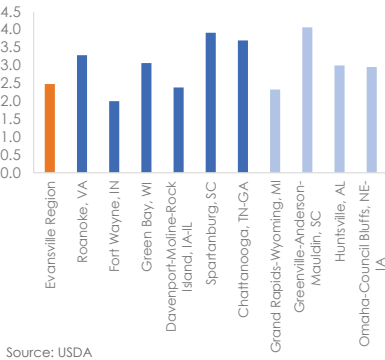
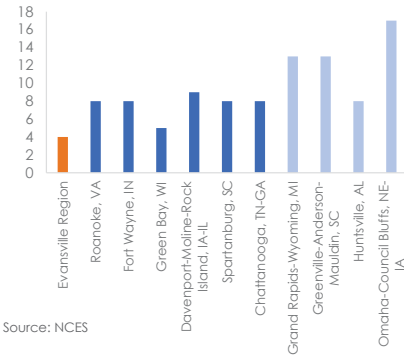


Evansville Development Indicators

Evansville Regional Business Committee

Quality of Place

Creative Workers,



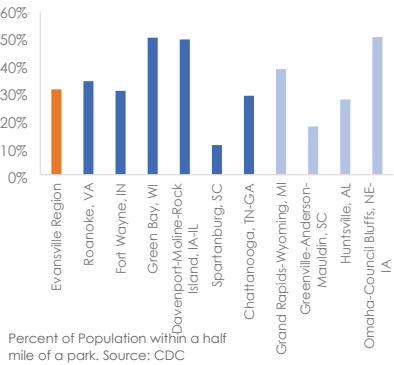
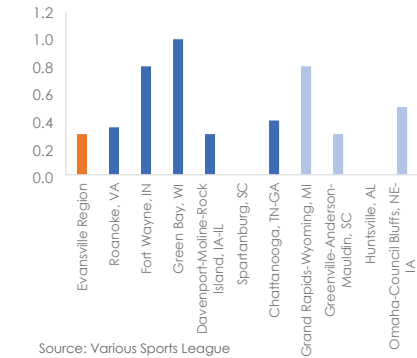


Evansville Development Indicators

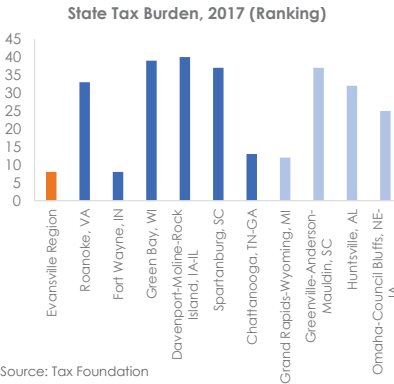
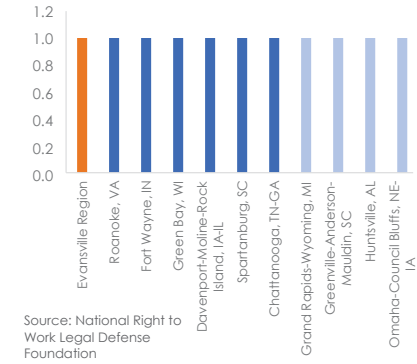
Evansville Regional Business Committee

Number of Colleges and University, 2015-16 Academic Year

Natural Amenity Score (1-7), 1999



Policy



Evansville Development Indicators

Evansville Regional Business Committee

Sports Teams (Major League Equivalent)

Access to Parks, 2015

Right to Work State,

WATER AND WASTEWATER FEASIBILITY STUDY  
FOR THE  
GIBSON COUNTY I-69 CORRIDOR

PREPARED FOR:  
THE GIBSON COUNTY COMMISSIONERS

March 2015

PREPARED BY:  
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BLN JOB NO.  
140019

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Gibson County I-69 Corridor  
Water And Wastewater Feasibility Study

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Gibson County I-69 Corridor  
Water and Wastewater Feasibility Study

1. EXECUTIVE SUMMARY

1.1. Project Scope

Gibson County has begun planning for long-term water and wastewater infrastructure needs along the newly developed Interstate 69 (I-69) corridor. The Gibson County Commissioners identified areas along the corridor near the three major I-69 interchanges in the county; State Road 68, State Road 168, and State Road 64, as target areas for development. Services to the nearby unincorporated communities of Somerville, Mackey, and Buckskin were also investigated. These locations are referred to as the Study Areas. We have provided a map of the Study Areas in Appendix A.

1.2. Need for Project

The need for the project is for economic development and failing septic systems. The construction of I-69 represents a significant opportunity to promote development in Gibson County. In order to promote and support this development, adequate water and sewer service must be available. Without these investments in infrastructure, the economic development potential of these interchanges will not be met.

In addition, the Gibson County Health Department has been dealing with septic problems in the study areas for many years. According to the Gibson County soils map, soils in the Study Areas are not conducive to septic systems.

1.3. Summary of Recommendations

We have conducted a planning level engineering analysis for wastewater service and drinking water service to the Study Areas.

The selected alternative for water service is to leverage Pike Gibson’s extensive water distribution system infrastructure to provide water service.

The selected alternative for wastewater service to serve SR 64 is to continue to work with Francisco and Oakland City to provide service to the intersection. The lift stations would have an initial capacity of 422 gpm and a future capacity of 844 gpm. The project cost to provide sewer service to this interchange could range between \$2.3M and \$3.6M.





### Gibson County I-69 Corridor Section 1 – Executive Summary

The selected alternative for wastewater service to serve SR 168 is to provide lift stations with an initial capacity of 215 gpm and a future capacity of 431 gpm. The force main would extend east to SR 57 then north along SR57 and connect to the Oakland City collection system. This alternative has an additional benefit of having the opportunity to provide the areas of Buckskin, Mackey and Somerville with sanitary sewer service. Lift stations would be required at Mackey and Somerville and would be sized to allow for the flows of these communities. The county could also partner with Buckskin to provide a lift station to allow an opportunity for wastewater service. The estimated project cost for sewer service to SR 168 and the communities along SR 57 is \$9.8M.

The selected alternative for wastewater service to serve SR 68 is to provide a lift station with an initial capacity of 215 gpm and a future capacity of 431 gpm. A 6-inch force main 5.90 miles long to connecting to the Haubstadt collection system would be required for sewer service to SR 68 interchange. The estimated project cost for this work is \$4.0M.

### Gibson County I-69 Corridor Water And Wastewater Feasibility Study

## 2. STUDY SCOPE AND NEED

### 2.1. Project Scope

Gibson County has begun planning for long-term water and wastewater infrastructure needs along the newly developed Interstate 69 (I-69) corridor. The Gibson County Commissioners identified areas along the corridor near the three major I-69 interchanges in the county; at State Road 68, State Road 168 and State Road 64, as target areas for development. Services to the nearby unincorporated communities of Somerville, Mackey, and Buckskin were also investigated. These areas are referred to as the Study Areas. The following **Figure 1** shows the location of Gibson County in relation to the state. Additional detail of I-69's route through Gibson County, and the locations of the Study Areas is shown in **Appendix A** as **Map A-1**.

**Figure 1: Study Area Location Map**



The SR 68 Study Area is located adjacent to Warrick County. To avoid issues related to intergovernmental agreements and to focus on Gibson County's needs, this study has limited its scope to only the areas and potential service suppliers that lie within Gibson County.

### 2.2. Previous Reports

Previous reports, prepared by others, detail current and projected land use, soils classifications, water and wastewater service issues, and expected development types in the County as a whole. Usable information was extracted from these reports and applied to generate the some of the recommendations in this report. In particular,

### Gibson County I-69 Corridor Section 2 – Study Scope and Need

the Gibson County Comprehensive Plan, prepared by Bernadin Lochmueller in 2009 and the Gibson County Regional Wastewater Infrastructure Plan by Neikirk Engineering were reviewed for this study.

As the scope of our analysis is specific to the study areas, these county-wide studies did not examine in detail the water and wastewater service needs around these intersections and the nearby communities. Similarly, no projected development information was identified specific to the study areas. For this reason, we utilized a study<sup>1</sup> of development amounts and types near rural interchanges completed about 20 years after the state's typical interstate was constructed. This study found that most development around rural interchanges occurred with one-half mile of the interstate.

#### 2.3. Need

##### A. Economic Development

Construction of I-69 represents a significant opportunity to promote development in Gibson County. In order to promote and support this development, adequate water and sewer service must be available. Without these investments in infrastructure, the economic development potential of these interchanges will not be met.

##### B. Failing Septic Systems

The Gibson County Health Department has been dealing with septic problems in the study areas for many years. According to the Gibson County soils map, soils in the Study Areas are not conducive to septic systems. A soils map of the study area, outlining the suitability of soils for septic systems, is included in **Appendix A** as **Map A-2**.

Failing septic systems adversely impact area streams, most commonly with *E. coli* contamination. Environmental degradation of local creeks has been noted. The Indiana Department of Environmental Management (IDEM) has placed Hurricane Creek, Pigeon Creek, Sand Creek, Smith Fork, an unnamed tributary to Big Creek and the West Fork of Pigeon Creek under Total Maximum Daily Loads (TMDL) for *E. coli*. A TMDL is a regulation by the Indiana Department

<sup>1</sup> Moon, Henry E., Jr., *Interstate Highway Interchanges Reshape Rural Communities*, Rural Development Perspectives, USDA Economic Research Service, October 1987.

### Gibson County I-69 Corridor Section 2 – Study Scope and Need

of Environmental Management to address streams that do not meet the state's water quality criteria for fishing and full body contact. Streams in the area with *E. coli* problems are presented below.

**Table 1: Impaired Streams Near the Study Areas<sup>2</sup>**

County	Stream Name	TMDL Site Number	AUID*	Segment length**	Impairment
Gibson	Hurricane Creek	2, 8	INE0211_G2	10.88	<i>E. coli</i> TP***
			INE0211_T10C1	5.41	<i>E. coli</i> TP***
			INE0211_T10C2	4.85	<i>E. coli</i> TP***
	Pigeon Creek	4	INE0214_G2	14.45	<i>E. coli</i>
	Pigeon Creek	6	INE0216_G1	9.89	<i>E. coli</i>
	Sand Creek	3	INE0212_G1	22.7	<i>E. coli</i>
			INE0213_G1A	15.41	<i>E. coli</i>
			INE0212_G2	2.99	<i>E. coli</i>
			INE0213_G2A	11.84	<i>E. coli</i>
			INE0212_T10C1	20.36	<i>E. coli</i>
			INE0213_T10C3	4.66	<i>E. coli</i>
	Smith Fork	10	INE0217_G1	1.62	<i>E. coli</i>
			INE0217_G2	6.58	<i>E. coli</i>
			INE0217_T10C1	12.86	<i>E. coli</i>
			INE0217_T10C2	4.99	<i>E. coli</i>
	Unnamed Trib to Big Creek	13	INE0217_T10C2	7.22	<i>E. coli</i>
			INE0222_T10C2	7.23	<i>E. coli</i>
	West Fork Pigeon Creek	5, 7	INE0213_G1	15.94	<i>E. coli</i>
			INE0213_G2	6.97	<i>E. coli</i>
			INE0213_T10C1	7.59	<i>E. coli</i>
			INE0213_T10C2	13.25	<i>E. coli</i>
			INE0213_T10C3	4.88	<i>E. coli</i>
			INE0213_T10C4	9.74	<i>E. coli</i>
			INE0213_T10C5	4.68	<i>E. coli</i>

Increased development in the Study Areas without proper wastewater infrastructure will only make the current issues worse and more expensive to correct in the future.

<sup>2</sup> Indiana Department of Environmental Management, Office of Water Quality: [http://www.in.gov/idem/nps/files/tmdl\\_highland-pigeon\\_report.pdf](http://www.in.gov/idem/nps/files/tmdl_highland-pigeon_report.pdf)

**Gibson County I-69 Corridor  
Water And Wastewater Feasibility Study**

### 3. BACKGROUND

#### 3.1. Historical Perspective

The 4-lane divided U.S. 41 highway runs through central Gibson County, connecting Princeton, Fort Branch, and Haubstadt, the largest communities in the county. The remainder of the county is either rural or contains small communities connected with county roads or rural state highways. I-69 was recently completed in Gibson County, running north-and-south through the eastern portion of the county.

#### 3.2. I-69 Project

I-69, a new 4-lane divided interstate, has been recently completed through Gibson County. The highway presently begins at I-64 along the southern boundary of Gibson County and extends to south of Bloomfield. The State is planning to extend the interstate to Indianapolis in separate phases presently under planning, design, or construction.

Three interchanges have been constructed in Gibson County for I-69. These interchanges are, from south to north, SR 68, SR 168, and SR 64. Gibson County is anticipating significant growth around these interchanges. Each interchange has unique characteristics and, we project, differing development demands that will govern water and wastewater service needs. Only the western side of the SR 68 interchange is located in Gibson County. Both the SR 68 and SR 168 interchanges are rural, with minimal nearby development. We show the location of the I-69 project through Gibson County and the Study Areas in **Appendix A** as **Map A-1**.

#### 3.3. Study Areas

Gibson County defined the Study Areas for our analysis as the reasonably developable areas around each of the County's interchanges, as well as the unincorporated communities of Mackey and Buckskin, and the Town of Somerville. The study areas can be seen in **Appendix A** in **Map A-1**.

##### A. State Road 68 Study Area

The interchange at State Road 68 lies on the border between Gibson and Warrick Counties. The western side of the interchange is located in Gibson County, while the eastern side of the interchange is in Warrick County. This interchange

**Gibson County I-69 Corridor  
Section 3 – Background**

is the first exit along I-69 north of I-64. In addition to its location near the I-69/I-64 interchange, the North Warrick County Industrial Park is located nearby. Access to the industrial park is provided from the SR 68 interchange study area. Elevations in this study area range from about 415' msl to 445' msl.

##### B. State Road 168 Study Area

The area around State Road 168 is presently rural in nature. Mackey is located about 2 miles east of the interchange. Elevations in the study area vary from about 440' msl to 460' msl to the west and 415' msl to 440' msl to the east of I-69.

##### C. State Road 64 Interchange

The State Road 64 interchange is located between Oakland City (about 2 miles east) and Francisco (about 3 miles west). Both communities have their own sewer utilities. Francisco obtains water service from Pike-Gibson Water, Inc. Oakland City obtains water from Patoka Lake Regional Water District and Gibson Water Company. Elevations in this study area vary from 420' msl to 460' msl on the west side and 430' msl to 510' msl on the east side.

##### D. Buckskin

Buckskin is a small unincorporated community located along SR 57, 2 miles east of I-69 and about halfway between SR 68 and SR 168. A construction hauling and rigging company and a small used equipment sales business, as well as a church, are located in Buckskin. Elevations in the community vary from 410' msl to the south and at the RR crossing to about 460' msl near the highway interchange.

##### E. Mackey

Mackey is an unincorporated community at the intersection of SR 57 and SR 168. The community is located about two miles east of I-69. The area has an elementary school, gas station/convenience store, three churches, and a meeting facility. Mackey's elevations vary from 420' msl to 460' msl.

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F. Somerville

Somerville is located on SR 57 about halfway between Mackey and Oakland City. This incorporated town includes one church, but is otherwise residential. Somerville’s elevations vary significantly from up to 550’ msl to the north to nearly 450’ msl to the south.



Gibson County I-69 Corridor  
Water And Wastewater Feasibility Study

4. CURRENT AND PROJECTED SITUATION

4.1. Population and Development

A. SR 68, SR 168, and SR 64 Study Areas

1. Current Population

A small number of residences presently exist in the SR 68, SR 168, and SR 64 Study Areas. We consider it unlikely that these residences will request water or wastewater service during the Planning Periods. For this reason, we have not counted the existing residences in these Study Areas for service. In the event these services are provided to these residences, the incremental increases in water demands and wastewater flows will not impact the planning of infrastructure in these Study Areas.

2. Projected Development

The types and quantities of development around the SR 68, SR 168, and SR 64 Study Areas need to be anticipated to project the water and wastewater requirements in the Study Areas. We reviewed a number of sources for these projections, including studies of developments around rural interstate interchanges and the Gibson County Comprehensive Plan.

Our projections are based on a study of development near rural interchanges, published<sup>3</sup> about 20 years average after the interchanges were constructed. This study reported most of the growth (70%) was of commercial facilities. Residential development was limited to addition of only a small number of structures. Only one or two interchanges (0.14% of the interchanges) experienced industrial development. These development characteristics are not congruent with the development projections in the Gibson County Comprehensive Plan. The county comprehensive plan also did not include development rates, which we require to project water and wastewater needs.

For these reasons, we have chosen to use the rural interchange study as the basis for our development projections around the interchange study areas, which is consistent with our observations of development at other, similar

<sup>3</sup> Moon, Henry E., Jr., *Interstate Highway Interchanges Reshape Rural Communities*, Rural Development Perspectives, USDA Economic Research Service, October 1987.





### Gibson County I-69 Corridor Section 4 – Current and Projected Situation

interchanges. The following table outlines our calculations of project development in the interchange study areas.

**Table 2: Projected Development at SR 68, SR 168, and SR 64 Interchanges**

Projected Development around Interchanges <sup>(1)</sup>						
	CUSTOMER TYPE	EDUs/Unit	20-YEARS		40-YEARS	
			Units <sup>(1)</sup>	EDUs	Units <sup>(2)</sup>	EDUs
State Road 68	Single Family Residential	1	33	33	66	66
	Small Commercial <sup>(3)</sup>	0.33	3	1	6	2
	Large Commercial <sup>(4)</sup>	6	16	96	32	192
	Hotel <sup>(5)</sup>	40	3	120	6	240
	Industrial	120	0	0	0	0
	Subtotal		55	250	110	500
State Road 168	Single Family Residential	1	33	33	66	66
	Small Commercial <sup>(3)</sup>	0.33	3	1	6	2
	Large Commercial <sup>(4)</sup>	6	16	96	32	192
	Hotel <sup>(5)</sup>	40	3	120	6	240
	Industrial	120	0	0	0	0
	Subtotal		55	250	110	500
State Road 64	Single Family Residential	1	33	33	66	66
	Small Commercial <sup>(3)</sup>	0.33	3	1	6	2
	Large Commercial <sup>(4)</sup>	6	16	96	32	192
	Hotel <sup>(5)</sup>	40	3	120	6	240
	Industrial <sup>(6)</sup>	120	2	240	4	480
	Subtotal		57	490	114	980
			167	990	334	1,980

<sup>(1)</sup> From Moon, Henry E., Jr., *Interstate Highway Interchanges Reshape Rural Communities*, Rural Development Perspectives, October 1987.

<sup>(2)</sup> Assumes continued growth rate equivalent to growth rate during initial 20 years

<sup>(3)</sup> Assumes office/small commercial space with 5 employees each space @ 20 gpd/employee

<sup>(4)</sup> Assumes half fast-food type restaurants not open 24 hours but located along an interstate (50 seats @ 50 gpd/seat) and half service stations with convenience store/service center @ 1,000 gpd

<sup>(5)</sup> Assumes 120 room hotels @ 100 gpd/room

<sup>(6)</sup> Assumes 25 acres/industry @ 1,500 gpd/acre

Our projections vary slightly at each interchange based on differences in the conditions at each location. Development in the second 20-year planning period (from 20 years to 40 years in the future) is projected to continue at the same rate as for the initial 20-year planning period.

#### i. SR 68 Study Area

The SR 68 Study Area includes only the west side of the interchange. The eastern side of this interchange is located in Warrick County. Warrick County has been working to develop the North Warrick County Industrial Park just southeast of the SR 68/I-69 interchange. Presently,



### Gibson County I-69 Corridor Section 4 – Current and Projected Situation

one tenant exists in the park. Access from the park to the interstate system is from the SR 68/I-69 interchange. Moderate traffic counts of about 3,000 vehicles per day (pre-I-69 construction) occur on SR 68 west of I-69, while traffic counts about half this value occur east of I-69.

Due to the proximity of the industrial park to the interchange and the vicinity of the interchange to the major I-64/I-69 interchange, we have projected that the full degree of typical development will occur in the SR 68 Study Area.

#### ii. SR 168 Study Area

The SR 168 Study Area is the most remote from existing development. SR 168 is also a relatively minor highway, having the lowest pre-I-69 traffic counts. We have projected full residential and commercial development at this interchange, but no industrial development.

#### iii. SR 64 Study Area

The SR 64 Study Area is bracketed by Francisco on the west and Oakland City on the east. This study area was targeted in the County's Comprehensive Plan for industrial development and SR 64 has twice the traffic of SR 68 and four times the traffic of SR 168. Considering these positive development aspects, we have projected full residential and commercial development at this interchange, as well as 50 acres of industrial development in the 20-year planning period.

### B. Buckskin, Mackey, and Somerville Study Areas

Current population figures from the US Census Bureau for the Buckskin, Mackey, and Somerville Study Areas are presented below.



**Gibson County I-69 Corridor  
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**Table 3: Current Population in the Study Areas**

Town	Population	Average Household Size	Number of Residences
Buckskin <sup>(1)</sup>	236	2.51 <sup>(1)</sup>	94
Mackey <sup>(2)</sup>	106	2.36	45
Somerville <sup>(2)</sup>	293	2.66	110

<sup>(1)</sup> Buckskin is an unincorporated area that has not been included in past census counts. We counted 94 residences in the Buckskin area. Assuming an average population of 2.51 persons per residence (the US Census average population for Gibson County), a population of 236 has been estimated.

<sup>(2)</sup> From US Census Bureau 2010 Decennial Count

Besides the residential population, these communities also include an elementary school, churches, gas stations, and other commercial facilities. We have used the Equivalent Dwelling Unit (EDU) to represent the general water demands and wastewater flows in these communities. The following table outlines the EDUs in each of these communities.

**Table 4: Current EDUs in Buckskin, Mackey, and Somerville**

Current Equivalent Dwelling Units (EDUs) for Study Areas														
STUDY AREA	COMMERCIAL SITES													
	RESIDENCES		RESTAURANTS <sup>(1)</sup>		SCHOOLS <sup>(2)</sup>		CHURCHES <sup>(3)</sup>		SERVICE STATIONS <sup>(4)</sup>		OTHER <sup>(5)</sup>		INDUSTRIAL <sup>(6)</sup>	
	Number	EDUs	Number	EDUs	Number	EDUs	Number	EDUs	Number	EDUs	Number	EDUs	Number	EDUs
Buckskin	94	94	0	0	0	0	1	2.4	0	0	3	12	0	0
Mackey	45	45	0	0	1	7.3	3	7.2	1	3.2	1	4	0	0
Somerville	110	110	0	0	0	0	1	2.4	0	0	0	0	0	0
	249	249	0	0	1	7.3	5	12	1	3.2	4	16	0	0
														289

<sup>(1)</sup> Per 327 IAC assuming no 24-hour service and 60 seats

<sup>(2)</sup> Per 327 IAC assuming elementary school with 150 students

<sup>(3)</sup> Per 327 IAC assuming full kitchen and 150 sanctuary seats, each church

<sup>(4)</sup> Per 327 IAC assuming convenience store/service center

<sup>(5)</sup> Estimated at 1,250 gpd/acre with 1 acre avg per site

<sup>(6)</sup> Estimated at 1,500 gpd/acre with 1 acre avg per site

<sup>(7)</sup> Rounded up to the nearest integer

The County's average historical growth rate since 1940 is 0.15% per year. The following table reflects the historical population of Gibson County.

**Gibson County I-69 Corridor  
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**Table 5: Historical Population in Gibson County**

Year	Population <sup>4</sup>	Change
1940	30,709	BASE YEAR
1950	30,720	0.04%
1960	29,949	-2.5%
1970	30,444	1.7%
1980	33,156	8.9%
1990	31,913	-3.8%
2000	32,500	1.8%
2010	33,503	3.1%
2013	33,612	0.3%

Due to the beneficial development impacts of the nearby I-69, we are projecting that the growth rates in Buckskin, Mackey, and Somerville will be double the average historical growth rate of Gibson County as shown above. The following table outlines these projections in terms of EDUs.

**Table 6: Projected EDUs of Buckskin, Mackey, and Somerville**

Projected Equivalent Dwelling Units (EDUs) for Existing Communities			
	Existing EDUs	Projected EDUs <sup>(1)</sup>	
		20-years	40-years
Buckskin	109	121	134
Mackey	67	75	83
Somerville	113	125	139
	289	321	356

<sup>(1)</sup> Assumes double the average historical county growth rate from 1940 through 2010

#### 4.2. Estimated and Projected Water Demands

##### A. Interchange Study Areas

Without existing development around the SR 68, SR 168, and SR 64 Study Areas, there is no presently demand for water service. As development occurs around these interchanges, the demand for water service will increase. The

<sup>4</sup> Information obtained from:

[http://www.stats.indiana.edu/profiles/profiles.asp?scope\\_choice=a&county\\_changer=18051&button1=Get+Profile&id=2&page\\_path=Area+Profiles&path\\_id=11&panel\\_number=1](http://www.stats.indiana.edu/profiles/profiles.asp?scope_choice=a&county_changer=18051&button1=Get+Profile&id=2&page_path=Area+Profiles&path_id=11&panel_number=1)



### Gibson County I-69 Corridor Section 4 – Current and Projected Situation

following table projects the water demands in each of these Study Areas for the 20-year and the 40-year planning periods.

**Table 7: Interchange Study Areas Projected Water Demands**

Projected Water Demands by Development Type in Interchange Study Areas						
CUSTOMER TYPE	EDUs	20-YEARS		40-YEARS		Peak Day Demand <sup>(2)</sup>
		Avg. Demand <sup>(1)</sup>	Peak Day Demand <sup>(2)</sup>	Avg. Demand <sup>(1)</sup>	Peak Day Demand <sup>(2)</sup>	
		(gallons/day)	(gallons/day)	(gallons/day)	(gallons/day)	
State Road 68	Single Family Residential	33	9,870	66	19,740	39,480
	Small Commercial	1	300	2	600	1,200
	Large Commercial	96	28,710	192	57,410	114,820
	Hotel	120	35,880	240	71,760	143,520
	Industrial	0	0	0	0	0
	Subtotal	250	74,760	500	149,520	299,020
State Road 168	Single Family Residential	33	9,870	66	19,740	39,480
	Small Commercial	1	300	2	600	1,200
	Large Commercial	96	28,710	192	57,410	114,820
	Hotel	120	35,880	240	71,760	143,520
	Industrial	0	0	0	0	0
	Subtotal	250	74,760	500	149,520	299,020
State Road 64	Single Family Residential	33	9,870	66	19,740	39,480
	Small Commercial	1	300	2	600	1,200
	Large Commercial	96	28,710	192	57,410	114,820
	Hotel	120	35,880	240	71,760	143,520
	Industrial	240	71,760	480	143,520	287,040
	Subtotal	490	146,520	980	293,030	586,060
TOTAL	990	296,040	592,080	1,980	592,050	1,184,100

<sup>(1)</sup> Based on the IURC 2013 Water Utility Resource Report

<sup>(2)</sup> Peak/Average Day Demand ratio derived from Walski, *Water Distribution Modeling*, 2001

#### B. Buckskin, Mackey, and Somerville Study Areas

The Buckskin, Mackey, and Somerville Study Areas are projected to grow at a rate double the County average. In the table below, we have estimated current and projected future water demands for these Study Areas.

**Table 8: Estimated and Projected Water Demands in Community Study Areas**

Estimated and Projected Water Demands from Existing Communities									
	EXISTING			20-YEARS <sup>(1)</sup>			40-YEARS <sup>(1)</sup>		
	EDUs	Avg. Demand <sup>(2)</sup>	Peak Day Demand <sup>(3)</sup>	EDUs	Avg. Demand <sup>(2)</sup>	Peak Day Demand <sup>(3)</sup>	EDUs	Avg. Demand <sup>(2)</sup>	Peak Day Demand <sup>(3)</sup>
	(gallons/day)	(gallons/day)	(gallons/day)	(gallons/day)	(gallons/day)	(gallons/day)	(gallons/day)	(gallons/day)	(gallons/day)
Buckskin	109	32,391	65,182	121	37,510	75,020	134	41,540	83,080
Mackey	67	20,033	40,066	75	23,250	46,500	83	25,730	51,460
Somerville	113	33,787	67,574	125	38,750	77,500	139	43,090	86,180
	289	86,411	172,822	321	99,510	199,020	356	110,360	220,720

<sup>(1)</sup> Assumes double the average historical county growth rate from 1940 through 2010

<sup>(2)</sup> Based on the IURC 2013 Water Utility Resource Report

<sup>(3)</sup> Peak/Average Day Demand ratio derived from Walski, *Water Distribution Modeling*, 2001



### Gibson County I-69 Corridor Section 4 – Current and Projected Situation

#### C. Fire Flow Requirements

Aside from providing potable water for domestic uses, the provision of fire flows may be the most important capability of water utilities. For most communities, except medium-sized and larger cities, the sizes and capacities of infrastructure to provide needed fire flows can significantly exceed those needed for water service alone. However, the availability of needed fire flows is very important for certain types of developments, particularly hotels.

Needed fire flows for a commercial/industrial structure are typically determined for each structure based on construction and use. Wood framed structures generally have higher needed fire flows compared to steel or masonry construction. Uses with the potential for significant harm to persons or a high potential to support hazardous fires, such as a chemical storage facility, also commonly have higher needed fire flows.

The highest needed fire flow from the public utility is 3,500 gallons per minute for 3 hours. Under most building codes, if a sprinkler system is provided, the needed fire flow for a structure can be reduced by half. There is no legal obligation on the part of a utility to provide this needed fire flow, but the structure's insurance rating and the attractiveness of a site for development can be impacted if the needed fire flow is not provided.

For this report, we have based the needed fire flows for the three interchange study areas at 1,500 gallons per minute. At this rate, the fire flow should be available for two hours (180,000 gallons). Since the three community study areas are already served by water, we did not assess the needed fire flows for these areas.

#### 4.3. Estimated and Projected Wastewater Flows

##### A. Infiltration

For this study, the alternatives are based on the use of force mains from lift stations. Therefore, no infiltration will be present. In the future, the collection system flowing to these lift stations will be new and the initial gravity sewer infiltration should not exceed the allowable infiltration of 200 gallons per inch of pipe diameter per mile per day. As the collection system ages, infiltration



### Gibson County I-69 Corridor Section 4 – Current and Projected Situation

will increase. The 310 gpd/EDU value we have used to project wastewater flows includes a factor for peak-sustained infiltration.

#### B. Peaking Factor

The peaking factor accounts for the difference in rates between average flows and peak flows. Lift stations and force mains are sized based on the peak flow. However, service agreements and wastewater plants are usually sized based on average flows (peaking factors are applied at the wastewater plant to each of the unit processes in different ways). For this study, we have used a peaking factor of four times average flow, in accordance with state regulations.

#### C. Interchange Study Areas

Without existing development around the SR 68, SR 168, and SR 64 Study Areas, no wastewater is presently being generated. As development occurs around these interchanges, wastewater production will increase. The following table projects the wastewater flows in each of these Study Areas for the 20-year and the 40-year planning periods.

**Table 9: Interchange Study Areas Projected Wastewater Flows**

Projected Flows Generated by Development around Interchanges							
CUSTOMER TYPE	20-YEARS			40-YEARS			
	EDUs	Average Flow <sup>(1)</sup> (gpd)	Peak Flow <sup>(2)</sup> (gpm)	EDUs	Average Flow <sup>(1)</sup> (gpd)	Peak Flow <sup>(2)</sup> (gpm)	
State Road 68	Single Family Residential	33	10,230	28	66	20,460	57
	Small Commercial	1	307	1	2	614	2
	Large Commercial	96	29,760	83	192	59,520	165
	Hotel	120	37,200	103	240	74,400	207
	Industrial	0	0	0	0	0	0
	Subtotal	250	77,500	215	500	155,000	431
State Road 168	Single Family Residential	33	10,230	28	66	20,460	57
	Small Commercial	1	307	1	2	614	2
	Large Commercial	96	29,760	83	192	59,520	165
	Hotel	120	37,200	103	240	74,400	207
	Industrial	0	0	0	0	0	0
	Subtotal	250	77,500	215	500	155,000	431
State Road 64	Single Family Residential	33	10,230	28	66	20,460	57
	Small Commercial	1	307	1	2	614	2
	Large Commercial	96	29,760	83	192	59,520	165
	Hotel	120	37,200	103	240	74,400	207
	Industrial	240	74,400	207	480	148,800	415
	Subtotal	490	151,900	422	980	303,800	844
TOTAL	990	306,900	852	1,980	613,800	1,705	

<sup>(1)</sup> Based on 310 gallons per day per EDU annual average flow

<sup>(2)</sup> Based on 4x average flow



### Gibson County I-69 Corridor Section 4 – Current and Projected Situation

#### D. Buckskin, Mackey, and Somerville Study Areas

With the growth projected for the Buckskin, Mackey, and Somerville Study Areas the wastewater generation in these communities is also projected to grow. In the table below, we have estimated current and projected future wastewater generation in these Study Areas.

**Table 10: Wastewater Flows in Community Study Areas**

Estimated and Projected Sewage Flows from Existing Communities								
	EXISTING			20-YEARS <sup>(1)</sup>			40-YEARS <sup>(1)</sup>	
	EDUs	Average Flow <sup>(1)</sup> (gallons/day)	Peak Flow <sup>(2)</sup> (gallons/minute)	EDUs	Average Flow <sup>(1)</sup> (gallons/day)	Peak Flow <sup>(2)</sup> (gallons/minute)	EDUs	Average Flow <sup>(1)</sup> (gallons/day)
Buckskin	113	35,030	98	125	38,750	108	139	43,090
Mackey	77	23,870	67	86	26,660	75	96	29,760
Somerville	118	36,580	102	131	40,610	113	145	44,950
	308	95,480	267	342	106,020	296	380	117,800

<sup>(1)</sup> Based on 310 gallons per day per EDU annual average flow

<sup>(2)</sup> Based on 4x average flow

#### 4.4. Water Supplies and Utilities near the Study Areas

With the estimates and projections of water demands in the Study Areas, we have gained perspective on the potential water supply needs of these areas. The following information outlines our findings about area water utilities that might serve the Study Areas.

#### A. Well Water Supplies

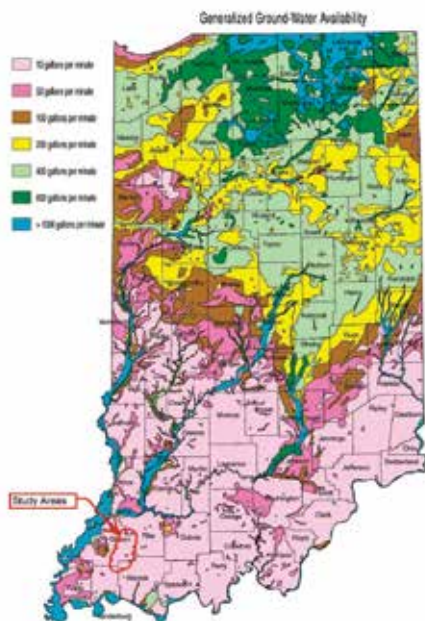
Groundwater available for potable water supplies in and around the study areas are generally not available. Wells that have been developed generally have poor production and water quality. The following figure highlights the groundwater throughout the state, including in Gibson County.





#### Gibson County I-69 Corridor Section 4 – Current and Projected Situation

Figure 2: Generalized Groundwater Availability



For this reason, we do not believe groundwater supplies are a practical water source for the Study Areas.

#### B. Existing Water Utilities

Information about the existing area water utilities is provided below. Based on this preliminary information, we believe any of these water utilities have capacity available to serve at least parts of the Study Areas.

BLN

#### Gibson County I-69 Corridor Section 4 – Current and Projected Situation

##### 1. Pike-Gibson Water, Inc.

Pike-Gibson Water, Inc., a not-for-profit corporation regulated by the Indiana Utility Regulatory Commission, is the primary water provider in and near the Study Areas. Pike-Gibson's distribution system runs from Petersburg on the north and serves Somerville, Mackey and Buckskin as well as the east side of the interchanges at SR 64 and SR 68 and I-69. Pike-Gibson also has a water distribution system servicing the west side of I-69 from CR 175 S to CR 750 S and around the SR 168 interchange. It is our understanding that there are seven 18 inch crossings through I 69 at the following locations: Base Road, 50N, 125S, 300S, 400S, 550S, and 750 S. In total, Pike-Gibson Water provides water to 3,300 service connections. Pike-Gibson Water receives water from Gibson Water, the City of Petersburg, and Patoka Lake Regional Water District.

Pike-Gibson Water has two water tanks near the Study Areas. One tank, a 312,000 gallon standpipe, is located north of the SR 64 Study Area and just west of Oakland City. This standpipe has a capacity of 312,000 gallons and an overflow elevation of 633' msl. This standpipe could serve customers at elevations up to about 550' msl. A second standpipe is located in northerly Somerville. This standpipe has a capacity of 161,000 gallons and an overflow elevation of 670' msl. This standpipe can serve customers at elevations up to about 585' msl. Standpipes differ from elevated water tanks because only a portion of the water in the tank is available. The water in the lower sections of the tank often cannot be provided at the necessary minimum pressure.

Pike-Gibson Water is currently preparing a preliminary engineering report to define a series of projects to increase the pipe sizes or add parallel water mains and to add water storage needed to support development at the I-69 interchanges at SR 64, SR 168 and SR 68. Preliminarily, this plan includes the construction of a 300,000 gallon elevated water storage tank near the SR 64/I-69 interchange. A map of the existing distribution system and proposed improvements can be found in **Appendix B**.

BLN

**Gibson County I-69 Corridor  
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2. Francisco Water Utility

Francisco is a wholesale customer of Pike-Gibson Water with 372 service connections. As a wholesale customer, the Francisco utility operates a distribution system and bills customers.

3. Oakland City Water Utility

Oakland City purchases water from Patoka Lake Regional Water District and has its own water treatment plant that treats surface water. The utility has about 1,217 service connections. Recent improvements to the water system include a new water treatment plant and dredging of Old Lake to improve the water quality and quantity available to the treatment plant and a new 400,000 gallon water tank and demolition of the old tank. Work also included repairs to the Old Lake dam.

4. Fort Branch Water Utility

Fort Branch has 14 wells and a conventional iron removal water treatment plant located on the northwest side of Town. An elevated water tank is also located at the treatment plant site. In addition to its own production, the Fort Branch Water Utility also purchases water from Gibson Water. IDEM lists 1,407 service connections for Fort Branch.

5. Haubstadt Water Utility

Haubstadt purchases water from Gibson Water and has 1 well and an elevated water tank in Town. IDEM lists 827 service connections for Haubstadt.

**4.5. Existing Wastewater Utilities**

**A. Existing Sewer Collection Systems**

1. SR 68, SR 168, Buckskin, Mackey, and Somerville Study Areas

No sewer systems exist near the SR 68, SR 168, Buckskin, Mackey, or Somerville study areas.



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2. SR 64 Study Area

Two sewer collection systems exist near the SR 64 Study Area. A force main extends from Francisco to the Francisco Wastewater Plant through the SR 64 Study Area. This force main is located along the north side of the SR 64 Study Area on the west side of I-69 and is dedicated to provide sewer service to the Town. The Town has extended a sewer line under I-69 eastward to CR 950 E.

Francisco has installed a 4-inch force main under I-69 to the east side of the SR 64 Study Area. This force main is not adequately sized for the long-term projected flow from the SR 64 Study, but could be used in the short term for initial development.

Oakland City has a gravity sewer collection system to near the intersection of SR 64 with SR 57, on the east side of I-69. It is unlikely that this gravity sewer system could be extended into the SR 64 Study Area due to terrain constraints and the sewer system's depth. This sewer system may be accessible to the Study Area through installation of a lift station.

**B. Existing Wastewater Plants**

Two wastewater plants are located near the SR 64 Study Area. Other nearby wastewater plants also offer the potential to provide service to the Study Areas. The alternatives map provided in **Appendix A** as **Map A-3** shows the relative location of these existing wastewater treatment plants to the Study Areas.

1. Wastewater Plants Near SR 64 Study Area

Two wastewater utilities are located near the SR 64 interchange. One of these utilities, Francisco, has an existing wastewater treatment plant in the SR 64 Study Area.

i. Francisco WWTP

Francisco has built a wastewater treatment plant near the SR 64 & I-69 interchange. Flows from Francisco are transported to the WWTP, which is located about 2 ½ miles east of town, by a force main.



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Francisco's NPDES permit lists existing treatment capacity of 0.079 million gallons per day (MGD). Based on current average daily flows of 0.023 MGD reported in Discharge Monitoring Reports (DMRs), the Francisco WWTP has about one-third the capacity we project will be needed to serve the SR 64 Study Area without a plant expansion project. Much of the additional wastewater treatment capacity needs occur due to projected industrial growth in this Study Area.

#### ii. Oakland City WWTP

In 2011, Oakland City invested 6.9 million dollars in collection system and WWTP improvements. WWTP improvements consisted of demolition of some existing plant buildings and other structures; modifications to an existing oxidation ditch; installation of a new centrifuge for sludge drying, rehabilitation of two existing clarifiers, and the addition of two new clarifiers, flow metering, and other improvements.

Oakland City's NPDES permit lists a design treatment capacity of 1 MGD. Per the City's August and September 2014 DMRs, average flow was approximately 0.28 MGD. Based on recent 2014 DMR reporting, Oakland City should have capacity to treat additional flows from the Study Areas during the 20-year planning period.

## 2. Other Nearby Wastewater Plants

Currently, there are no existing wastewater treatment plants near the SR 168 Study Area and the SR 68 Study Area. Fort Branch and Haubstadt, located on US 41, are seven to ten miles west of the SR 168 and SR 68 interchanges out-of-county utilities were not considered.

#### i. Fort Branch

The Fort Branch wastewater plant is located about seven miles west of the SR 168 study area. Fort Branch invested over five million dollars for improvements in their collection system and wastewater plant in 2007.

Fort Branch's wastewater plant has an existing average treatment capacity of 0.7 MGD. The Town's DMR lists average flows in August



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of 2014 of approximately 0.7 MGD. Based on this DMR information, Fort Branch does not have capacity to treat additional flows from the study areas without a plant expansion.

#### ii. Haubstadt

Haubstadt invested 4 million dollars in its wastewater plant in 2001. Haubstadt's wastewater plant has an existing treatment capacity of 0.81 MGD. Recent data indicates average flow of 0.36 to 0.49 MGD. Based on Haubstadt's average flow, the wastewater plant has capacity to accept additional flows from the SR 168 Study Areas through the 40-year planning period.



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## 5. EVALUATION OF ALTERNATIVES

In this section, we evaluate those alternatives we considered to be technically feasible and have a reasonable potential of economic feasibility to provide water and wastewater service to the Study Areas.

### 5.1. Design Considerations

In the development of proposed water and sewer improvements for the Study Areas, we have used several considerations for the sizing of lift stations, treatment plants, and water and sewer lines.

For mechanical devices such as lift stations, we considered the appropriate pump size to be one that would be adequate for a 20-year projected flow. The wet well in which the pumps lie should be adequately sized for a 40-year projected flow. Expansion of the lift station after 20 years could be accomplished by installation of a third pump, replacement of the existing pumps with pumps of larger capacity, or a combination of both.

The appropriate size for wastewater treatment plants have also been based on the 20-year projected flow rate. It is unlikely to be cost effective to install the much more extensive tankage of a wastewater treatment plant for a 40-year planning horizon. Expansion could occur after 20 years with additional treatment units at the plant site.

Force mains have been sized to provide a minimum 2 feet per second of velocity under the 20-year lift station pumping rates. These force mains can continue to be used through the 40-year extended planning period by increasing the velocity in the pipe, necessitating additional pumping horsepower.

Water mains have been sized to provide about 1,500 gpm in needed fire flow (the basis of the needed fire flow is discussed in the previous section). Due to the flow rates and potential impact on existing, smaller water mains, most of the planned water mains extend to near existing water tanks. Some design considerations, such as intervening hills, service to intervening customers, and utility operational considerations can impact the actual fire flow availability.

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## 5.2. Study Area Sewers

### A. Lift Stations

Lift stations are planned in each of the study areas to provide access locations for the future gravity sewer collection systems. The locations and elevations of these lift stations have been selected to allow for the largest reasonable area to be served by gravity sewers.

In the interchange study areas, lift stations have been planned for both sides of the interchange (except for the SR 68 Study Area, which covers only one side of the interchange). These lift stations have been sized for the full projected service to either side of the interchange so that the development location is not limited by the lift station capacity. In design, initially smaller pumps may be prudent, since the pumps can be readily replaced with larger units if the electrical system and control panel are upsized in the initial construction for the larger pumps.

A force main has been planned to connect the lift stations on either side of the interchange. This force main will cross under the interstate, either at the overpasses or beyond the on- or off-ramps, so the crossing costs are minimized. This force main will be required no matter where the wastewater is to be pumped, but also allows the County flexibility in which direction wastewater needs to be transported for treatment.

For the community study areas, a single lift station has been planned near SR 57 in each community. This lift station can act as the primary access point for transportation of the wastewater from the community. Sewers have not been planned at this time within these community study areas. Funding agencies, to ensure adequate revenue for repayment of construction loans, will require that all customers near new sewers connect to the system. By not planning sewers in these areas at this time, the County has time to gauge need and determine costs for extending sewers into these communities without immediately forcing the residents to connect to the sewers.

### B. Sewer Collection Systems

The layout and planning of the sewer collection systems in each study area is beyond the scope of this report. Sewer locations in the interchange study areas are highly dependent on the location, design, and type of development that will occur



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around the interchanges. Installation of sewer collection systems in the community study areas would force the residents to connect to the sewers, whether desired or not, due to funding agency requirements.

Two types of collection system sewers are commonly used in cases such as those found in the study areas. These sewer types are conventional gravity sewers, commonly found in cities and towns, and low pressure sewers with grinder pumps. Often when extending sewers into existing communities, a combination of these collection system types is used.

A description of the two most common sewer types is presented for general information in the following sections.

### 1. Gravity Sewers

The gravity sewer system is the most common type of sewer collection system. Gravity sewers use a minimum eight (8) inch diameter sewer laid to a constant downward slope that allows for gravity flow to a central collection point. Manholes are provided at least every 400 feet and at every change in direction, pipe slope, or pipe size. Lift stations are required where sewers get excessively deep.

Smaller diameter gravity pipes, called laterals, are generally used to connect customers from their home or business to the sewer system, however, grinder pumps must be used where customers are located below the sewer line.

**Advantages:** Gravity sewers are the simplest type of sewer available. Since gravity is the driving force that moves sewage through the system, power outages do not affect the performance of the system (except where lift stations are located). Portable or permanent standby power generators are usually available for lift stations.

Maintenance and operation costs of gravity sewer systems are relatively low. Even though gravity sewers are usually more expensive to install, the reduced maintenance costs can often offset the higher capital costs to provide the most cost-effective alternative.

Gravity sanitary sewers typically provide the greatest amount of flexibility for adding service connections in the future. The sewers must be laid at a slope



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which provides enough velocity in the pipe to prevent long term deposition of solids.

**Disadvantages:** In areas where the terrain is rolling or where long runs are needed on flat ground, the need to keep gravity sewers at a downward grade could require extremely deep cuts, possibly making them cost prohibitive.

One of the main disadvantages of gravity sewers is inflow and infiltration. Inflow is often caused by improper customer connections to the sewers with foundation drains, area drains, or downspouts. Infiltration is the seepage of groundwater and rainwater into the sewers through defects in the pipes. Much of the infiltration in gravity sewers is due to defects in the homeowner's lateral. Inflow and infiltration can be difficult to locate and eliminate. The clear water from inflow and infiltration also increases pumping and treatment costs and can use much or all of the capacity in the treatment system intended for additional growth. Regulation of inflow and infiltration in an existing system is done by a sewer use ordinance. However, the application of the sewer use ordinance, forcing the disconnection of improper sewer connections and repairs of private laterals and plumbing can be difficult to implement.

### 2. Low Pressure Sewers with Grinder Pumps

Low pressure sewers with grinder pumps use small pumps and small diameter pressure sewers to transport wastewater. One to two horsepower pumps are located in a pump pit connected to one or a few buildings. The pumps grind the sewage solids into small particles, hence the name grinder pumps. Each grinder pump discharges into a pressure sewer through a small lateral pipe. These pressure mains transport the sewage to a lift station or treatment system. The pressure sewer pipes are generally 1½ to 4 inches in diameter. Laterals are usually 1¼ inches in diameter. The pressure sewers follow the ground elevations and need to be only deep enough to prevent freezing. Power for the pumps must come from the buildings connected to the pump pit or from a metered drop on the power pole.

**Advantages:** Low pressure sewers with grinder pumps are well suited to hilly terrain. Pressure sewers can also be well suited in areas that are close to fully developed where there will only be a few additional taps that won't adversely affect the hydraulics of the pipes or grinder pump stations. Pressure sewers



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require a minimal excavation; typically about four (4) feet, to protect the pipes' contents from freezing.

As an alternative to open excavation, small diameter pressure sewers can be installed by directional boring. The directional boring technique involves controlled horizontal boring about 4' deep. The distance that a single bore can run varies from 100' to 800'. At the end of the bore, the bit is brought to the surface and the sewer pipe is pulled into the bore hole with the bit as it is being withdrawn. The pipes are welded together and buried at the end of each bore. No surface disturbance occurs between the bore pits. Directional boring can also be used to install sewer laterals from the sewer main to the pump pit.

The advantages of this technique include surface disturbance only at the end of each bore and at each lateral connection, no disturbance of trees, and a small number of joints in the pipe. This technique is well suited to minimize disturbance in the installation of sewers in existing developments.

**Disadvantages:** One of the main disadvantages of low pressure sewers with grinder pumps is the large number of mechanical devices. Generally, one grinder pump is required for each one or two homes. These pumps and their control systems require maintenance and periodic replacement. The costs of maintenance and pump replacement can be substantial. Grinder pump control panels typically have an integral alarm system to warn that the pump is not working. However, the failure of a grinder pump could cause the backup of sewage in the customer's home.

Since grinder pumps are powered by electricity, a local or regional power failure will result in the loss of sewer service. If the power remains out for a long period of time, the customer may have to temporarily vacate the home or find alternative sanitary facilities.

In areas that are sparsely developed, the system would either have to be sized for current demand and replaced later as significantly more taps need to be added, or oversized, potentially causing operational problems, including the need for a regular flushing program.



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### 5.3. Description of Wastewater Service Alternatives

The range of treatment and collection system alternatives is shown in the table below. In some cases, particularly related to service to the SR 64 Study Area, these alternatives can be combined to provide service to the desired Study Areas.

**Table 11: WWTP & Collection System Alternatives**

Alternative	Title	Study Areas	Description
0	Do Nothing	All	Do not extend water and wastewater services to the Study Areas
1	64 - Francisco	SR 64	Provide service to both sides of interchange by Francisco WWTP (will require future WWTP upgrade)
2	64 - Oakland City	SR 64	Provide service to both sides of interchange by Oakland City WWTP.
3	68 & 168 - Haubstadt	SR 68 SR 168	Provide service to SR 68 and SR 168 by Haubstadt WWTP. Use Alternative 1 or 2 for SR 64.
3A	68 – Haubstadt	SR 68	Provide Service to SR 68 by Haubstadt WWTP.
4	SR 68 & SR 168 – Small WWTP	SR 68 SR 168	Provide new WWTP to serve SR 68 and SR 168 Use Alternative 1 or 2 for SR 64.
5	Southern WWTP	All but SR 64	Provide new WWTP to serve SR 68, SR 168, Mackey, Buckskin, and Somerville. Use Alternative 1 or 2 for SR 64.
6	All to Oakland City	All	Extend service from Oakland City to SR 64, SR 68, SR 168, Mackey, Buckskin, and Somerville.
6A	SR 168 to Oakland City	SR 168	Provide service to SR 168 by Oakland City WWTP.

#### A. General Issues

The connection costs, service costs, and conditions of service from any of the area wastewater utilities may impact whether any particular wastewater alternative is the least-cost alternative to serve the Study Areas.

Financing, ownership, and operation of a wastewater collection system and, in particular, a wastewater treatment plant, presents a significant risk and effort for the County. One method available to the county to address this issue is with creation



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of a regional district, which can have the authority to provide water, wastewater or both.

**B. Option 0 - Do Nothing**

**Description:** The Do Nothing Alternative allows the County and the county communities to continue their historical development without impacting the potential for new development afforded by construction of I-69 through the county.

**Advantages:** This alternative is the least costly, because no changes would be made.

**Disadvantages:** This alternative would not solve any environmental degradation / health and safety problems, nor does it provide water and wastewater treatment services needed for economic development in the Study Areas.

**C. Alternative 1 – SR 64 to Francisco**

**Description:** The SR 64 to Francisco Alternative provides for wastewater service from both sides of the interchange to the existing Francisco wastewater treatment plant, located in the northwest quadrant of the study area. This alternative does not address service to other study areas, but can be combined with other alternatives to provide the desired outcome.

**Advantages:** Connection of new development in the SR 64 Study Area to the Francisco Wastewater Treatment Plant, which is situated near the interchange at SR 64, offers the shortest connection distance, reducing connection costs. Francisco has already extended a 4-inch force main pipe across I-69 to CR 950 on the east, providing immediate access from the east to the Francisco Wastewater Treatment Plant.

With wastewater service locally available, developers, instead of the County, may install infrastructure to provide service to the SR 64 Study Area. If infrastructure is required, the costs will be nominal in comparison to wastewater service in the other study areas.

**Disadvantages:** The Francisco WWTP currently has a capacity of 0.079 MGD and an average dry-weather flow of about 0.023 MGD. The SR 64 Study Area has a projected wastewater generation of about 0.151 MGD, more than the current



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capacity of the Francisco WWTP. For this reason, we project the Francisco WWTP will need to be expanded before the end of the 20-year planning period.

**D. Alternative 2 – SR 64 to Oakland City**

**Description:** The SR 64 to Oakland City Alternative provides for wastewater service from both sides of the interchange to the existing Oakland City wastewater treatment plant, located in the nearby town. Connection to Oakland City's sewer system should be practical near the intersection of SR 57 and SR 64. This alternative does not address service to other study areas, but can be combined with other alternatives to provide the desired outcome.

**Advantages:** Oakland City's WWTP lies close to the SR 64 Study Area, offering the potential for service with low capital costs. Oakland City's WWTP has adequate capacity for the projected development in the SR 64 Study Area through the extended planning period.

**Disadvantages:** The service cost issues described above may impact the degree of advantage or disadvantage this alternative offers.

**E. Alternative 3 – SR 68 & SR 168 to Haubstadt**

**Description:** In the SR 68 and SR 168 to Haubstadt Alternative, we consider the costs of pumping wastewater from the SR 68 and SR 168 Study Areas to Haubstadt for treatment.

**Advantages:** By avoiding construction of a wastewater treatment plant, the County eliminates issues such as creation of a special district to own and operate the treatment plant (though such a district might be desirable for ownership and operation of the collection system).

**Disadvantages:** Haubstadt is a significant distance from the Study Areas. Besides increased construction costs for this service, and the unknowns of connection and service fees from the Town, the costs to pump the wastewater this great distance will be substantial.



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**F. Alternative 3A – SR 68 to Haubstadt**

**Description:** In the SR 68 to Haubstadt Alternative, we consider the costs of pumping wastewater from the SR 68 Study Area to Haubstadt for treatment.

**Advantages:** By avoiding construction of a wastewater treatment plant, the County eliminates issues such as creation of a special district to own and operate the treatment plant (though such a district might be desirable for ownership and operation of the collection system).

**Disadvantages:** Haubstadt is a significant distance from the Study Areas. Besides increased construction costs for this service, and the unknowns of connection and service fees from the Town, the costs to pump the wastewater this great distance will be substantial.

**G. Alternative 4 – SR 68 & SR 168 to Small WWTP**

**Description:** A small wastewater treatment plant could be constructed near a waterway between the two Study Areas. The wastewater treatment plant could use the conventional activated sludge process, but may require phosphorus removal, as well. If phosphorus removal is required, the chemical, and particularly the sludge management costs will increase. This alternative could be combined with an alternative providing service to the SR 64 Study Area to provide service to all interchange study areas.

**Advantages:** Connection of the interchanges at SR 168 and SR 68 to a new wastewater treatment plant could reduce overall construction costs due to the shorter pipe length needed to connect the Study Areas. In this alternative, we assumed that Francisco and/or Oakland City would serve the SR 64 interchange through Alternative 1 or Alternative 2.

Gibson County could establish a Regional Sewer District. With creation of a RSD, the County would maintain significant control over the provision of utilities to these two service areas while placing the responsibility to finance, own, and operate the plant with the RSD. The plant could be readily expanded in phases to extend service to other areas, such as Buckskin, Mackey, and Somerville.



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**Disadvantages:** In addition to a collection system, a new WWTP would have to be operated and maintained. The liability accepted for the ownership and operation of a wastewater treatment plant are significant.

Another indirect disadvantage is a lost opportunity for existing WWTPs in the area that could be used to service the area. Creation of a new plant would reduce economic opportunities for the existing plants.

**H. Alternative 5 – Southern WWTP**

**Description:** The Southern WWTP Alternative provides for a new wastewater plant about halfway between SR 68 and SR 168 Study Areas. The wastewater treatment plant could use the conventional activated sludge process, but may also require phosphorus removal, based on the discharge permit limitations imposed by IDEM. If phosphorus removal is required, the chemical, and particularly the sludge management costs will increase.

While this alternative includes service to all Study Areas except SR 64, a smaller plant could be constructed initially. The plant could be readily expanded in phases to extend service to other areas, such as Buckskin, Mackey, and Somerville.

**Advantages:** In this alternative, we assumed that Francisco and/or Oakland City would serve the SR 64 interchange through Alternative 1 or Alternative 2.

Gibson County could establish a Regional Sewer District to finance, own, and operate the wastewater plant and collection system. With creation of a RSD, the County could maintain significant control over the provision of utilities within the service areas.

This alternative includes service to all Study Areas except SR 64. Essentially, this alternative is an expanded version of Alternate 4. The plant could be readily as service is extended further into the communities Service Areas, such as Buckskin, Mackey, and Somerville.

**Disadvantages:** In addition to a collection system, a new WWTP would have to be operated and maintained. The liabilities accepted for the ownership and operation of a wastewater treatment plant are significant.





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**I. Alternative 6 – All to Oakland City**

**Description:** Under the All to Oakland City alternative, wastewater service from all six study areas would be pumped to the town for treatment.

**Advantages:** The County would have to negotiate and coordinate with only one entity. A Regional Sewer District could be created by the County to finance, own, and operate the sewer collection system. The Regional Sewer District could have a wholesale wastewater agreement with Oakland City for the treatment service. All of the study areas except the SR 64 Study Area could be served by a trunk force main along SR 57.

**Disadvantages:** The distance of some of the more southerly study areas is significant, necessitating many miles of sewers.

**J. Alternative 6A – SR 168 to Oakland City**

**Description:** In the SR 168 to Oakland City, we consider the costs of pumping wastewater from SR 168 Study Areas to Oakland City.

**Advantages:** By avoiding construction of a wastewater treatment plant, the County eliminates issues such as creation of a special district to own and operate the treatment plant (though such a district might be desirable for ownership and operation of the collection system). This alternative has an additional benefit of having the opportunity to provide the areas of Buckskin, Mackey and Somerville with sanitary sewer service.

**Disadvantages:** The service cost issues described above may impact the degree of advantage or disadvantage this alternative offers.

**K. Estimated Construction Costs for Sewer Alternatives**

The following table summarizes our cost estimates for each of the sewer alternatives described above. These costs are based on planning level of project understanding and include 20% contingencies. The non-construction cost are 30% at this planning level of the project and do not include land acquisition services or the cost of land.



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**Table 12: Sewer Alternatives Construction Cost Estimates**

	Alternative	Construction	Non Construction	Project Cost
1	64 - Francisco	\$1,800,000	\$540,000	\$2,340,000
2	64 - Oakland City	\$2,800,000	\$840,000	\$3,640,000
3	68 & 168 - Haubstadt	\$7,100,000	\$2,130,000	\$9,230,000
3A	68 – Haubstadt	\$3,100,000	\$930,000	\$4,030,000
4	SR 68 & SR 168 - WWTP	\$12,500,000	\$3,750,000	\$16,250,000
5	Southern WWTP	\$16,100,000	\$4,830,000	\$20,930,000
6	All to Oakland City	\$11,000,000	\$3,300,000	\$14,300,000
6A	168 – Oakland City	\$7,500,000	\$2,250,000	\$9,750,000

**5.4. Potable Water Alternatives**

Six potable water alternatives (including the No Action Alternative) were evaluated for service to the interchange study areas, as shown in the following table. A map is provided in **Appendix A as Map A-4** that shows the water alternatives. Water service to the community study areas was not investigated since each area is already served by Pike-Gibson Water Company. Pike-Gibson Water may have a Certificate of Territorial Authority issued by the Indiana Utility Regulatory Commission.

**Table 13: Water Alternatives**

Alternative	Title	Study Areas	Description
0	Do Nothing	All	Do not extend water service to the Study Areas
A	Oakland City to SR 64	SR 64	Extend water service from Oakland City into the SR 64 Study Area
B	Haubstadt to SR 68	SR 68	Extend water service from Haubstadt to the SR 68 Study Area
C	Fort Branch to SR 68, SR 168	SR 68 and SR 168	Extend water service from Fort Branch to the SR 68 and SR 168 Study Areas
D	Oakland City to SR 64, 168, & 68	SR 64, SR, 68, and SR 168	Extend water service from Oakland City to all interchange study areas
E	Pike-Gibson to SR 64, 168, & 68	SR 64, SR, 68, and SR 168	Extend water service from Pike-Gibson Water to all interchange study areas



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**A. General Issues**

As with wastewater service, the connection costs, service costs, and conditions of service of any water service provider may impact whether any particular alternative is the least-cost alternative to serve the Study Areas.

The County does not have the authority to provide water service. However, the County can create a Regional Water District (or a Regional Water and Sewer District) to finance, own, and operate the water system. Water supplies could be provided through intergovernmental agreements with the supplying agency.

In order to provide needed fire flows to study areas remote from a water tank, booster pump stations may be needed to increase pressure over intervening hills. More detailed hydraulic analyses would be required to determine this need, which would increase construction and operating costs. An alternative to a booster station would be the construction of a water tank near the study area.

**B. Option 0 - Do Nothing**

**Description:** The Do Nothing Alternative allows the County and the county communities to continue their historical development without impacting the potential for new development afforded by construction of I-69 through the county.

**Advantages:** This alternative is the least costly, because no changes would be made.

**Disadvantages:** This alternative would not support growth in the county as it does not provide the water and wastewater treatment services needed for economic development in the Study Areas.

**C. Alternative A – Oakland City to SR 64**

**Description:** Extend a water main from Oakland City's water tank on the north side of Town to the SR 64 Study Area.

**Advantages:** Oakland City has recently constructed a water tank adequate in size and elevation to serve the SR 64 Study Area.



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**Disadvantages:** Pike-Gibson Water is planning construction of a new water tank in anticipation of providing water service around the SR 64 interchange. It is unlikely that the utility will accept service to the area from Oakland City after that significant investment without a conflict arising.

**D. Alternative B – Haubstadt to SR 68**

**Description:** Extend a water main from Haubstadt's water tank to the SR 68 Study Area.

**Advantages:** Haubstadt, while a significant distance from the SR 68 interchange, is nevertheless the closest water supply with adequate capacity for fire flows. Pike-Gibson's small water mains in the area do not have adequate capacity for fire flows.

**Disadvantages:** Due to the presence of a large hill about halfway between Haubstadt and the interchange, the water main needs to be routed north around the hill, significantly increasing construction costs.

**E. Alternative C – Fort Branch to SR 168 and SR 68 Study Areas**

**Description:** Extend a water main from Fort Branch's water tank to both the SR 168 and the SR 68 Study Areas.

**Advantages:** Fort Branch, while a significant distance from the SR 168 and SR 68 interchanges, is nevertheless the closest water supply with adequate capacity for fire flows. Pike-Gibson's small water mains in the area do not have adequate capacity for fire flows.

**Disadvantages:** Pike-Gibson Water already has small water lines in the area. These lines may be adequate for smaller customers without significant fire flow needs.

A hill located west of the SR 168 interchange will somewhat limit fire flows to the SR 168 Study Area.

**F. Alternative D - Oakland City to SR 64, SR 168, & SR 68 Study Areas**

**Description:** Extend a water main from Oakland City's water tank on the north side of Town to all of the interchange study areas.



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**Advantages:** Oakland City has recently constructed a water tank adequate in size and elevation to serve all of the interchange study areas.

**Disadvantages:** Pike-Gibson Water is planning construction of a new water tank in anticipation of providing water service around the SR 64 interchange. It is unlikely that the utility will accept service to the area from Oakland City after that significant investment without a conflict arising.

A hill on the north side of Somerville may limit fire flows available to the SR 168 and SR 68 Study Areas.

**G. Alternative E - Pike-Gibson to SR 64, SR 168, & SR 68**

**Description:** Pike-Gibson Water to extend service to the interchange study areas.

**Advantages:** Pike-Gibson has already built extensive water distribution system infrastructure in the area and is planning to extend service to the study areas. A map of the existing system is presented in **Appendix B**. Under this alternative, the County does not have to create a special district or fund any projects.

**Disadvantages:** Pike Gibson has indicated it is having difficulty meeting demand for areas south of SR 64. To address these capacity concerns and provide service to the I-69 corridor, Pike Gibson is currently preparing a preliminary engineering report.

Pike-Gibson's water mains near the SR 168 and SR 68 Study Areas are too small to provide the needed fire flow for the anticipated developments. The main sizes outlined in the draft preliminary engineering report information appear to perpetuate this disadvantage.

**H. Estimated Project Costs for Water Alternatives**

The following table summarizes our cost estimates for each of the water alternatives described above. These costs are based on planning level of project understanding and include 20% contingencies. The non-construction cost are 30% at this planning level of the project and do not include land acquisition services or the cost of land.



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**Table 14: Water Alternatives Construction Cost Estimates**

	Alternative	Construction	Non Construction	Project Cost
A	Oakland City to SR 64	\$2,600,000	\$780,000	\$3,380,000
B	Haubstadt to SR 68	\$5,600,000	\$1,680,000	\$7,280,000
C	Fort Branch to SR 68, SR 168	\$8,800,000	\$2,640,000	\$11,440,000
D	Oakland City to SR 64, 168, & 68	\$12,100,000	\$3,630,000	\$15,730,000
E	Pike-Gibson to SR 64, 168, & 86	\$0	\$0	\$0

**5.5. High Speed Internet Alternatives**

High Speed Internet is a critically important utility of any new commercial entity. The rapid increase of speed technology continues to evolve. A T1 line offers speeds of 1.544 Mbps. A T3 line offers speeds of 44.736 Mbps. A fiber line offers speeds of 1000Mbps. However, wireless internet through cellular towers and through Google's Project Loon, which uses weather balloon technology to deliver a connection, continues to push the internet speed barriers which may make existing hardware technology obsolete.

**5.6. Potentially Required Permits**

The necessity for permits will depend on the ultimate choice of which Alternative will be used to serve the Study Areas. A portion of the project may be built in a wetland area if the County wishes to pursue a pipe route that follows SR 57 in the southern portion of the county. A list of potential permits is presented in the table below.

**Table 15: Potentially Required Permits**

Permit Type	Permit Provider
Wetland Construction (Section 401 WQC)	Indiana Department of Environmental Management
Dredge & Fill (Section 404 WQC)	U.S. Army Corps of Engineers
IDEM Construction (Sewer, water, tanks, WWTP)	Indiana Department of Environmental Management
NPDES (For New WWTP)	Indiana Department of Environmental Management
Storm Water (Rule 5)	Indiana Department of Environmental Management
Construction in a Floodway	Indiana Department of Natural Resources

**5.7. Land Acquisition Requirements**

Whenever practical, the pipe alignments presented in the alternatives were created to follow existing roads. It is anticipated that the sewer collection system will be located



GIBSON COUNTY I-69 CORRIDOR  
Section 5 – Evaluation of Alternatives

in the roadway right of way, but there may be some areas that require purchase of easements on private property.



GIBSON COUNTY I-69 CORRIDOR  
Section 6 - Selected Plan

6. SELECTED PLAN

6.1. Selection of Wastewater Service Alternatives

A. SR 64

The selected alternative to serve SR 64 is to continue to work with Francisco and Oakland City to provide service to the interchange. The lift stations would have an initial capacity of 422 gpm and a future capacity of 844 gpm. The project cost could range between \$2.3M and \$3.6M.

B. SR 168 – Oakland City

The selected alternative to serve SR 168 is to provide lift stations with an initial capacity of 215 gpm and a future capacity of 431 gpm. The force main would extend east to SR 57 then north along SR57 and connect to the Oakland City collection system.

This alternative has an additional benefit of having the opportunity to provide the areas of Buckskin, Mackey and Somerville with sanitary sewer service. Lift stations would be required at Mackey and Somerville and would be sized to allow for the flows of these communities. The county could also extend a force main south to Buckskin and a lift station to allow an opportunity for wastewater service. The estimated project cost is \$9.8M.

C. SR 68 – Haubstadt

The selected alternative to serve SR 68 is to provide a lift station with an initial capacity of 215 gpm and a future capacity of 431 gpm. 5.90 miles of 6” force main to be constructed to connect to the Haubstadt collection system. The estimated project cost is \$4.0M.

6.2. Selection of Drinking Water Service Alternatives

A. Pike-Gibson to SR 64, SR 168 & SR 68

The selected alternative is to leverage Pike-Gibson extensive water distribution system infrastructure to provide water service at no cost to the county.





**GIBSON COUNTY I-69 CORRIDOR**  
**Section 7 – Estimated Costs and Funding Sources**

## 7. POTENTIAL FUNDING SOURCES

### 7.1. Rural Development (RD)

#### A. Description

The Rural Development agency provides financing for water and waste disposal systems serving smaller communities and rural areas. The focus of this financing is for systems where other sources are not available at reasonable rates. Rural Development's focus is on marginally developed areas and would consider median household income in determining qualifications for interest rates and grant eligibility.

#### B. Eligibility

All public and not-for-profit organizations serving rural areas or communities of less than 10,000 persons are eligible for Rural Development financing. An up-front engineering study is required for the application process. This study partially meets these requirements.

#### C. Financing Limitations

Rural Development offers grants and loans. Up to 75% of a project may be eligible for grants, as determined by the median household income of those benefited. Grant funds are difficult to obtain and are normally for a much smaller portion of the project. Loans may be offered by Rural Development with terms of 40 years. The interest rate for the loan is based on the median household income of those served. The RD interest rates typically range from 4.25 % to 4.5%.

#### D. Targeted Beneficiaries

Priority is often given to communities and not-for-profit organizations serving lower population and/or lower income areas. Rural Development also considers if a community has other financial assistance, the existence of a public health threat, and whether a community is under an Agreed Order with IDEM.

**GIBSON COUNTY I-69 CORRIDOR**  
**Section 7 – Estimated Costs and Funding Sources**

### 7.2. Office of Community and Rural Affairs – Wastewater/Drinking Water Program (WDW)

#### A. Description

Under this federally funded program administered by the Office of Community and Rural Affairs, eligible applicants may receive grant funds for water and sewer projects that contribute to long-term community planning and development. Funding is typically focused on projects that will prevent or eliminate blight, or projects that serve a low to moderate income level.

#### B. Eligibility

Non-entitlement cities, towns or counties are eligible for funding. The project must either benefit areas with at least 51% low to moderate income or must eliminate blight. The cost per beneficiary may not exceed \$5,000. An engineering study is required for application. This study partially meets these requirements.

#### C. Financing Limitations

The maximum grant available through the WDW is \$500,000 per project. A local match of at least 10% of the grant is required.

#### D. Targeted Beneficiaries

Priority will be given to projects that will effectively address the comprehensive problems at hand, and where grant money will strongly impact the overall improvements. OCRA will also focus on projects that are ready for construction and that will be completed within 18 months.

### 7.3. Indiana Department of Environmental Management (IDEM)- State Revolving Fund (SRF)

#### A. Description

Federal grants from the EPA are leveraged in the bond market to generate SRF loan proceeds. Funding can be used for drinking water source, storage, and distribution projects through the Drinking Water State Revolving Fund (DWSRF). Funding can also be used for wastewater treatment projects that provide a water quality benefit through the Wastewater State Revolving Fund (WWSRF). Interest rate reductions may be available for projects that incorporate green infrastructure.

**GIBSON COUNTY I-69 CORRIDOR**  
**Section 7 – Estimated Costs and Funding Sources**

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**B. Eligibility**

Cities, towns, counties, regional sewer/water districts, and conservancy districts are all eligible for funding. Publicly-owned and privately-owned community water systems may also apply for assistance from the DWSRF.

**C. Financial Limitations**

The Indiana Finance Authority is responsible for management of the fund. Low-interest loans are typically issued for a term of 20 years. The interest rates are adjusted quarterly and are generally 90% of the AAA open market loans.

**D. Targeted Beneficiaries**

Priority is given according to the level of impact on public health and water quality, along with project readiness. The DWSRF focuses on projects that address public health issues in communities with financial need. The WWSRF focuses on project need and water quality benefits, with additional consideration given to projects that implement green infrastructure or brownfield re-use.

**7.4. Local Financing**

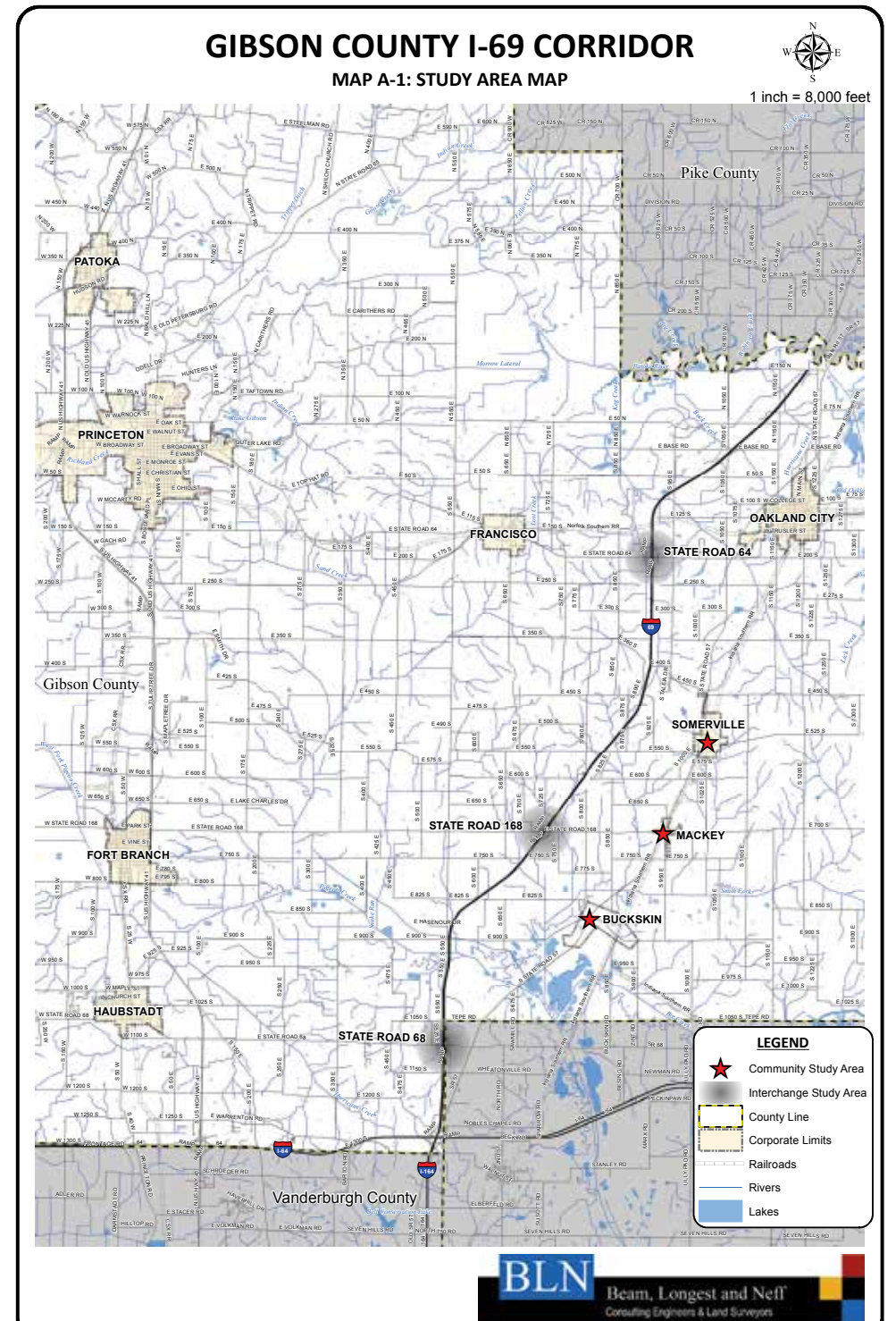
**A. Description**

Often for smaller projects, local financing institutions are willing to loan funds to local governments for drinking water and wastewater utility projects.

**B. Eligibility**

All governmental agencies, for-profit corporations and not-for-profit corporations providing drinking water and/or wastewater utility services are authorized to issue revenue bonds. Rather than using Federal grants and/or loans, the community could obtain funds from the issuance of revenue bonds after incorporating as a municipality or as an incorporated entity.

## APPENDIX A • SECTION 8 MAPS



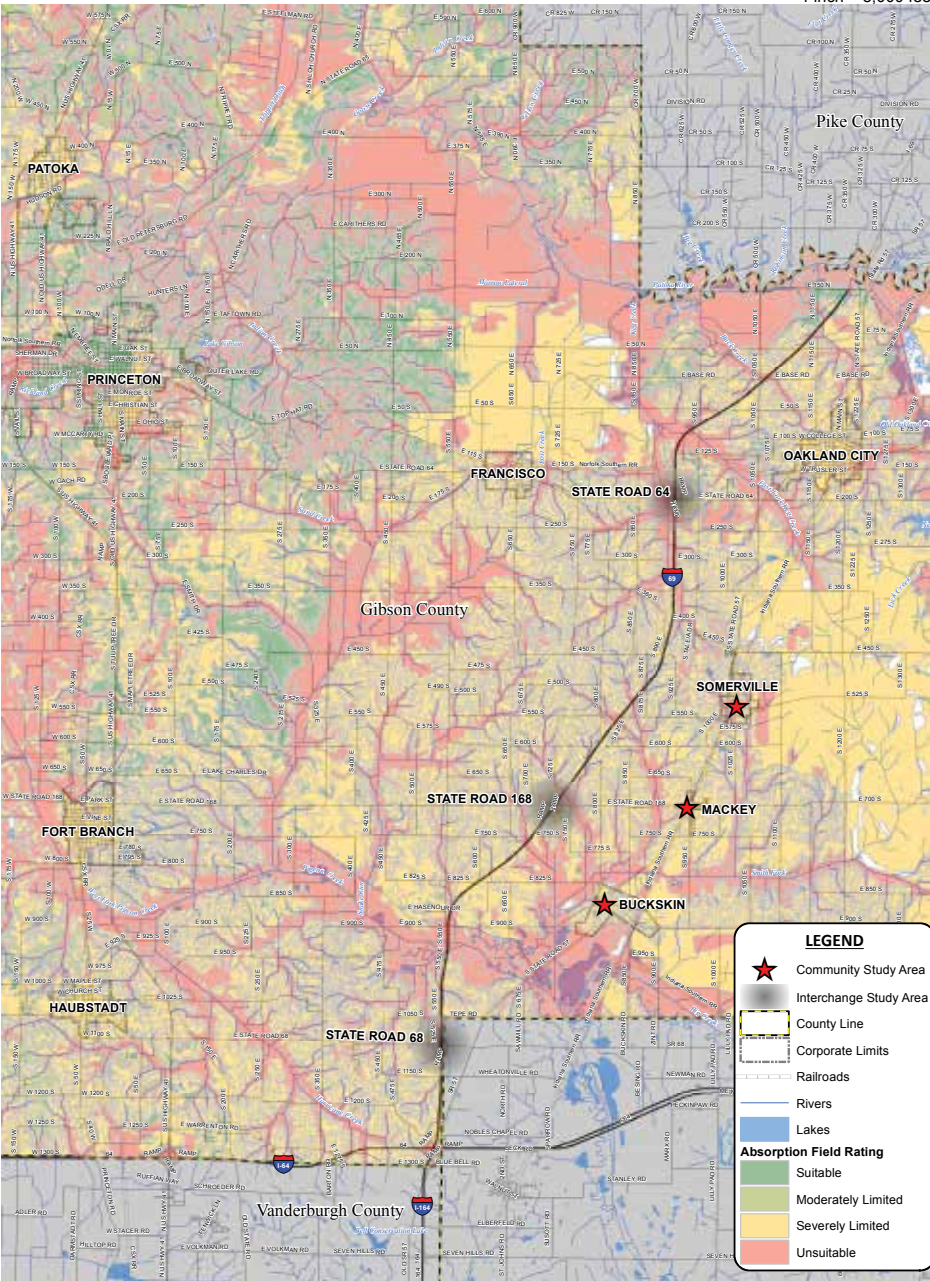


# GIBSON COUNTY I-69 CORRIDOR

## MAP A-2: SOILS SUITABILITY FOR SEPTIC SYSTEMS



1 inch = 8,000 feet

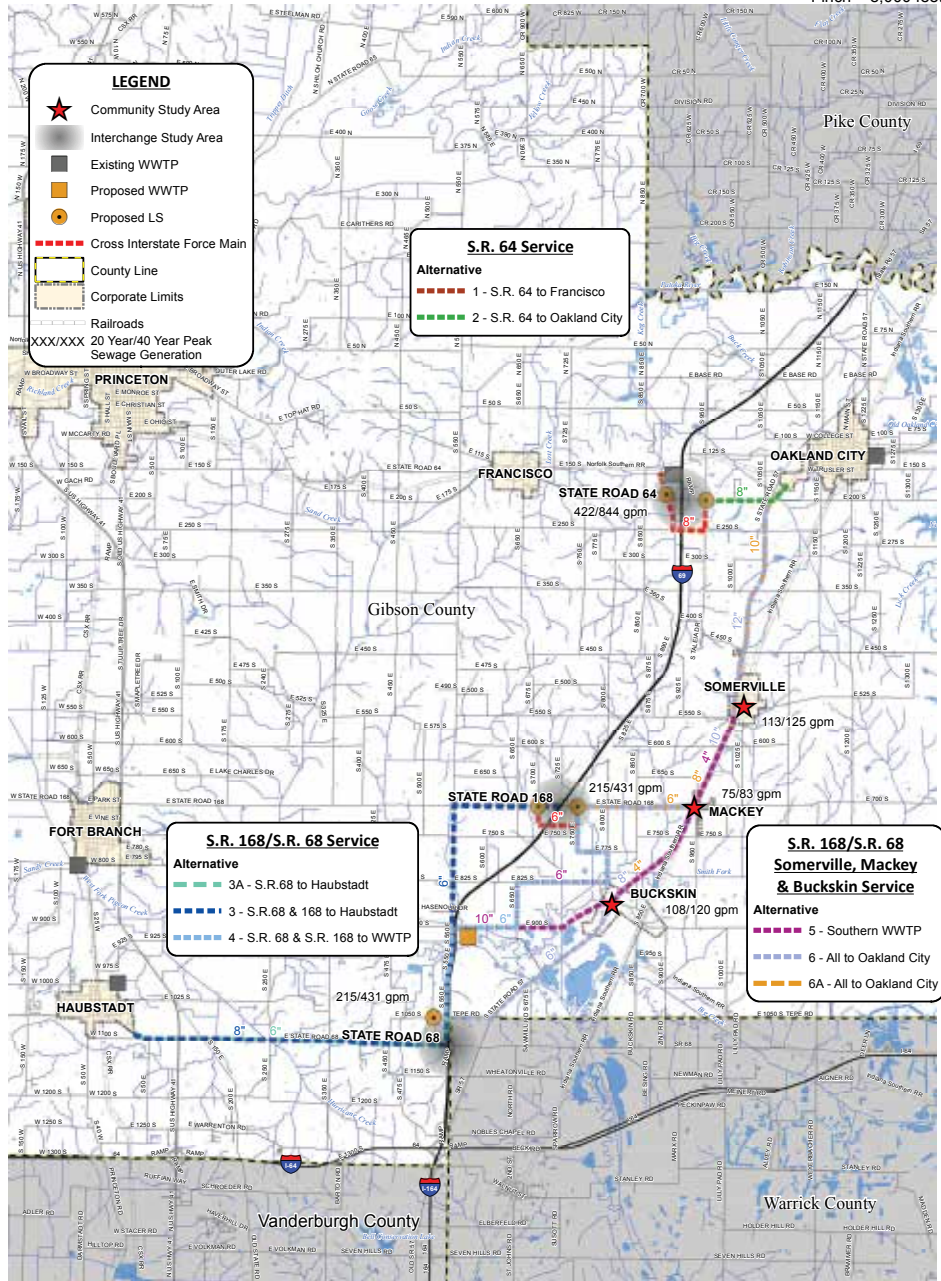


# GIBSON COUNTY I-69 CORRIDOR

## MAP A-3: WASTEWATER ALTERNATIVES



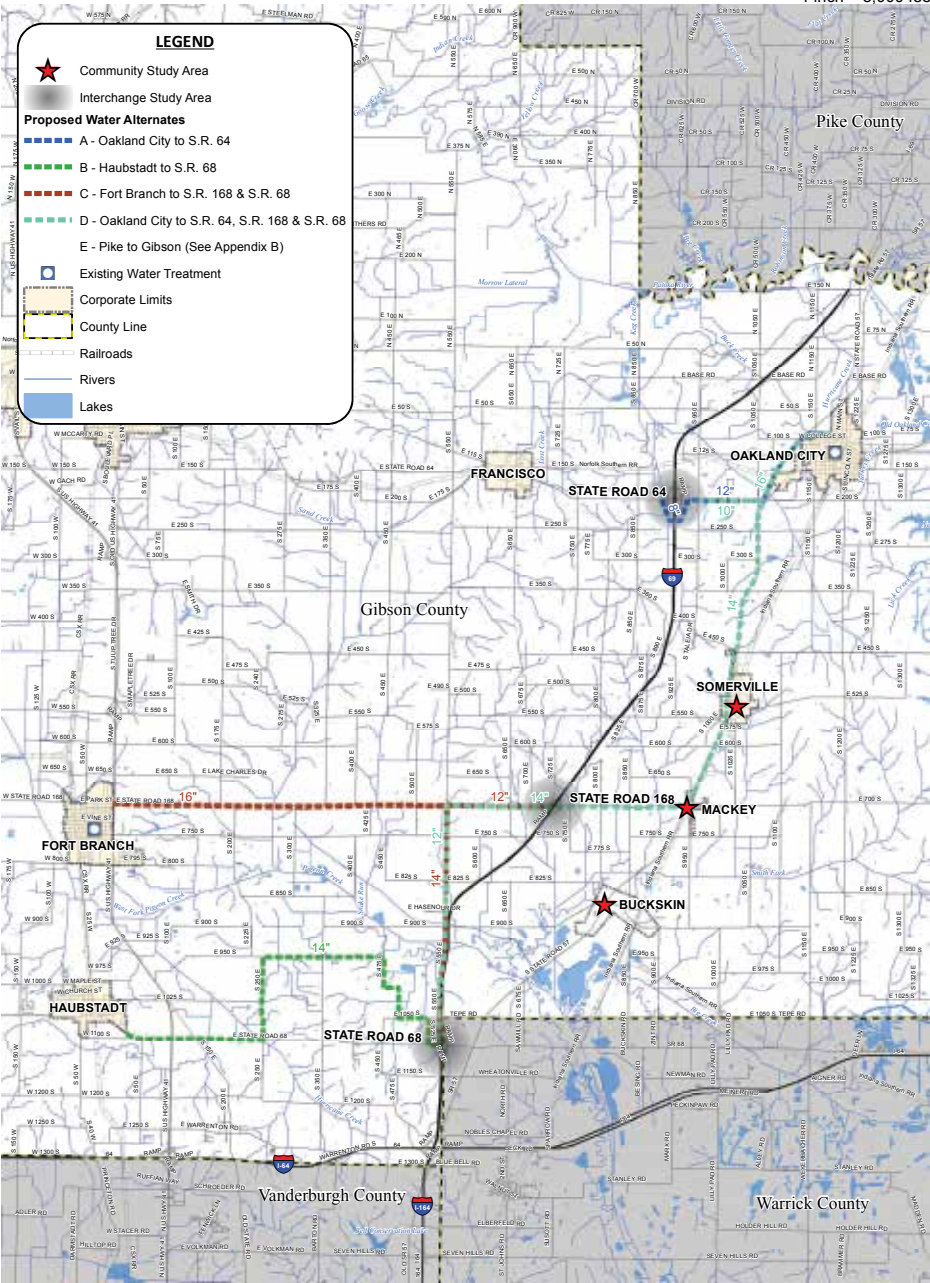
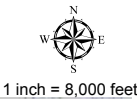
1 inch = 8,000 feet





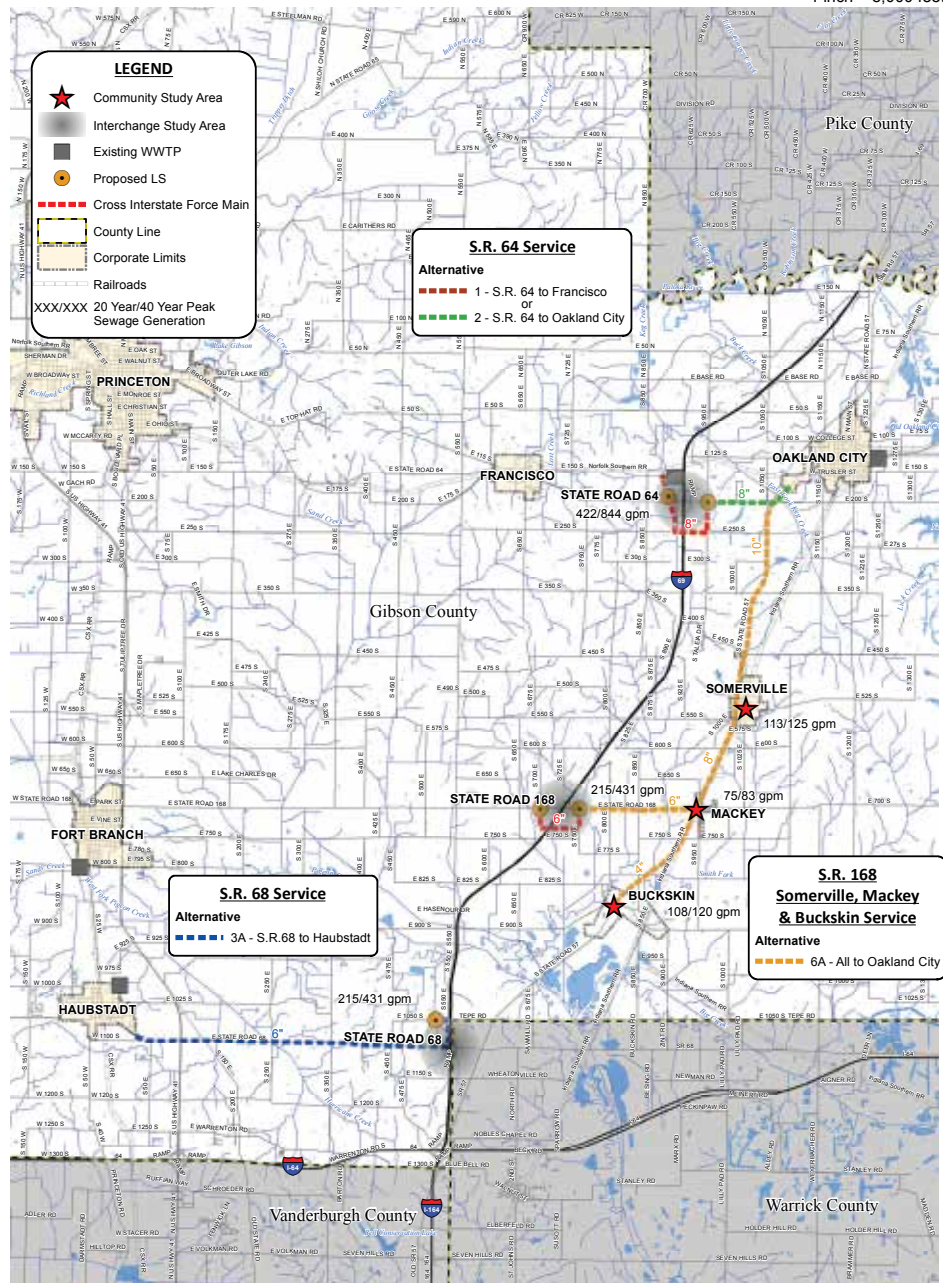
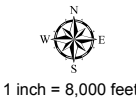
# GIBSON COUNTY I-69 CORRIDOR

MAP A-4: WATER ALTERNATIVES



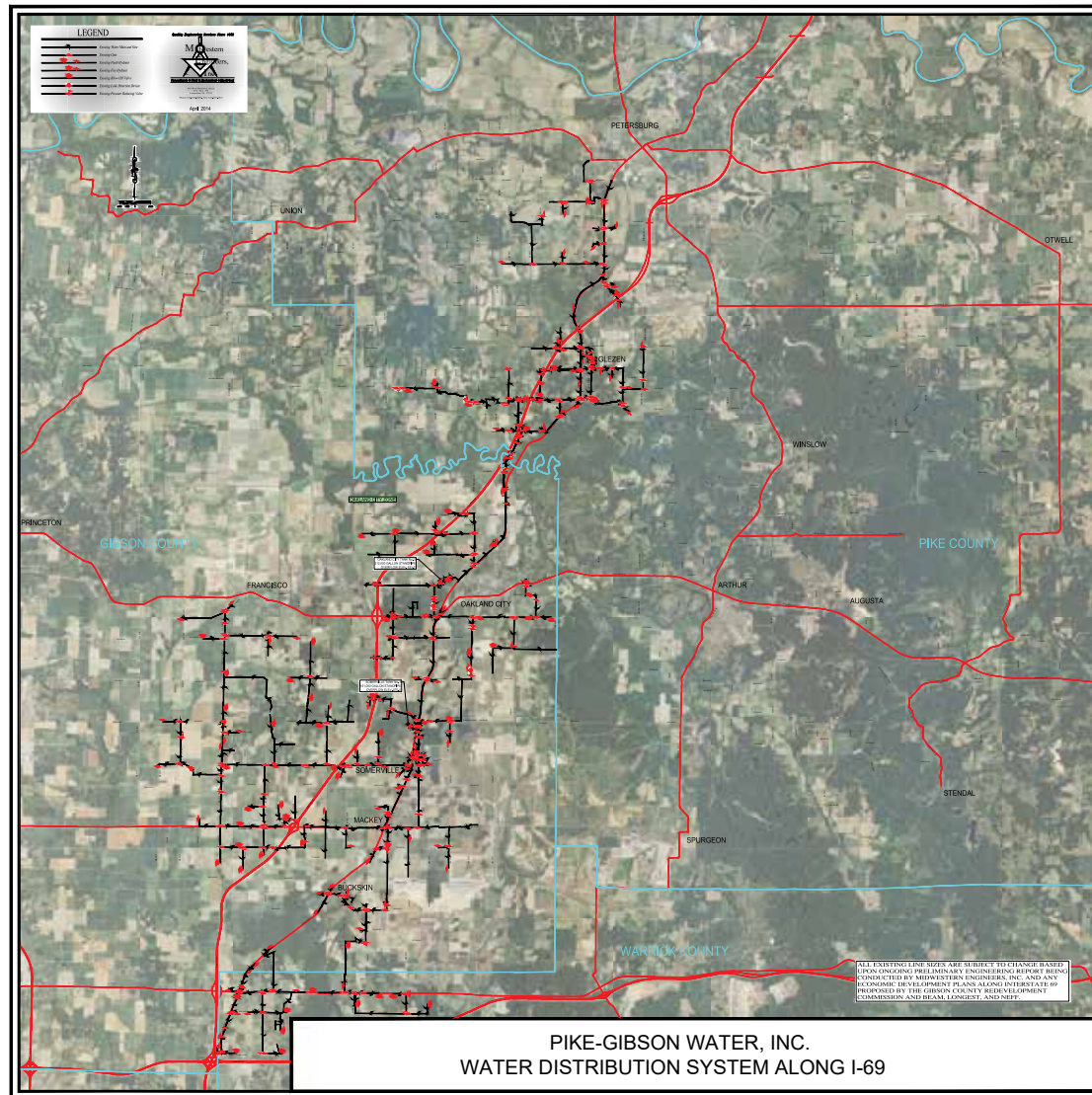
# GIBSON COUNTY I-69 CORRIDOR

MAP A-5: WASTEWATER RECOMMENDED ALTERNATIVES





# PIKE-GIBSON WATER UTILITY MAP



# APPENDIX C • SECTION 8

## ESTIMATED PROJECT COSTS

Gibson County Commissioners  
Gibson County I-69 Corridor  
Water Alternative:  
Level of Certainty:

"A" Oakland City to SR 64  
Feasibility Study

No.	Item	Quantity	Unit Type	Unit Cost	Extension
1	Contractor Administration (10%)	1.00	LS	\$ 211,400	\$ 211,400
2	8" Main	0.95	Miles	\$ 500,000	\$ 475,000
3	12" Main	2.98	Miles	\$ 550,000	\$ 1,639,000
	Construction Cost				\$ 2,114,000
	Construction Contingency (20%)				\$ 486,000
	Total Construction Costs				\$ 2,600,000
	Non Construction Cost (30%)				\$ 780,000
Estimated Project Costs					\$ 3,380,000

This opinion of probable construction cost is made on the basis of Engineer's experience and qualifications and represent Engineer's best judgment as an experienced and qualified professional generally familiar with the industry. However, since Engineer has no control over the cost of labor, materials, equipment or services furnished by others, or over the contractor's methods of determining prices, or over competitive bidding or market conditions, Engineer cannot and does not guarantee that proposals, bids or actual construction cost will not vary from this opinion of probable construction cost.

Gibson County Commissioners  
Gibson County I-69 Corridor  
Water Alternative:  
Level of Certainty:

"B" Haubstadt to SR68  
Feasibility Study

No.	Item	Quantity	Unit Type	Unit Cost	Extension
1	Contractor Administration (10%)	1.00	LS	\$ 464,600	\$ 464,600
2	14" Main	8.08	Miles	\$ 575,000	\$ 4,646,000
	Construction Cost				\$ 4,646,000
	Construction Contingency (20%)				\$ 954,000
	Total Construction Cost				\$ 5,600,000
	Non Construction Costs (30%)				\$ 1,680,000
Estimated Project Costs					\$ 7,280,000

This opinion of probable construction cost is made on the basis of Engineer's experience and qualifications and represent Engineer's best judgment as an experienced and qualified professional generally familiar with the industry. However, since Engineer has no control over the cost of labor, materials, equipment or services furnished by others, or over the contractor's methods of determining prices, or over competitive bidding or market conditions, Engineer cannot and does not guarantee that proposals, bids or actual construction cost will not vary from this opinion of probable construction cost.

Gibson County Commissioners  
Gibson County I-69 Corridor  
Water Alternative:  
Level of Certainty:

"C" Fort Branch to SR168 & SR68  
Feasibility Study

No.	Item	Quantity	Unit Type	Unit Cost	Extension
1	Contractor Administration (10%)	1.00	LS	\$ 660,350	\$ 660,350
2	12" Main	1.77	Miles	\$ 550,000	\$ 973,500
3	14" Main	4.00	Miles	\$ 575,000	\$ 2,300,000
4	16" Main	5.55	Miles	\$ 600,000	\$ 3,330,000
	Construction Cost				\$ 7,263,850
	Construction Contingency (20%)				\$ 1,536,150
	Total Construction Costs				\$ 8,800,000
	Non Construction Costs (30%)				\$ 2,640,000
Estimated Project Costs					\$ 11,440,000

This opinion of probable construction cost is made on the basis of Engineer's experience and qualifications and represent Engineer's best judgment as an experienced and qualified professional generally familiar with the industry. However, since Engineer has no control over the cost of labor, materials, equipment or services furnished by others, or over the contractor's methods of determining prices, or over competitive bidding or market conditions, Engineer cannot and does not guarantee that proposals, bids or actual construction cost will not vary from this opinion of probable construction cost.

Gibson County Commissioners  
Gibson County I-69 Corridor  
Water Alternative:  
Level of Certainty:

"D" Oakland City to SR 64, SR 168, SR68  
Feasibility Study

No.	Item	Quantity	Unit Type	Unit Cost	Extension
1	Contractor Administration (10%)	1.00	LS	\$ 915,325	\$ 915,325
2	10" Main	1.07	Miles	\$ 525,000	\$ 561,750
3	12" Main	3.99	Miles	\$ 550,000	\$ 2,194,500
4	14" Main	9.32	Miles	\$ 575,000	\$ 5,359,000
5	16" Main	1.73	Miles	\$ 600,000	\$ 1,038,000
	Construction Cost				\$ 10,068,575
	Construction Contingency (20%)				\$ 2,031,425
	Total Construction Cost				\$ 12,100,000
	Non Construction Cost (30%)				\$ 3,630,000
Estimated Project Costs					\$ 15,730,000

This opinion of probable construction cost is made on the basis of Engineer's experience and qualifications and represent Engineer's best judgment as an experienced and qualified professional generally familiar with the industry. However, since Engineer has no control over the cost of labor, materials, equipment or services furnished by others, or over the contractor's methods of determining prices, or over competitive bidding or market conditions, Engineer cannot and does not guarantee that proposals, bids or actual construction cost will not vary from this opinion of probable construction cost.

Gibson County Commissioners  
Gibson County I-69 Corridor  
Sewer Alternative: "1" SR64 to Francisco  
Level of Certainty: Feasibility Study

No.	Item	Quantity	Unit Type	Unit Cost	Extension
1	Contractor Administration (10%) Lift Stations	1	LS	\$ 133,200	\$ 133,200
2	SR 64 West	1	Each	\$ 250,000	\$ 250,000
3	SR 64 East	1	Each	\$ 250,000	\$ 250,000
4	Force Mains				
5	8" Force Main	2.08 Miles		\$ 400,000	\$ 832,000
	Construction Cost			\$	1,465,200
	Construction Contingency (20%)			\$	334,800
	Total Construction Cost			\$	1,800,000
	Non Construction Cost (30%)			\$	540,000
	Estimated Project Costs				\$ 2,340,000

This opinion of probable construction cost is made on the basis of Engineer's experience and qualifications and represent Engineer's best judgment as an experienced and qualified professional generally familiar with the industry. However, since Engineer has no control over the cost of labor, materials, equipment or services furnished by others, or over the contractor's methods of determining prices, or over competitive bidding or market conditions, Engineer cannot and does not guarantee that proposals, bids or actual construction cost will not vary from this opinion of probable construction cost.

Gibson County Commissioners  
Gibson County I-69 Corridor  
Sewer Alternative: "3" SR68 & 168 to Haubstadt  
Level of Certainty: Feasibility Study

No.	Item	Quantity	Unit Type	Unit Cost	Extension
1	Contractor Administration (10%) Lift Stations	1	LS	\$ 530,550	\$ 530,550
2	SR 68	1	Each	\$ 250,000	\$ 250,000
3	SR 168 West	1	Each	\$ 250,000	\$ 250,000
4	SR 168 East	1	Each	\$ 250,000	\$ 250,000
	Force Mains				
5	6" Force Main	7.05 Miles		\$ 350,000	\$ 2,467,500
6	8" Force Main	5.22 Miles		\$ 400,000	\$ 2,088,000
	Construction Cost			\$	5,836,050
	Construction Contingency (20%)			\$	1,263,950
	Total Construction Cost			\$	7,100,000
	Non Construction Cost (30%)			\$	2,130,000
	Estimated Project Costs				\$ 9,230,000

This opinion of probable construction cost is made on the basis of Engineer's experience and qualifications and represent Engineer's best judgment as an experienced and qualified professional generally familiar with the industry. However, since Engineer has no control over the cost of labor, materials, equipment or services furnished by others, or over the contractor's methods of determining prices, or over competitive bidding or market conditions, Engineer cannot and does not guarantee that proposals, bids or actual construction cost will not vary from this opinion of probable construction cost.

Gibson County Commissioners  
Gibson County I-69 Corridor  
Sewer Alternative: "2" SR64 to Oakland City  
Level of Certainty: Feasibility Study

No.	Item	Quantity	Unit Type	Unit Cost	Extension
1	Contractor Administration (10%) Lift Stations	1	LS	\$ 192,400	\$ 192,400
2	SR 64 West	1	Each	\$ 250,000	\$ 250,000
3	SR 64 East	1	Each	\$ 250,000	\$ 250,000
4	Force Mains				
5	8" Force Main	3.56 Miles		\$ 400,000	\$ 1,424,000
	Construction Cost			\$	2,116,400
	Construction Contingency (20%)			\$	683,600
	Total Construction Cost			\$	2,800,000
	Non Construction Cost (30%)			\$	840,000
	Estimated Project Costs				\$ 3,640,000

This opinion of probable construction cost is made on the basis of Engineer's experience and qualifications and represent Engineer's best judgment as an experienced and qualified professional generally familiar with the industry. However, since Engineer has no control over the cost of labor, materials, equipment or services furnished by others, or over the contractor's methods of determining prices, or over competitive bidding or market conditions, Engineer cannot and does not guarantee that proposals, bids or actual construction cost will not vary from this opinion of probable construction cost.

Gibson County Commissioners  
Gibson County I-69 Corridor  
Sewer Alternative: "3A" SR68 to Haubstadt  
Level of Certainty: Feasibility Study

No.	Item	Quantity	Unit Type	Unit Cost	Extension
1	Contractor Administration (10%) Lift Stations	1	LS	\$ 231,500	\$ 231,500
2	SR 68	1	Each	\$ 250,000	\$ 250,000
	Force Mains				
3	6" Force Main	5.90 Miles		\$ 350,000	\$ 2,065,000
	Construction Cost			\$	2,546,500
	Construction Contingency (20%)			\$	553,500
	Total Construction Cost			\$	3,100,000
	Non Construction Cost (30%)			\$	930,000
	Estimated Project Costs				\$ 4,030,000

This opinion of probable construction cost is made on the basis of Engineer's experience and qualifications and represent Engineer's best judgment as an experienced and qualified professional generally familiar with the industry. However, since Engineer has no control over the cost of labor, materials, equipment or services furnished by others, or over the contractor's methods of determining prices, or over competitive bidding or market conditions, Engineer cannot and does not guarantee that proposals, bids or actual construction cost will not vary from this opinion of probable construction cost.



**Gibson County Commissioners**
**Gibson County I-69 Corridor**
**Sewer Alternative:**
**"4" SR68 & SR 168 to WWTP**
**Level of Certainty:**
**Feasibility Study**

No.	Item	Quantity	Unit Type	Unit Cost	Extension
1	Contractor Administration (10%) Lift Stations	1 LS		\$ 946,200	\$ 946,200
2	SR 68	1 Each		\$ 250,000	\$ 250,000
3	SR 168 West	1 Each		\$ 250,000	\$ 250,000
4	SR 168 East	1 Each		\$ 250,000	\$ 250,000
5	Force Mains				
6	6" Force Main	6.78 Miles		\$ 400,000	\$ 2,712,000
	Waste Water Treatment Plant				\$ 6,000,000
	Construction Cost				\$ 10,408,200
	Construction Contingency (20%)				\$ 2,091,800
	Total Construction Cost				\$ 12,500,000
	Non Construction Cost (30%)				\$ 3,750,000
	Estimated Project Costs				\$ 16,250,000

This opinion of probable construction cost is made on the basis of Engineer's experience and qualifications and represent Engineer's best judgment as an experienced and qualified professional generally familiar with the industry. However, since Engineer has no control over the cost of labor, materials, equipment or services furnished by others, or over the contractor's methods of determining prices, or over competitive bidding or market conditions, Engineer cannot and does not guarantee that proposals, bids or actual construction cost will not vary from this opinion of probable construction cost.

**Gibson County Commissioners**
**Gibson County I-69 Corridor**
**Sewer Alternative:**
**"6" All to Oakland City**
**Level of Certainty:**
**Feasibility Study**

No.	Item	Quantity	Unit Type	Unit Cost	Extension
1	Contractor Administration (10%) Lift Stations	1 Each		\$ 826,500	\$ 826,500
2	SR 68	1 Each		\$ 250,000	\$ 250,000
3	Buckskin	1 Each		\$ 250,000	\$ 250,000
4	Mackey	1 Each		\$ 350,000	\$ 350,000
5	Somerville	1 Each		\$ 350,000	\$ 350,000
6	SR 168 West	1 Each		\$ 250,000	\$ 250,000
7	SR 168 East	1 Each		\$ 250,000	\$ 250,000
8	SR 64 West	1 Each		\$ 250,000	\$ 250,000
9	SR 64 East	1 Each		\$ 250,000	\$ 250,000
	Force Mains				
10	6" Force Main	6.33 Miles		\$ 350,000	\$ 2,215,500
11	8" Force Main	2.78 Miles		\$ 400,000	\$ 1,112,000
12	10" Force Main	2.75 Miles		\$ 450,000	\$ 1,237,500
13	12" Force Main	3.00 Miles		\$ 500,000	\$ 1,500,000
	Construction Cost				\$ 9,091,500
	Construction Contingency (20%)				\$ 1,908,500
	Total Construction Cost				\$ 11,000,000
	Non Construction Cost (30%)				\$ 3,300,000
	Estimated Project Costs				\$ 14,300,000

This opinion of probable construction cost is made on the basis of Engineer's experience and qualifications and represent Engineer's best judgment as an experienced and qualified professional generally familiar with the industry. However, since Engineer has no control over the cost of labor, materials, equipment or services furnished by others, or over the contractor's methods of determining prices, or over competitive bidding or market conditions, Engineer cannot and does not guarantee that proposals, bids or actual construction cost will not vary from this opinion of probable construction cost.

**Gibson County Commissioners**
**Gibson County I-69 Corridor**
**Sewer Alternative:**
**"5" Southern WWTP**
**Level of Certainty:**
**Feasibility Study**

No.	Item	Quantity	Unit Type	Unit Cost	Extension
1	Contractor Administration (10%) Lift Stations	1 LS		\$ 1,216,650	\$ 1,216,650
2	SR 168 E	1 Each		\$ 250,000	\$ 250,000
3	SR 168 W	1 Each		\$ 250,000	\$ 250,000
4	SR 68	1 Each		\$ 250,000	\$ 250,000
5	Buckskin	1 Each		\$ 250,000	\$ 250,000
6	Mackey	1 Each		\$ 250,000	\$ 250,000
7	Somerville	1 Each		\$ 250,000	\$ 250,000
8	4" Force Main	1.66 Miles		\$ 300,000	\$ 498,000
9	6" Force Main	9.13 Miles		\$ 350,000	\$ 3,195,500
10	10" Force Main	2.78 Miles		\$ 350,000	\$ 973,000
	Waste Water Treatment Plant				\$ 6,000,000
	Construction Cost				\$ 13,383,150
	Construction Contingency (20%)				\$ 2,716,850
	Total Construction Cost				\$ 16,100,000
	Non Construction Cost (30%)				\$ 4,830,000
	Estimated Project Costs				\$ 20,930,000

This opinion of probable construction cost is made on the basis of Engineer's experience and qualifications and represent Engineer's best judgment as an experienced and qualified professional generally familiar with the industry. However, since Engineer has no control over the cost of labor, materials, equipment or services furnished by others, or over the contractor's methods of determining prices, or over competitive bidding or market conditions, Engineer cannot and does not guarantee that proposals, bids or actual construction cost will not vary from this opinion of probable construction cost.

**Gibson County Commissioners**
**Gibson County I-69 Corridor**
**Sewer Alternative:**
**"6A" 168 to Oakland City**
**Level of Certainty:**
**Feasibility Study**

No.	Item	Quantity	Unit Type	Unit Cost	Extension
1	Contractor Administration (10%) Lift Stations	1 LS		\$ 566,850	\$ 566,850
2	Buckskin	1 Each		\$ 250,000	\$ 250,000
3	Mackey	1 Each		\$ 350,000	\$ 350,000
4	Somerville	1 Each		\$ 350,000	\$ 350,000
5	SR 168 West	1 Each		\$ 250,000	\$ 250,000
6	SR 168 East	1 Each		\$ 250,000	\$ 250,000
	Force Mains				
7	4" Force Main	2.15 Miles		\$ 300,000	\$ 645,000
8	6" Force Main	3.21 Miles		\$ 350,000	\$ 1,123,500
9	8" Force Main	2.75 Miles		\$ 400,000	\$ 1,100,000
10	10" Force Main	3.00 Miles		\$ 450,000	\$ 1,350,000
	Construction Cost				\$ 6,235,350
	Construction Contingency (20%)				\$ 1,264,650
	Total Construction Cost				\$ 7,500,000
	Non Construction Cost (30%)				\$ 2,250,000
	Estimated Project Costs				\$ 9,750,000

This opinion of probable construction cost is made on the basis of Engineer's experience and qualifications and represent Engineer's best judgment as an experienced and qualified professional generally familiar with the industry. However, since Engineer has no control over the cost of labor, materials, equipment or services furnished by others, or over the contractor's methods of determining prices, or over competitive bidding or market conditions, Engineer cannot and does not guarantee that proposals, bids or actual construction cost will not vary from this opinion of probable construction cost.



Greater Evansville READI Project Assessment

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Greater Evansville READI Project Assessment

September 2021





## Overview

Broad Ripple Strategies was contracted by the Evansville Regional Economic Partnership (E-REP) to assist in determining projects and programs that warrant consideration for a competitive funding process called the Regional Economic Acceleration and Development Initiative (READI) designed to provide state matching funds for high-value, high-impact projects. READI will dedicate \$500 million in state appropriations to programs, initiatives, and projects critical for Indiana's regions to retain and attract talent.

Through weekly discussions and additional communications, Broad Ripple and E-REP formalized an assessment matrix that would be used to determine the potential impact of selected projects submitted by partners across Greater Evansville for READI funding. Assessment categories considered the state's READI criteria as well as the goals of Greater Evansville's holistic vision plan, Talent 2025.

The assessment categories were:

- **Direct Investment:** Monies spent directly on the proposed project, program, or initiative
- **Potential for Follow-on Investment:** Investment potentially stimulated by activation of the READI project
- **Targeted Job Growth:** The potential of the READI project to increase employment in industries targeted by Greater Evansville as economic development priorities
- **Increased Wages:** The potential for the READI project to raise average wages across the region
- **Potential Benefit Across Full Region:** The likelihood that the READI project will accrue benefit to communities across the Evansville metropolitan statistical area
- **Enhanced Competitiveness for Talent:** The potential for the READI project to make Greater Evansville more competitive for the development, retention, and attraction of talent
- **Improved External Perceptions:** The potential that the READI project will enhance the perception of Greater Evansville among external talent, employers, investors, media, and influencers
- **Improved Health Outcomes:** The potential that the READI project will result in better health outcomes for regional residents
- **Improved Wealth Equity:** The potential for the READI project to help narrow the wealth gap between majority groups and underserved, disinvested populations



- **Timeline:** The relative duration of the READI project's initiation and implementation
- **Sustainability:** The potential for the READI project to generate sustained activity and investment into the future

As E-REP coordinated discussions with local and regional partners and key leaders serving on volunteer committees to prioritize potential READI projects, E-REP staff provided Broad Ripple with specific projects, programs, and groups of projects aggregated into higher-level initiatives derived from those discussions.

From this list, Broad Ripple estimated each component's relative impact based on the agreed-upon assessment categories. Factoring into the assessment were research and findings from media articles and scholarly research, best-practice examples from other communities, and Broad Ripple's perspectives on economic, community, and workforce development honed from over 30 years of experience in the field.

The **priority projects, programs, and initiatives** provided by E-REP for Broad Ripple to assess included the following:

- Diversity, Equity, and Inclusion (DEI) Strategy
- Regional Housing Strategy
- Regional Trails Strategy
- Regional Marketing Strategy
- Smart Manufacturing Cluster
- Life Sciences Cluster
- Riverfront Initiative
- I-69 Corridor Plan

The pages that follow include an Executive Summary reviewing the findings from the assessment of READI projects and sections featuring full analysis for each project, program, and initiative.





## Executive Summary

The following matrix highlights the results of Broad Ripple's assessment of the priority READI project categories confirmed by E-REP staff and partners. A color-coded rating scale corresponds to the estimated impact of the project, program, or initiative on the criteria derived from READI and Talent 2025 goals.

IMPACT RATING SCALE											
Strongest		Strong		Neutral		Weak		Weakest			
Project Category	Direct Investment	Potential for Follow-on Investment	Targeted Job Growth	Increased Wages	Potential Benefit Across Full Region	Enhanced Competitiveness for Talent	Improved External Perceptions	Improved Health Outcomes	Improved Wealth Equity	Timeline*	Sustainability
DEI Strategy											
Regional Housing Strategy											
Regional Trails Strategy											
Regional Marketing Strategy											
Smart Manufacturing Cluster											
Life Sciences Cluster											
Riverfront Initiative											
I-69 Corridor Plan											

\*For certain projects, timeline estimates were divided into short-term and longer-term investment and activity.

**Overall, the priority READI projects and initiatives provide strong value for the criteria considered for assessment.** This is especially true for the potential for follow-on investment, benefit across Greater Evansville, and enhanced competitiveness



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for talent. These are all key impact considerations both for READI awards and the Talent 2025 strategy. The timeline for funding based on short-term activity as well as the sustainability of efforts beyond the READI implementation window were also advantageous for the region.

Assessment categories rated lower for potential impact from READI projects were direct investment, external perceptions, improved health outcomes, and improved wealth equity. Even so, certain individual projects provided strong return for one or more of these categories. An example is the benefit for improved wealth equity generated by an effective DEI Strategy.

## Impact Category

### Direct Investment

On the whole, Direct Investment for the READI projects and initiatives was comparatively lower than other categories, especially the Potential for Follow-On Investment. This was likely the case because certain projects entailed the creation of plans and strategies as precursors to development, construction, or activation of the projects themselves. This was true for housing, trails, the I-69 corridor, and regional marketing. Others, like the DEI strategy, leveraged already funded assets like a small business loan pool.

### Potential for Follow-on Investment

This was one of the strongest assessment categories overall and for individual projects. If successfully activated and implemented, the breadth of the priority READI projects have the potential to attract billions in follow-on investment to transform Greater Evansville's built environment, economy, workforce, and quality of life and place.

### Targeted Job Growth

The potential for Targeted Job Growth was strongest for the READI initiatives focused directly on priority employment sectors like the Smart Manufacturing Cluster and Life Sciences Cluster. Investments in regional marketing and identification of high value industrial parcels through the I-69 Corridor Plan would also likely accrue benefit for targeted economic sectors. While other READI projects might also drive targeted job growth, it would result less directly from READI-driven investment.

### Increased Wages

Most of the priority READI projects would drive wage growth in Greater Evansville. This impact was assumed based on the potential success of efforts directly targeted high-wage job categories, programs supporting enhanced workforce



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capacity, or strategies to attract skilled talent to the region. Less impactful would be housing development, enhanced trail systems, and a renewed Ohio Riverfront, although these projects might have this benefit indirectly.

#### Potential Benefit Across Full Region

Other than the DEI Strategy, which Broad Ripple felt could potentially be concentrated more in the region's central city and county, the READI projects provide strong benefit across Greater Evansville. Though dependent on housing and trail plans fostering opportunities across the region and the extent to which I-69 corridor and riverfront efforts drive investment beyond their project sites, effective READI-funded efforts should accrue benefit broadly throughout Greater Evansville.

#### Enhanced Competitiveness for Talent

This was one of the strongest performing categories in the READI project assessment. Other than the I-69 Corridor Plan, which cannot be assumed to generate direct talent benefits, all the assessed projects – if successful – could strongly or very strongly increase Greater Evansville's competitiveness for talent. This outcome supports the core goals of both READI and the Talent 2025 plan.

#### Improved External Perceptions

Attracting positive external attention and interest for a region's assets and desirability for talent, employers, and investors is a very challenging proposition. If a region does change its external narrative, it is typically the result of decades-long efforts to improve the community and its economy that creates a buzz among talent and generates positive earned media. Broad Ripple felt that the Regional Marketing Strategy, if effective, would hold the greatest benefit to improve external perceptions. A riverfront transformation and emergence of a Smart Manufacturing Cluster could also have this impact if earned media placements promoted these accomplishments.

#### Improved Health Outcomes

Collectively, the READI projects would have the least tangible impact on improving the health outcomes of Greater Evansville's population. However, individual efforts like improved housing, expanded trail systems, and greater healthcare and life sciences capacity have the potential to foster activities that benefit health and wellness.

#### Improved Wealth Equity

The READI project directly targeting the support and enhancement of employer growth and job prospects for the region's underrepresented and disenfranchised populations would have the greatest potential to improve wealth equity. Projects



that provide quality affordable housing and more non-motorized options to access jobs and training could also enhance opportunities for wealth-creation in currently underserved constituencies. For READI projects that could indirectly improve wealth equity, it will take purposeful and sustained efforts by governments, employers, institutions, and support organizations to create and implement programs focused on improved access to opportunity, training, and employment for minority-owned businesses and underserved talent.

#### Timeline

Overall, investments in the priority READI projects can start quickly after state grants are awarded and local matching funds are identified. For certain projects, Broad Ripple differentiated short-term opportunities to fund and launch studies and plans versus the longer-term potential to secure investment for project development and construction.

#### Sustainability

Aside from housing, which is notoriously cyclical and therefore subject to development lulls, the remaining READI projects and initiatives should be expected to derive sustained investment in follow-on opportunities. This outcome is of course contingent on the projects' effective activation and the ongoing support of organizations and entities driving their implementation.

#### Project Category

##### DEI Strategy

Projected impact from the DEI Strategy was mixed. The strongest benefit was the effort's potential to improve wealth equity in Greater Evansville. In fact, of all the priority READI projects, the DEI Strategy had the strongest potential value in this regard. The initiative could also increase local wages and make the region more competitive for talent, especially from disenfranchised populations. Because the strategy builds off an existing loan pool, its timeline for launch is shorter than projects requiring new investment.

##### Regional Housing Strategy

The Regional Housing Strategy is the timeliest of the READI projects, with affordable housing concerns becoming crisis-level challenges for most U.S. communities. As such, the strategy – if successful – would have a powerful impact on Greater Evansville's competitiveness for talent. With housing issues affecting communities regardless of size or geography, a strategy that identified priority opportunities for new and redeveloped housing across Greater Evansville would benefit all towns,





cities, and counties in the region. Health outcomes and equity would be positively impacted due to the importance of quality housing to population well-being and wealth-creation. The housing strategy's impact on targeted employment and wage growth would be less direct.

#### Regional Trails Strategy

The presence of robust, connected networks of bike and pedestrian trails is becoming a *de facto* need for communities looking to attract and retain talent. Therefore, a Regional Trails Strategy would not only improve health outcomes by enhancing opportunities for exercise and recreation but would also make Greater Evansville more competitive for talent by providing a key quality of life amenity. By enhancing and connecting trails across the region, the strategy would provide benefit beyond the core city and county. The trail strategy cannot be anticipated to have a direct, positive impact on targeted job creation and wage growth, though many communities have seen indirect economic impacts through residential, retail, and hospitality projects locating near popular trail segments.

#### Regional Marketing Strategy

It is imperative that regions promote themselves externally to talent, prospective employers, and potential investors. As such, there is tremendous competition for communities to meaningfully move the needle on building awareness of their assets beyond their regional borders. That said, a successful Regional Marketing Strategy holds the greatest potential to improve Evansville's external perceptions. It also has a strong opportunity to improve the region's competitiveness for talent and attract targeted companies that can elevate regional wages and drive high levels of follow-on investment. Ensuring that partner communities are featured in the external campaign will improve the likelihood that benefits are felt across Greater Evansville.

#### Smart Manufacturing Cluster

The cluster's proposed READI projects have the potential to increase innovation capacity, support the growth of existing firms, attract new corporate prospects, and – perhaps most importantly – contain customized programming to prepare workers for manufacturing jobs of the future. Building from a strong existing regional base of production employment, the Smart Manufacturing Cluster, along with the Life Sciences Cluster, are the most impactful READI projects for targeted job growth and associated increases in average wages. Lower cost sites and existing distributions of manufacturing firms and labor improve the likelihood that Greater Evansville counties outside the core will benefit from the Smart Manufacturing Cluster strategy.



#### Life Sciences Cluster

Proposed projects in the Life Sciences Cluster would greatly increase Greater Evansville's capacity to develop, retain, and attract talent in healthcare and the life sciences. Complementing these workforce benefits are the initiative's major investments in data capture and analysis and the opportunities to leverage this advantage to build a regional life sciences cluster. As noted previously, enhancing Greater Evansville's healthcare and life sciences capacity also has the potential benefit of improving health outcomes in the local population.

#### Riverfront Initiative

As seen in communities like Chattanooga, Tennessee, sustained, successful efforts to revitalize a community's riverfront can drive impacts and investments well beyond core project sites. Implementing River Vision, including a catalytic project like River Center, could make Greater Evansville a more compelling talent destination by greatly enhancing downtown amenities and, potentially, stimulating follow-on investments across the region. This could also improve the perception of the region externally. Though economic impacts could be robust, it cannot be assumed that these impacts would translate into targeted job or wage growth.

#### I-69 Corridor Plan

By optimizing the potential benefit of I-69 enhancements on adjacent industrial and commercial development sites, the Corridor Plan could have an outsized impact on targeted job creation and wage growth. This in and of itself, however, would not make Greater Evansville more competitive for talent without corresponding improvements to the community's desirability as a place to live and work, greater housing capacity, and more targeted workforce programming. Even with a potential aligned bike lane, the I-69 Corridor Plan would likely not markedly improve public health outcomes.





## Diversity, Equity, and Inclusion (DEI) Strategy

*Expanding resources for Minority Business Enterprises (MBEs) and Women Business Enterprises (WBEs) and connecting them with suppliers to raise the visibility of minority leaders' role in the region*

### OVERVIEW

America's emergence as a "majority-minority" country in coming decades has coincided with a sharp rise in inequality – higher now than at any time since the Gilded Age in the late 19<sup>th</sup> Century. While debates continue about whether new technologies and international competition have exacerbated these trends, there is agreement on the potentially destructive impacts of inequitable economic growth on the welfare of the nation.

Economists and the business community are starting to take notice. As Chamber Executive magazine argued, "What has been traditionally seen as a sort of moral issue – inclusion – has become a central concern for economists seeking to promote prosperity... In light of the emerging evidence as well as the changing demography and growing political pressures, chambers can no longer afford to think of inclusion as an afterthought. They should instead recognize that regions that are more equal and more integrated – across income, race, gender and place – have better economic performance, on average, than those regions that are more unequal and more divided. And they should argue to their members and their allies that doing good and doing well can go hand in hand."<sup>1</sup>

Chambers of commerce and the businesses they represent are increasingly putting resources behind programming to improve the diversity, equity, and inclusion (DEI) of their communities. When creating efforts to address DEI issues, it is important to differentiate these terms. **Diversity** refers the ways in which people differ from one another. It can relate to race and ethnicity, but also gender, age, occupation, sexual orientation, place of residence, and more. **Equity** refers to fair treatment, access and opportunity for economic advancement of all people. Finally, **inclusion** is a function of welcoming the participation of all individuals and groups into economic and social systems and ensuring they are respected and supported.

Equity has become a principal concern of many economic development entities, including the federal Economic Development Administration (EDA). The agency has made equity a criterion for all its grant-making and funding activities. The EDA defines equity as, "Economic development planning or implementation projects that advance equity across America through investments that directly benefit 1) one or more traditionally underserved populations, including but not limited to women, Black, Latino,

<sup>1</sup> <https://secure.acce.org/articles/diversity-equity-and-inclusion/embracing-the-challenge/>



and Indigenous and Native American persons, Asian Americans, and Pacific Islanders or 2) underserved communities within geographies that have been systemically and/or systematically denied a full opportunity to participate in aspects of economic prosperity."<sup>2</sup>

The non-profit workforce and education advocacy organization JFF aggregated the research of multiple entities on the economic impacts of DEI in a paper called, "Inclusive Economic Development: Good for Growth and Good for Communities."<sup>3</sup> The paper offered the following summaries:

- The **Urban Institute** finds that economically healthy cities are more inclusive than distressed ones. To understand inclusion, they look at indicators for both economic inclusion and racial inclusion, with economic inclusion defined by statistics such as income segregation and rent burden and racial inclusion defined by metrics like the racial home ownership gap and the racial poverty gap.
- The **Brookings Institution** focuses on jobs and the labor market to assess inclusive development, arguing that when "opportunity jobs" (jobs that can lead to upward economic mobility for individuals) are available in a community, there is a greater likelihood for inclusive benefits flowing to that community.
- The **Aspen Institute** and the **International Economic Development Council (IEDC)** cite evidence showing that economic exclusion is harmful to the economy, resulting in lost economic output and lost earnings and necessitating costly poverty alleviation measures.

JFF highlighted four insights on DEI initiatives gleaned from their analysis of national research:

1. Inclusion needs to be part of both the process and the outcome.
2. Inclusive economic development does not have to pit business interests against community interests; it can bring gains for both.
3. Economic mobility is a product of neighborhood conditions.
4. Investing in local assets can make economic gains more permanent.

### GREATER EVANSVILLE DEI STRATEGY

Greater Evansville's DEI Strategy submitted for READI assistance is led by Impact EVV, a local non-profit, with support from Old National Bank, the Southwest Indiana SBDC, CenterPoint Energy, Elevate Ventures, and area financial institutions.

<sup>2</sup> <https://www.eda.gov/about/investment-priorities/>

<sup>3</sup> <https://jfforg-prod-new.s3.amazonaws.com/media/documents/CA-IED-research-overview.pdf>





The strategy involves transitioning an existing loan program to a DEI focus and leveraging this funding source to better connect MBE and WBE firms to industrial supply chains and regional contracting opportunities. The effort would be supported by programmatic and mentorship components to provide minority and women-owned firms with guidance on how to become supply-chain eligible and maximize the benefit of improved connections to the market. A key goal of the DEI Strategy is to raise the visibility of minority leaders' role in Greater Evansville.

By building on the region's strong manufacturing industry and helping to secure its future, the strategy's proponents believe that 5,000 new high-paying job opportunities will be created in the community. Returns generated by investments made from the loan pool will support future programming and refresh the pool's monies as funds are dispersed.

## COMPARISON PROJECTS

### Cincinnati (OH) Regional Chamber

Calling itself "the Inclusive Chamber," the [Cincinnati USA Regional Chamber](#) works to model inclusion in all its activities and strives to become nationally known for its diversity and inclusion practices. Building from a mission "to ensure regional competitiveness through accelerating and sustaining a diverse talent base, growing minority businesses, and advancing inclusion in the Chamber and the region," the Cincinnati Chamber envisions a region that "is a welcoming community with a favorable business climate and a diverse, culturally competent workforce."

The Chamber leverages partnerships with business leaders to help develop a culturally competent workforce and more equitable region by focusing on intentional education and a willingness to participate in challenging discussions. The organization believes that workers who respect and understand each other are more productive and efficient and that diversity training is key to retaining and recruiting diverse talent.

The Cincinnati Regional Chamber has invested time, resources, and personnel in a set of strategies aimed at reducing economic disparities that currently exist in the region. Principal programs include the following:

- **Cincinnati Compass** is a collaborative project with the City of Cincinnati, University of Cincinnati and more than 60 community partners. The Compass website serves as a "virtual navigator" to resources and connections for immigrants, refugees, expats, international students, and others.
- The **CLIMB Awards**, co-hosted with the Cincinnati Business Courier, recognizes companies and organizations excelling at building a diverse workforce, championing equitable human resources practices, and developing inclusive cultures.



- The **Cultural Competency** program seeks to help businesses shift cultural perspectives and adapt behavior and communication styles to successfully accomplish business results. The program develops skills for building bridges across cultural, political, and social divides.
- **Connect ERG** is a network of cross-company employee resource groups across the region's 16 county MSA focused on advancing inclusion by leveraging resources and networks to attract, grow, and retain diverse talent. The Connect ERG Toolkit is a product of the collective knowledge from Cincinnati's top employers that connects users to resources to launch, activate, manage, and grow Employee Resource Groups (ERGs) in their organizations.
- **Diverse by Design™** is a regional initiative to attract, develop, and retain diverse, high-potential talent to help move Greater Cincinnati and Northern Kentucky to full inclusion. The program was developed from the belief that diversity and inclusion have become bottom-line imperatives and that successful businesses and regions must embrace this idea.
- The **Diversity Leadership Symposium** event emphasizes the importance of diversity in the workplace. Participants learn how to improve their DEI efforts and ensure they are implementing best practices in inclusion while connecting with business and community executives.
- The **Minority Business Accelerator** establishes relationships with top regional, minority-owned companies, known as portfolio firms, and provides advisory support and coaching to help them acquire resources needed to excel. The Accelerator has a goal of doubling the annual aggregate sales of its portfolio firms to \$2 billion while creating an additional 3,500 jobs over the next five years.
- **Corporate Goal Setters** help create jobs and increase economic prosperity through commitments to engage in active and ongoing minority spending.
- The **Stir! Multicultural Networking Reception** is a collaboration among seven regional chambers to elevate and celebrate the region's many cultures. Organizers tout the event as an opportunity to cultivate meaningful, mutually beneficial relationships, while celebrating diversity and community.
- The **Inclusive Chamber Podcast** features local leaders who share information on best practice inclusion programs and how to foster a culturally competent workforce.

### Triangle (NC) DEI Alliance

"Powered by the Raleigh Chamber," the [Triangle DEI Alliance](#) is a public-private funded, business-led initiative with a vision of making "the Triangle region the most diverse, equitable, and inclusive business environment in the country." As Adrienne Cole, Raleigh Chamber President and CEO explains, "Diversity, equity, and inclusivity is the priority of







the Triangle region. These elements are not only critical for the success of our business community, but they are also the right things to do."

The Alliance believes that the key to the Triangle's collective success and business strength is to cultivate a diverse, equitable, and inclusive environment that reflects the full spectrum of the region. Its program areas include:

- **Leadership:** The Alliance initiates and supports efforts across the Triangle that promote diversity, equity, and inclusivity among regional businesses.
- **Advocacy:** The Alliance supports public policies that promote business recruitment and retention, talent and workforce development, and job creation.
- **Workforce:** The Alliance recruits qualified employees from traditionally underrepresented groups to help companies meet talent and business goals.
- **Workplace:** The Alliance helps companies create equitable and inclusive work cultures that help improve employee retention.
- **Marketplace:** The Alliance involves underrepresented businesses in the regional economy and promotes the purchasing power of these groups.

Several events and programs have been developed in alignment with these focus areas.

- **Annual DEI Conference:** The annual event enables companies to initiate conversations about diversity, explore opportunities to build inclusive work cultures, and assess where they are on the DEI continuum. Attendees can take advantage of networking opportunities, hear from DEI thought-leaders, and learn about tips, tools, and strategies to advance their individual or corporate inclusion efforts.
- **Courageous Conversation:** This series of seminars allows participants to learn history, share experiences, and develop pathways of understanding to support DEI. Through discussion and interactive exercises, the workshop delivers tools to increase awareness about terminology, experiences, resources, and practices that promote diversity, equity, and inclusion.
- **We Connect:** These inclusive business networking "meetups" provide opportunities to support and celebrate workforce diversity. Events are free, open to the entire community, and feature different themes and focus areas each session.
- **Black and Hispanic Business Momentum:** In partnership with Wake Tech Small Business Center, these seminars help historically underrepresented businesses gain access to resources, connections, strategic insight, and opportunity networks. Seminar topics highlight content designed to help black and Hispanic business owners launch and grow their companies.
- **Pathways Program:** This program aims to increase the participation of historically underrepresented small firms in established Triangle business networks by offering



a free, year-long Raleigh Chamber membership. The membership includes resources and networking opportunities for small business owners.

- **DEI Roundtable:** These quarterly meetings are opportunities for Alliance investors to share best practices and lessons learned in their company's DEI programming. By developing a community of practitioners, the Alliance seeks to create an environment of continuous improvement and innovation in implementing effective diversity, equity, and inclusion strategies.
- **A Better Wake:** A partnership between Wake County government, the City of Raleigh, the Raleigh Chamber, the Triangle DEI Alliance, and the Raleigh-Apex NAACP, this initiative seeks to galvanize the community around efforts to address racism. Community members and companies are called upon to identify and end any policies that further racism.

## IMPACT ASSESSMENT MATRIX

The following matrix assessment categories are not weighted. Rankings are subjective based on the full complement of research completed by BRS and our professional perspectives.

IMPACT RATING SCALE				
Strongest	Strong	Neutral	Weak	Weakest

## DEI STRATEGY

Impact Assessment Category	Impact Rating	Notes
Direct Investment		Because the proposed DEI strategy entails transitioning an existing loan program and pool of funds, the principal new investments will be programmatic. This will not likely result in high levels of direct investment.
Potential for Follow-on Investment		Reorienting the focus of a loan pool to DEI while also improving connections of MBEs/WBEs to existing supply chains would not necessarily result in new follow-on investment, but rather would better direct existing assets and opportunities to minority and women-owned firms. As these firms become better connected to customers and markets, increased investment in these and new firms could be a potential outcome.
Targeted Job Growth		It can't be assumed that MBE/WBE firms benefitting from enhanced Greater Evansville DEI efforts would be in industries targeted by economic development entities for growth. However, it could be a potential benefit, especially if new DEI programming focuses on high-value sectors. But this is not a currently stated intent of the initiative.





Impact Assessment Category	Impact Rating	Notes
Increased Wages		Targeted support to provide loan monies and better supply-chain connectivity for MBE/WBE firms would likely lead to wage increases as these firms are currently underserved for these opportunities. Because many of contracts enabled by the enhanced DEI program could be with local governments for construction and infrastructure projects, these would support higher-paying jobs than if they were more services focused.
Potential Benefit Across Full Region		It is difficult to determine the regional benefit of proposed DEI programming without the most current data on local concentrations of minority and women-owned firms. Typically, minority-owned firms are clustered in a region's core city and county while women-owned firms are distributed more equally. Erring on the side of caution, it would be more likely that program benefits would be accrued more centrally in the region.
Enhanced Competitiveness for Talent		Fostering a more diverse, equitable, and inclusive business community through implementation of programming to better fund, connect, and network minority and women-owned businesses would improve prospects for these firms and make Greater Evansville a more competitive location for diverse talent.
Improved External Perceptions		DEI programming like the efforts proposed for Greater Evansville are internally focused on incumbent minority and women owned firms and business people. While supporting their growth and improving their connectivity to markets would have a notable local impact, it is unlikely that this impact would be appreciated outside the region. Even the most robust regional DEI programs lack familiarity outside of their home communities.
Improved Health Outcomes		It cannot be assumed that enhanced growth opportunities for minority and women-owned businesses would lead to improved health outcomes.
Improved Wealth Equity		Improved wealth equity would be the most important, lasting, and impactful outcome from enhanced DEI programming in Greater Evansville. More than any other READI-proposed project, this effort would have the greatest potential benefit for local populations currently underserved for economic opportunity.
Timeline		Because the DEI effort repurposes and refocuses an existing loan program, implementation could be fast-tracked. So too could efforts to better support MBE/WBE businesses and connect them to existing buyer/supplier networks and supply chains.
Sustainability		If successful, Greater Evansville's enhanced DEI initiative would lead to lasting opportunities for these businesses to grow jobs and increase investment in the region.



## Regional Housing Strategy

*Creation of a coordinated, data-informed plan to ensure Greater Evansville communities can provide quality housing for their residents regardless of age, income, family composition, or preferred housing type*

### OVERVIEW

Housing is one of the most critical factors determining a community's capacity to accommodate economic and population growth. Simply put, without a sufficient supply of housing across multiple types and price points, it will be hard for a community to reach its full potential. Unfortunately, America is under the grip of a housing crisis unprecedented in our history; one would be hard pressed to find a city of any size in the U.S. that is not facing some type of housing challenge. A surge in demand from buyers looking to upgrade their housing in the wake of pandemic related stay-at-home orders and a proliferation of remote work exacerbated existing housing-supply issues.

In a July 2021 online post on "The State of the Housing Market," Deputy Secretary of the Treasury Wally Adeyemo noted that, "Numerous studies have linked access to stable, high-quality, affordable housing to reductions in child poverty, improvements in educational performance and developmental outcomes, and increases in lifetime earnings. Especially for communities and people of color, affordable housing constitutes a critical rung on the ladder of economic prosperity."

Adeyemo later added that, "As the U.S. economy has rebounded from the pandemic, imbalance between supply and demand has worsened. Demand has surged, and supply has not kept pace. The signs of affordability we saw in mid-2020 have evaporated as gains in measures like the Housing Affordability Index have largely been erased in the intervening year."<sup>4</sup>

According to the National Low Income Housing Coalition (NLIHC), an affordable housing advocacy group, "The shortage of affordable housing costs the American economy about \$2 trillion a year in lower wages and productivity. Without affordable housing, families have constrained opportunities to increase earnings, causing slower GDP growth. In fact, researchers estimate that the growth in GDP between 1964 and 2009 would have been 13.5% higher if families had better access to affordable housing. This would have led to a \$1.7 trillion increase in income, or \$8,775 in additional wages per worker."<sup>5</sup>

Beyond economic impact, a limited or misaligned housing supply can cost communities workers and jobs. While high-cost coastal markets like San Francisco and New York risk pricing out lower-income earners, many rural communities lack any modern housing

<sup>4</sup> <https://secjanetyellen.medium.com/the-state-of-the-housing-market-2f3cece054e>

<sup>5</sup> <https://nlihc.org/explore-issues/why-we-care/problem>





product due to a perceived lack of demand. Many communities – regardless of size – do not offer product types attractive to young professionals looking to live in the center city or suburban residents looking to rent before purchasing a home. So-called “missing middle” housing<sup>6</sup> is an issue for nearly every community.

All these challenges add up to a situation that demands strategic attention, not through a siloed district-by-district approach but rather a holistic, comprehensive look at housing dynamics for the entire region.

## REGIONAL HOUSING STRATEGY

While housing is often seen as a local issue, many communities are deciding that solutions require a regional approach to ensure that governments are coordinated in discussing and implementing policies and processes that optimize housing supply based on current and projected demand.

Housing is not a “one size fits all” challenge requiring similarly singular remedies. By better understanding supply and demand dynamics, Greater Evansville can coordinate strategies that target appropriate housing in appropriate districts and ensure that communities work together to provide a breadth of housing options and choices to satisfy existing residents and attract new talent in the years to come.

Part of housing’s complexity is the diverse set of public and private actors and influencers that determine what housing gets built where and for how much. To be effective, a regional housing strategy will need to engage and involve key constituencies and entities that impact Greater Evansville’s housing dynamics.

The Metropolitan Planning Council in greater Chicago has extensive experience bringing together coalitions to analysis and address issues, including housing. To successfully address regional housing challenges, the Council recommends organizing a consortium of local businesses, developers, housing authorities, planning organizations, fair-housing advocates, housing policy experts, government, and nonprofit stakeholders to assess the relationship between regional housing needs, current and future employment centers, poverty trends, transit, and racial segregation. Together, these partners should focus on:

- Aligning policies to create efficiencies;
- Developing incentives for participation in regional equity initiatives; and

<sup>6</sup> Building types such as duplexes, fourplexes, cottage courts, and courtyard buildings are “missing” because they have typically been illegal to build since the mid-1940s and “middle” because they sit in the middle of a spectrum between detached single-family homes and mid-rise to high-rise apartment buildings.



- Defining “opportunity areas” with criteria outlining the types of housing that communities should be working toward building.<sup>7</sup>

## COMPARISON PROJECTS

Housing is an issue that has come to dominate the strategic agendas of communities of all sizes. They are finding that Housing Elements contained in long-term Comprehensive Plans are not sufficient to address rapidly changing market conditions and buyer preferences. As a result, many regions have chosen to create stand-alone housing strategies to provide analysis and tactical options for local cities and counties dealing with this ongoing crisis.

The two comparison projects selected, while featuring regions larger than Greater Evansville, are notable because of their use of interactive websites to support better understanding and adoption of the strategies’ components. Both are intended as guides and toolkits to inform local policies and action.

### Metro Atlanta (GA) Housing Strategy (<https://metroatlhousing.org/>)

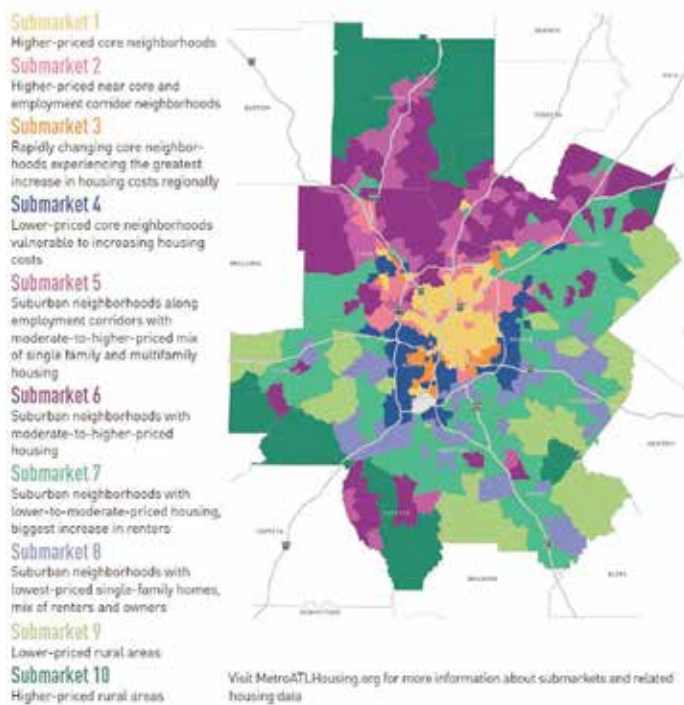
Completed in December 2019 by the Atlanta Regional Commission (ARC), the region’s designated planning agency, the Metro Atlanta Housing Strategy is designed to foster a greater mix of housing options reflective of each community’s specific needs. Because the metro’s housing challenges are regional in scope the ARC believed a regional response was required. The strategy argues that if housing conditions can be improved, impacts will be felt through a Stronger Economy, Better Quality of Life, Greater Opportunities and Reduced Inequality, and Reduced Traffic Congestion.

Acknowledging the complexity of Metro Atlanta’s housing market, ARC divided the region into ten “submarkets” for the Housing Strategy. Submarkets were based on characteristics such as average sales price, age, type, and size. The submarkets cross city and county lines and in some cases included non-contiguous sections.

<sup>7</sup> <https://www.metroplanning.org/work/project/13/subpage/2>



## METRO ATLANTA HOUSING STRATEGY SUBMARKETS



Based on comprehensive analysis and stakeholder feedback, ARC identified six overarching strategies that address different aspects of the region's housing challenges. Progress in these areas will be needed to bring about meaningful change at both the local and regional levels. These strategies are:

- Increase housing supply
- Preserve affordable supply
- Reduce housing and transportation costs
- Expand capital resources

- Promote housing stability
- Develop leadership and collaboration on affordability

The plan included a matrix that applies the six strategies to the region's ten submarkets based on applicability to challenges and opportunities.

The [Metro Atlanta Housing Strategy website](#) includes many useful interactive features. Users can explore all ten submarkets regionally, by city, or county as well as access the plan's in-depth tactical strategies. A Data Explorer tab opens an interactive GIS mapping tool that enables site visitors to explore multiple aspects of the region's housing market.

To preempt any controversy about a regional planning entity dictating local policy, the ARC included the following statement in the plan: "It's important to note that the strategy is not meant to be prescriptive. Rather, it's a guide to help local governments better understand their housing challenges and begin to address them through actionable strategies and related tactics."

### Regional Housing Strategy (Columbus, OH)

Released in September 2020, by [Mid-Ohio Regional Planning Commission \(MORPC\)](#), Columbus, Ohio's regional planning agency, the [Central Ohio Regional Housing Strategy](#) (RHS) envisions a future where growth and recovery help realize more equity among Central Ohioans. Regardless of where it is built or maintained, who it is for or how it is priced, MORPC believes that housing can be a platform to achieve this vision.

According to the plan, "Realizing a future of equitable growth and inclusive prosperity in Central Ohio requires a coordinated, regional approach that hinges on committed and bold leadership at all levels of governance and among developers, financial institutions, nonprofits, foundations, and community members. Everyone has a role to play in creating a robust housing market in Central Ohio where every resident, no matter their race, age, or ability, can find safe and decent housing without being discriminated against or cost-burdened."

The Housing Strategy was produced in hard copy and can also be accessed through the project's website. Features include:

- Metrics Dashboard
- Summary of Existing Conditions
- Regional Housing Submarket Summaries
- Regional Funding Resources
- Implementer's Toolkit

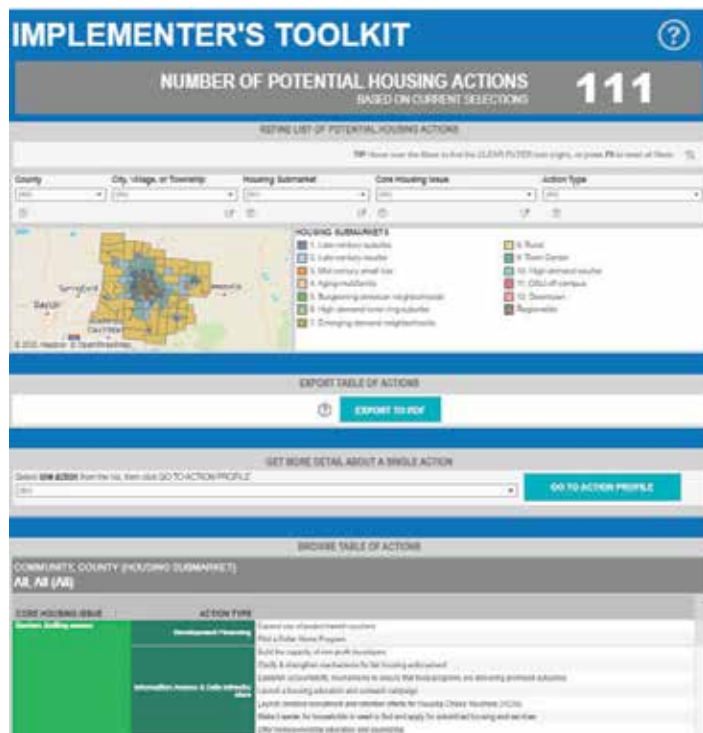




- Case Studies
- Public Involvement Plan
- Local Housing Action Agendas

An investment allocation portfolio inventories all known sources of funding for residential development and resident assistance (for renters and homeowners) by geography, financing type, and more.

The interactive Implementer's Toolkit seen in the following graphic provides a menu of actions that officials and practitioners across Central Ohio can utilize to implement the Regional Housing Strategy recommendations in their communities.



The Toolkit complements Local Housing Action Agendas that articulate how individual jurisdictions in Central Ohio can act on regional and local housing needs. MORPC guides these implementation activities in partnership with local jurisdictions.

To hold the region accountable for action, MORPC created a dashboard to track progress on key housing indicators related to each of the region's core housing issues.

### IMPACT ASSESSMENT MATRIX

The following matrix assessment categories are not weighted. Rankings are subjective based on the full complement of research completed by BRS and our professional perspectives.

IMPACT RATING SCALE				
Strongest	Strong	Neutral	Weak	Weakest

### REGIONAL HOUSING STRATEGY ASSESSMENT

Impact Assessment Category	Impact Rating	Notes
<b>Direct Investment</b>		The contract for a regional housing strategy could range from \$150,000 to \$250,000 depending on the scope and breadth of the process. Project costs could be funded by a mix of public, private, and not-for-profit monies and could potentially go to a local firm or sub-contractor.
<b>Potential for Follow-on Investment</b>		An effective regional housing strategy adopted and codified by Greater Evansville governments would theoretically open up new opportunities for more intensive housing development in districts previously reserved for lower-density projects or other uses. Demonstrating the appeal and demand for mixed-use, urban-style housing in Downtown Evansville and other regional activity nodes and enabling it through "by-right" zoning could also drive investment for new and redeveloped product. A truly coordinated model for assessing the need and opportunities for new housing construction would demonstrate proof-of-market and give developers more confidence to invest in the region.
<b>Targeted Job Growth</b>		Job creation directly related to housing construction is typically local-serving employment in sectors that tend not to be targeted. While an enhanced regional housing market would greatly support talent retention and attraction, that alone does not ensure growth in targeted job sectors will occur. In fact, in many regions with robust housing markets and strong population growth, this enhanced residential capacity accommodates earners in public-facing, lower-paying fields. Thus, while greater investment in housing could potentially support high-value job creation, it cannot be assumed.



Impact Assessment Category	Impact Rating	Notes
<b>Increased Wages</b>		The direct impact of an improved regional housing sector would be job creation in construction, real estate services, professional services, and - potentially - producers, providers, and distributors of construction equipment and materials. On the whole, these are not targeted jobs although they typically pay at or slightly above the regional median wage. However, it cannot be assumed that increased housing construction by itself would increase Greater Evansville's average wage.
<b>Potential Benefit Across Full Region</b>		A coordinated regional housing strategy could potentially be a boon for communities across the region looking to expand their housing sectors. This is because the plan would assess and recommend projects and/or districts that can accommodate higher intensity development, new or complementary housing types, or even more traditional housing. While it is possible that some cities will see greater investment than others, there is typically latent housing demand even in communities with slow or negligible population growth.
<b>Enhanced Competitiveness for Talent</b>		Because housing is emerging as an increasingly critical concern for communities' ability to retain and attract sufficient talent to meet local demand, an effective housing strategy prescribing the best ways to align housing planning and development with talent preferences and proximity to employment could make Greater Evansville much more competitive in this space.
<b>Improved External Perceptions</b>		An enhanced housing sector in Greater Evansville supplying sufficient product at necessary price points to meet demand could show the region in a positive light in paid, owned, or earned media. There could also be word-of-mouth benefit or discussion through social media networks that positively influence outside perspectives. But the likelihood that enhanced housing development itself would directly affect external perceptions is minimal.
<b>Improved Health Outcomes</b>		To the extent that greater proximity of housing to employment reduces driving and lowers pollution rates, that would be a positive for health. Also, more walkable mixed-use projects and housing built to accommodate pedestrian activity would benefit health outcomes. Lastly, providing shelter for unhoused populations would also have positive health impacts.
<b>Improved Wealth Equity</b>		If a potential worker is not able to access a job due to transportation challenges, is unhoused, or faces the daily stress of sub-standard housing, it can have a negative effect on their employment prospects and personal income. Increasing the regional supply of affordable housing will also reduce the percentage of the population that is rent-burdened, which would put more money in their pockets and reduce income inequality.

Impact Assessment Category	Impact Rating	Notes
<b>Timeline</b>		The timeline for funding and developing a regional housing strategy is short term and could be initiated quickly after the receipt of READI funds. As shown by the yellow color, the timeline for development of housing based on the plan's recommendations would be longer in duration.
<b>Sustainability</b>		Housing markets are cyclical as are local economies. While an enhanced residential sector based on positive outcomes from a regional housing strategy could have a years-long impact, there is no guarantee that it will be in perpetuity.



## Regional Trails Strategy

*Development of a regional blueprint to support existing trail development, connect segments into a coordinated network, and build new capacity to create a unique multi-modal mobility and recreation asset*

### OVERVIEW

Once considered a pleasant but non-essential local amenity, bicycle and pedestrian trails are now a critical piece of community infrastructure to retain and attract talent, expand mobility options, improve public health, and generate economic activity. Cities, counties, and regions have invested billions of dollars in the past two decades expanding and connecting trail networks to satisfy the demand of residents and accommodate the must-have lists of relocating talent.

Notable examples like the Cultural Trail in Indianapolis and the Beltline in Atlanta have become national models of how trail infrastructure can drive new investment and economic gain and make cities "stickier" for talent. A 2015 study found that property assessments within one block of the Cultural Trail increased 148% for a total of \$1 billion in associated impact.<sup>8</sup> Similarly, the Atlanta Beltline reported that the trail system generated a direct economic impact of nearly \$6.2 billion in private development as of the end of 2019, a nearly ten to one return on investment.<sup>9</sup>

The advocacy organization People for Bikes reports on local and national research findings that highlight the beneficial impact of trails. These include<sup>10</sup>:

- Bicycling generates \$137 million annually in economic benefits to Northwest Arkansas
- If cycling participation increased enough to reduce obesity by about 3%, national medical expenditures could be reduced by \$6 billion
- Proximity to a network of high-quality bike facilities such as protected bike lanes, buffered bike lanes, and bike boulevards, is associated with an increase in property values
- Wisconsin's bicycle industry generates \$556 million and 3,420 jobs for the state
- The quality of bicycling in the Outer Banks region of North Carolina positively impacts vacation planning: 12% of visitors report staying three to four days longer

<sup>8</sup> <https://www.indystar.com/story/news/2015/07/23/study-property-values-along-cultural-trail/30544019/>

<sup>9</sup> <https://beltline.org/the-project/project-funding/>

<sup>10</sup> <https://www.peopleforbikes.org/statistics/economic>



to bicycle while 43% note that bicycling was an important factor in their decision to travel there

As the example of Indianapolis' Cultural Trail shows, individual trails or trail segments can have outsized economic impacts. To truly derive the maximum benefit from trail development, a connected network is optimal. Cities, counties, and regions across the U.S. have created greenways and trails plans to develop unified networks to advance economic, mobility, and public health gains.

Like transportation planning, envisioning a regional scale for trails planning enables the community to fully capture the necessary routes and linkages to optimize connectivity, non-motorized mobility, and recreational opportunities.

### REGIONAL TRAILS STRATEGY

While Greater Evansville does not have a trails strategy for its full region, there have been master plans completed in major population centers that lay the groundwork for a coordinated regional system.

- The **Evansville Bicycle and Pedestrian Connectivity Master Plan** (BPCMP) was completed in 2015 and outlines nearly 170 miles of bicycle and pedestrian improvements in the City of Evansville. The plan includes recommended phasing, estimated project costs, policy-level recommendations, a set of Top 10 Priority Projects, and early action steps.
- Completed in 2012 at the request of the Vanderburgh County Commissioners, the **Vanderburgh County Burkhardt Road + US 41 TIF Districts Bicycle + Pedestrian System Plan** (TIF Districts Bike Plan) focuses on bicycle, pedestrian, and intersection improvements within the Burkhardt Road TIF District and the US 41 TIF District. Over 30 miles of network improvements were recommended.
- Adopted in March 2014 by the Henderson City-County Planning Commission, the **Greater Henderson Bicycle and Pedestrian Master Plan** (GHBPMP) recommends over 135 miles of bicycle and pedestrian facilities in Henderson and Henderson County with a three-phase implementation schedule.

These three master plans would form the basis of a Greater Evansville trails strategy that seeks to incorporate current activities and connect city and county networks into an intra-regional model by identifying necessary new capacity and gaps between existing trails and systems.

The Regional Trails Strategy process could benefit from the support of an existing staffed non-profit organization working to integrate multi-use trails into the daily lives of City of Evansville residents, workers, and visitors. The [Evansville Trails Coalition](#) was founded in 2009 and now advocates for trail development, hosts events, promotes bike/ped safety,





identifies new funding resources, and works on special projects like the city's first bike-share program.

## COMPARISON PROJECTS

To improve the relatability to Greater Evansville, BRS sought to identify multi-use trails plans that encompassed more than one county. In the case of the Memphis region, a bi-state process was involved.

### Walk and Roll: Memphis Region Pedestrian and Bicycle Master Plan

Approved in November 2020, [Walk and Roll](#) (a play on Memphis' music tradition) is an update to the bi-state (Tennessee and Mississippi) Memphis region's metropolitan planning organization's (MPO) 2040 Regional Bicycle and Pedestrian Plan. The MPO decided to update the Memphis region's active transportation plan because:

- Progress has been made since the adoption of the 2014 plan.
- With the Memphis metropolitan region one of the most dangerous places to walk in the U.S., improvements could make the region a safer place to walk and bike.
- Many low-income and vulnerable populations that rely on walking, bicycling, and transit do not have safe, convenient access to these modes.
- Gaps in the sidewalk and bikeway networks create unsafe and uncomfortable conditions throughout the region.
- New transportation options like bike share, e-scooters, and ride hailing apps have made car ownership less critical for personal mobility.

Walk and Roll was based on the following set of guiding principles that informed the process and its recommendations.

- **Safety First!:** Because walking and biking in Greater Memphis is dangerous, projects, policies, and programs should strive to decrease the potential for serious injuries for all modes of transportation.
- **Walking and Bicycling are For Everyone:** Investments should ensure that populations that rely on walking, bicycling, and transit out of necessity can have their needs met while also broadening the attractiveness and convenience of walking and bicycling for people of all ages and abilities.
- **Connect the Region:** Gaps in existing regional networks create barriers for people who would like to walk and bike more frequently. Coordinated investments from key partners can help address these gaps.



- **Prioritize Investments in High-Demand Areas:** Improvements should be focused where the built environment already supports walking and biking for short trips.
- **Embrace Shared Mobility:** The region should seize the opportunities presented by new mobility innovations to promote car-free and car-life lifestyles through infrastructure, policy, and programmatic initiatives.

Walk and Roll created a set of prioritization factors that guided decision making for the planners and key volunteers who set implementation priorities.

### WALK AND ROLL PROJECT PRIORITIZATION FACTORS



These prioritization factors helped identify the highest-impact projects for each local jurisdiction based on the Plan's Guiding Principles and public and stakeholder feedback. Prioritization will guide project phasing, funding, and development timelines for implementation partners.

### Gateway Bike Plan (Greater St. Louis)

With a vision of "connecting communities across the St. Louis region," the [Gateway Bike Plan](#) was a cooperative effort between Great Rivers Greenway, East-West Gateway Council of Governments, City of St. Louis, the Counties of St. Louis and St. Charles, Metro (program of Bi-State Development), Trailnet, and the Missouri Department of Transportation.

The lynchpin of the coalition, the [Great Rivers Greenway](#) organization, spearheads the development of the River Ring – a 600-mile, interconnected system of greenways, parks, and trails in the St. Louis region. Great Rivers Greenway is funded by a one-tenth of 1-cent sales tax approved by St. Louis County, St. Charles County, and City of St. Louis voters in November 2000. To date, the Greenway has constructed over 128 miles of trails with another 200 miles in the planning stage.







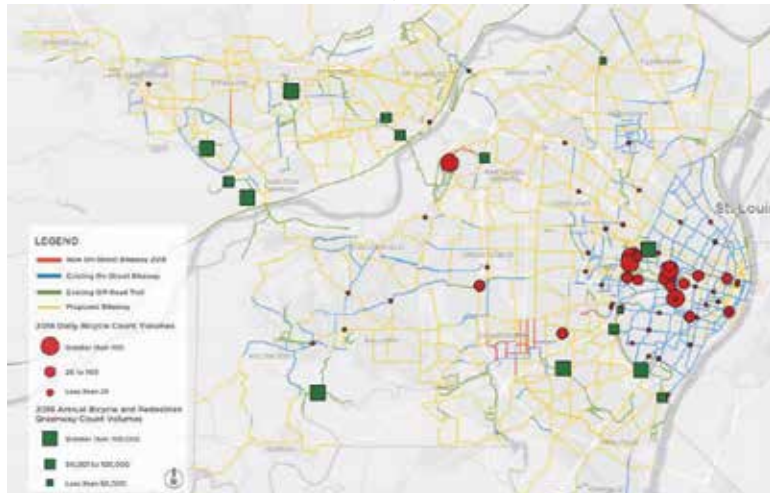
In 2009, Great Rivers Greenway Board of Directors allocated resources to fund the Gateway Bike Plan; nearly 100 municipalities are located within the planning area. The Plan is a critical component of the River Ring and features a design that purposefully integrates the River Ring's goals:

- Connect Communities and Neighborhoods;
- Preserve and Connect People to Nature;
- Improve Economic Vitality; Provide Transportation Choices; and
- Promote Good Health.

Completed in 2011, the Gateway Bike Plan includes more than 1,000 miles of recommended on-street bicycle facilities in St. Louis City, St. Louis County, and St. Charles County and provides a comprehensive and coordinated vision for accommodating and encouraging bicycling as a viable transportation mode in the region.

The annual Gateway Bike Plan report card measures the implementation of new on-street bikeways, bicycle safety and skills training courses, professional development for area planners and engineers, and policy changes that support active transportation. The following image is from the 2018 report card, the most recent listed on the plan's website.

**GATEWAY BIKE PLAN, 2018 REPORT CARD**



The 2018 measurement of the number of people bicycling at 70 locations throughout the region was much higher than previous years and demonstrated increased usage of the region's bicycle facilities.

### IMPACT ASSESSMENT MATRIX

The following matrix assessment categories are not weighted. Rankings are subjective based on the full complement of research completed by BRS and our professional perspectives.

IMPACT RATING SCALE				
Strongest	Strong	Neutral	Weak	Weakest

### REGIONAL TRAILS STRATEGY ASSESSMENT

Impact Assessment Category	Impact Rating	Notes
<b>Direct Investment</b>	Strong	If contracted to one or more outside vendors - potentially from the Evansville area - the regional trails plan could result in a range of local investment anywhere from \$75,000 to \$250,000 in fees depending on the scope. This is an arbitrary cost range for similar projects. The funding will likely be predominantly public, with potential philanthropic and corporate additions.
<b>Potential for Follow-on Investment</b>	Strong	As examples in Indianapolis, Atlanta, Northwest Arkansas, and other communities have shown, popular trails and trail networks have the potential to stimulate significant investment in adjacent housing, retail, mixed-use, hospitality, and commercial development to take advantage of new trail users. More commonly, however, trails may lead to slight increases in nearby investment but provide their greatest benefit as recreation amenities that improve quality of life, satisfy resident demands for alternative travel modes, and offer greater opportunities for exercise.
<b>Targeted Job Growth</b>	Weak	Although they can lead to complementary investment that increases adjacent density of housing and businesses, trails and trail networks cannot be assumed to create targeted jobs in high-value, high-income sectors.
<b>Increased Wages</b>	Weak	Because trails cannot be assumed to lead to high-value job creation, it follows that their potential to increase regional wages is also negligible.



Impact Assessment Category	Impact Rating	Notes
<b>Potential Benefit Across Full Region</b>		As can be seen in comparison projects, decisions regarding where to site new and expanded trail segments and systems is often based on assessments of where they will drive the greatest usage. This tends to be in districts that already have higher densities of jobs and population and are adjacent to transportation hubs, large employers, downtowns and other activity nodes, and popular entertainment or recreation destinations. However, a trails plan focused on a regional geography will strive to design a connected system that will almost surely recommend new trail capacity in communities that currently have little to no multi-use trail infrastructure.
<b>Enhanced Competitiveness for Talent</b>		Comprehensive trail systems and well-designed, high-use trails and trail segments are becoming de facto necessities for communities looking to retain and attract top talent. Like broadband internet, family-friendly recreation and entertainment amenities, high-capacity park systems, dynamic nightlife and shopping destinations, and distinctive dining options, trails are now necessary quality of life considerations weighed by talent looking for places to live and visit.
<b>Improved External Perceptions</b>		Arguably only a few trail segments or systems command attention outside of their communities and, even then, it is typically among a select group of stakeholders interested in and familiar with the topic. Examples include the Cultural Trail in Indianapolis, the High Line in New York City, the Beltline in Atlanta, and the Underline in Miami. However, from the perspective of talent looking to visit or relocate to the Evansville area, the presence of a signature trail segment or system will be an important criterion.
<b>Improved Health Outcomes</b>		A well-designed, seamlessly connected, fully built out regional trail system would provide residents with viable alternatives to motorized mobility. Even a slight increase in the percentage of residents that replace motorized trips with multi-use trails has the potential to improve public health. As a regional trail system is incrementally developed, the rates of residents increasing their daily volume of exercise will be measurable.
<b>Improved Wealth Equity</b>		Comparison regional trail projects increasingly consider equity as a critical input to trail design. Increased accessibility to multi-use trails could provide improved options for people to commute to jobs and training who may have not had other convenient travel modes. Improved access to jobs and training, especially in underserved communities traditionally lacking in quality trails infrastructure, has the real potential of improving wealth equity.
<b>Timeline</b>		The timeline for funding and developing a regional trails strategy is short term and could be initiated quickly after the receipt of READI funds. As noted in light red, the actual buildout of new or expanded trail segments and systems typically takes many years to accomplish.

Impact Assessment Category	Impact Rating	Notes
<b>Sustainability</b>		As seen in other communities effectively implementing regional trails strategies, development of new multi-use trails capacity is ongoing as new funding is secured and the success of the existing network creates momentum and regional buy-in for continued capacity enhancements.



## Regional Marketing Strategy

*Development of an external campaign to bring positive attention to Greater Evansville and attract top talent and companies to the region*

### OVERVIEW

Though the Covid-19 pandemic served as an accelerant to the workforce challenges U.S. regions have faced for years, the availability of talent with the skills to satisfy currently unfilled jobs has reached crisis proportions. Quite simply, a region's capacity to supply talent to new and existing firms will be the defining competitive characteristic of the U.S. economy in the near-term future.

In a recently released ebook titled [\*Demographic Drought: How the Approaching Sansdemic Will Transform the Labor Market for the Rest of Our Lives\*](#), labor market analytics and economic data provider EMSI laid out a stark outlook for the worsening "people shortage" affecting higher education and business.

According to EMSI three key pandemic-related factors caused this "sansdemic" (without people): 1) a record numbers of Baby Boomers left the workforce in 2020; 2) millions of prime-age workers left the labor market; and 3) the U.S. experienced the lowest birthrate in its history.

EMSI believes that "quick fixes" such as immigration, automation, and artificial intelligence will not provide adequate short- or long-term solutions. They recommend employers, universities, and non-profit organizations adjust to these changing labor and talent markets to survive.

Communities will be unable to stop the sansdemic from happening, but they can prepare for, as EMSI calls it, "a workforce and educational recruiting landscape unlike any we've ever known." Recommended solutions include "recruiting beyond traditional demographics," investing in reskilling programs, and a renewed focus on retaining existing students and employees.

Regions that have been evolving their external marketing from a sole focus on targeted companies to a blended approach directed at prospective workers and firms are redoubling their efforts. This will turn what has long been a competitive marketplace for corporate attraction into a similarly crowded playing field for talent. It will not be enough to simply have an external marketing strategy; a smart, differentiated program will be required that can capture the interest of targeted audiences among a non-stop stream of different appeals for their time and attention.



## GREATER EVANSVILLE MARKETING

By taking the bold step of consolidating three economic development organizations into a new regional entity called the Evansville Regional Economic Partnership, Greater Evansville has accomplished a major win. Marketing the region as a single voice will better the odds that promotional messaging is unified, coordinated, and compelling.

Leveraging the READI program to help fund a comprehensive external marketing program focused on targeted firms and talent will enable the region to tell its story and communicate to prospects why Greater Evansville is a preferred location for jobs and people. Just making this claim is not sufficient without the product to back it up. So concurrent efforts to enhance the region's quality of life, quality of place, skills base, infrastructure, housing, and other competitiveness factors will be necessary to make marketers' sales pitches even more relevant.

It is assumed that a new regional marketing strategy will replace or refocus the "[E is for Everyone](#)" campaign launched in 2017. Per the campaign's website, "E is for everyone is a community-driven, cultural initiative... The goal is to create an active movement to enhance and inspire individuals to further engage with our community, shift the negative perceptions of Greater Evansville, and attract and retain businesses and talent to our region."

Created over the course of three years from 2013 to 2015, E is for Everyone resulted from hundreds of meetings with diverse organizations. From there, the website notes, "A small group of local marketing professionals came together to form a group called Thread. With the support and advice of several community leaders, this group of individuals initiated the logistics and creative work needed to get started."

### COMPARISON PROJECTS

The following two campaigns are consistent with a new blended approach to economic development marketing that seeks to appeal to companies and talent by establishing a brand identity and memorable tagline. They are multi-media, multi-platform efforts typically led by a prominent economic development organization working with multiple partners to ensure the brand resonates locally and externally.

Most communities of size in today's economic development marketplace implement branding campaigns designed to enhance economic dynamism and talent capacity. Because it is so difficult for any community to stand out from the competition, it is more important than ever for external campaigns to be as targeted as possible on viable prospects and high-value markets.





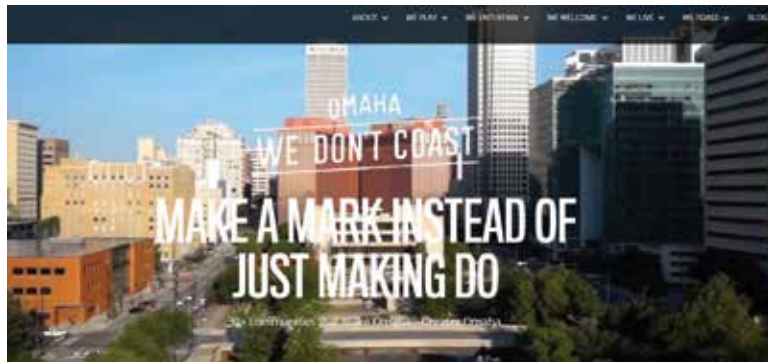
### We Don't Coast (Greater Omaha, NE/IA)

Representing a diverse, multi-county, two-state community, the Omaha Chamber is the region's principal economic development organization. The Chamber's first major five-year strategic campaign, Prosper Omaha, contained a recommendation to create a regional branding and imaging initiative. Developed from 2013 to 2014, this initiative resulted in the "[We Don't Coast](#)" campaign. The first year of planning was spent reviewing comparison community branding processes, media reporting and data about Greater Omaha and conducting stakeholder input.

A Creative Task Force was then empaneled to oversee the brand development process and participate in a two-day design charette in Spring 2014. The results of the charette led to the creation of the "We Don't Coast" tagline, which was presented to the general public for comment in August 2014, refined, and then rolled out later in the Fall.

The Chamber encouraged the entire community to utilize the We Don't Coast tagline to tell the region's story, communicate its character and quality of life, and help grow, retain, and attract business and talent.

#### We Don't Coast Homepage



In 2015, the Association of Chamber of Commerce Executives (ACCE) recognized We Don't Coast with its annual "Award of Excellence," citing the role the campaign played in driving the region's success. Site Selection magazine also praised the We Don't Coast identity and slogan in a 2017 article on technology in the American heartland.

Also in 2017, the Omaha Chamber successfully lobbied the State of Nebraska to issue We Don't Coast specialty license plates to further advance the brand in the region and the state. The plates have black letters and numbers, with the "Coast" slogan and a gray



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weaved pattern along the left side. A Chamber representative said the weave pattern symbolizes, "People coming together to champion the region."<sup>11</sup>

In its latest annual report released in January 2021, the Omaha Chamber included the following graphic:



### #BecauseBentonville (Bentonville, AR)

While We Don't Coast was a long-term campaign, a more guerrilla-style marketing effort in Bentonville, Arkansas (home of Walmart) demonstrated that an aggressive, coordinated, short-term initiative can also drive results.

The Greater Bentonville Area Chamber of Commerce decided to launch the [#BecauseBentonville](#) campaign to highlight the community's outdoor culture and overall competitiveness for quality of place. According to the Chamber president, "We are trying to take advantage of and capitalize on all the great things that are happening here... The idea is, how do we attract talent here based on our key differentiators. Not just the things that make us great, but the things that make is different."<sup>12</sup>

As part of the campaign, the Chamber invited "adventurepreneurs" (entrepreneurs looking for an exciting lifestyle where they live and work) to Bentonville for Outerbike, the nation's top cycling demonstration event. After being identified through LinkedIn and other platforms, 50 prospect entrepreneurs were given tickets to Outerbike, paid lodging, and connections to local ambassadors.

<sup>11</sup> [https://starherald.com/news/regional\\_statewide/dmv-has-sold-nearly-300-we-don-t-coast-plates/article\\_d3bb9938-a849-5908-811a-37e846e9c564.html](https://starherald.com/news/regional_statewide/dmv-has-sold-nearly-300-we-don-t-coast-plates/article_d3bb9938-a849-5908-811a-37e846e9c564.html)

<sup>12</sup> <https://talkbusiness.net/2019/07/bentonville-chamber-receives-national-recognition-for-becausebentonville-campaign/>



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In addition to the targeted invitations, the multifaceted campaign utilized native advertising, video, content creation, copywriting, social media outreach, and experiential marketing as the entrepreneurs were encouraged to share their experiences in Bentonville through their social media networks. Outbrain was utilized to amplify written blog content and community profiles.

According to the firm contracted to develop the #BecauseBentonville campaign, the nine-month initiative garnered over 6 million online impressions, including #BecauseBentonville being tagged 6,215 times, and attracted ten permanent recruits to Bentonville.<sup>13</sup>

#BecauseBentonville was also awarded Best in Show for Communications Excellence at the 2019 ACCE annual conference for organizations with budgets under \$3 million per year. In accepting the award, the Bentonville Chamber president said that the campaign was about leveraging outdoor recreation as the starting point to promote the community's full breadth of quality of life amenities.<sup>14</sup>

#### IMPACT ASSESSMENT MATRIX

The following matrix assessment categories are not weighted. Rankings are subjective based on the full complement of research completed by BRS and our perspectives

It is important to note that Broad Ripple rated the impact of these categories based on **potential** impact. Recruitment of prospect companies and talent is so competitive that even a great campaign is no guarantee of success. However, external marketing strategies are nevertheless required programming for nearly all today's communities, regardless of size.

IMPACT RATING SCALE				
Strongest	Strong	Neutral	Weak	Weakest

#### REGIONAL MARKETING STRATEGY ASSESSMENT

Impact Assessment Category	Impact Rating	Notes
Direct Investment		Funding ranges for regional marketing initiatives vary widely. The annual cost for a typical campaign for a mid-sized region may fall somewhere between \$75,000 and \$150,000. Costs for larger regions and/or more robust campaigns can be far higher. Investment will likely come from a public-private economic development entity and could potentially flow to a local firm(s).

<sup>13</sup> <https://www.4media-group.com/portfolio-posts/because-bentonville/>

<sup>14</sup> Op cit., TalkBusiness.net



Impact Assessment Category	Impact Rating	Notes
Potential for Follow-on Investment		Based on the success of the initiative, there could be strong follow-on investment if prospect firms and developers decide that Greater Evansville is a desirable location to invest. Investment would also be spurred by improved talent attraction that makes the region's workforce more competitive to new and existing businesses.
Targeted Job Growth		A component of most comprehensive external marketing initiatives is a differentiated campaign for the region's targeted industries. So – again, with a caveat that this is a highly competitive space – if Greater Evansville's regional marketing initiative is successful, there will be a likelihood that employers in targeted sectors will create jobs in the region.
Increased Wages		By similar logic as the potential for follow-on investment and targeted job growth, a successful external marketing campaign in theory should increase local wages because successfully recruited target companies will pay wages above the regional average.
Potential Benefit Across Full Region		Most economic development organizations designing and investing in external regional marketing initiatives take great care to ensure that the full complement of partner communities is included in the campaign's content and collateral. If Greater Evansville follows this model and the campaign is effective, there is a strong likelihood benefits from the effort will be felt in most or all the region's communities.
Enhanced Competitiveness for Talent		A campaign like Greater Omaha's "We Don't Coast" is intended not only to attract corporate investment but also change the minds of talent, media, and other influencers about the relative value of the region as a destination. If Greater Evansville also pursues a hybrid focus for its external marketing initiative and is successful, it will become more competitive for talent.
Improved External Perceptions		Improved external perceptions is the <i>raison d'être</i> for investing in a comprehensive external marketing initiative. Again, with the massive caveat that the external regional marketing space is hyper-competitive, if Greater Evansville succeeds in the goals of its campaign then key audiences either in targeted locations or nationally will have improved perceptions of the region.
Improved Health Outcomes		There is likely little to no direct impact of an external marketing campaign on the health outcomes of existing local residents.
Improved Wealth Equity		Typically, the practices and programs that move the needle on wealth equity are internal to a region's companies, governments, and organizations. An external campaign to attract companies, talent, and investment to Greater Evansville should not be expected to noticeably impact issues of wealth inequality.





Impact Assessment Category	Impact Rating	Notes
Timeline		The turnaround time between the decision to develop an aggressive external marketing program and the design process and launch of the campaign can be only a matter of months. Though it will arguably take time for a campaign, if successful, to gain traction and effectively attract companies and talent, it nevertheless could be accomplished relatively quickly if all goes to plan.
Sustainability		Regional marketing initiatives tend to be ongoing for the organizations that manage them. While themes, taglines, and content may be tweaked or even completely reworked at times, the investment in and implementation of these programs will typically last as long as the marketing organization is solvent.



## Smart Manufacturing Cluster

*Implementing a coordinated, aligned initiative to build a high-value cluster of smart manufacturing employment by leveraging existing and new regional capacity*

### OVERVIEW

Gone are the days when commodity products were manufactured in the U.S. and shipped across the country and world. Low-cost foreign competition and other factors have led to an exodus of millions of high-paying jobs at factories designed to mass produce basic goods.

To become competitive for future manufacturing employment, U.S. producers have turned to innovation to customize products and processes that cannot be easily replicated by foreign competitors. As a result, the sophistication of manufacturing facilities, their level of integrated technology, and the skill requirements of their workers have all ramped up in recent years.

The current phase of manufacturing's evolution has been branded "Industry 4.0," continuing a tradition that began with mechanization in the first industrial revolution, mass production in the second, and adoption of computers and automation in the third. Industry 4.0 leverages smart and autonomous systems optimized by data, artificial intelligence (AI), and machine learning to transform the production process and its outputs. Ultimately, it is the connectivity of machines and facilities into integrated smart networks – and the potential to create feedback loops between these networks and end users and customers – that has the potential to revolutionize product design, development, and distribution.

While smart automation and mechanization will eliminate certain manufacturing jobs, they are also creating a whole new class of occupations required to operate, repair, enhance, and apply these technologies. As Chamber Business News recommends, "Now is the time for employers to start thinking about redirecting and retraining their workforce for roles that offer higher value work and require greater skill – not to mention training for the positions that will be needed to service the robotics and other technologies automating the workplace."<sup>15</sup> Indeed, talent development and workforce training are critical components in building a future-focused Smart Manufacturing Cluster.

The key to transforming an industry sector into a true cluster is reaching a critical mass of assets known as agglomeration. The Brookings Institution explains that agglomeration helps firms be more productive through three mechanisms: 1) Sharing tailored facilities, infrastructure, and suppliers; 2) matching workers productively through deep labor

<sup>15</sup> <https://chamberbusinessnews.com/2020/01/31/the-workforce-of-the-future-navigating-industry-4-0/>





markets; and 3) learning through dense, knowledge-rich environments that facilitate knowledge exchange and innovation between interdependent firms.<sup>16</sup>

Interventions to advance cluster development require practitioners to identify development constraints and opportunities and market-oriented responses that will complement the cluster's firms. Brookings breaks this process down into five segments<sup>17</sup>:

1. Information and networks
2. Talent development
3. Research and commercialization
4. Infrastructure and placemaking
5. Capital access

Managing interventions in these five categories will be key to Greater Evansville's successful development of a Smart Manufacturing Cluster.

#### GREATER EVANSVILLE SMART MANUFACTURING CLUSTER

As a region with a strong and active manufacturing sector, Greater Evansville has the building blocks of a next-level concentration of firms that can leverage economies of scale to become a nationally recognized cluster. Expanding from sector to cluster will be a challenge as competition is fierce for export-based employment that generates more secondary economic impact than local serving jobs. But Greater Evansville is building its Smart Manufacturing Cluster from a position of strength and can point to potentially transformative projects funded through the READI grant that can greatly enhance their competitive position.

Tying this existing and new capacity into a cohesive cluster-building initiative will be the challenge and responsibility of skilled practitioners charged with coordinating the moving parts and associated partners of the Smart Manufacturing Cluster.

As mentioned, the region's existing assets in the manufacturing sector are notable. Complementing Greater Evansville's existing concentration of firms, talent, and training programs is the [Tri-State Manufacturers' Alliance \(TSMa\)](#), a collection of more than 140 businesses and hundreds of professionals who represent the region's dynamic manufacturing sector.

<sup>16</sup> Donahue, Ryan; Parilla, Joseph; and McDearman, Brad. "Rethinking Cluster Initiatives." Brookings Metropolitan Policy Program, July 2018

<sup>17</sup> *Ibid.*



Member companies work to create a vibrant and attractive manufacturing environment in Southwest Indiana that results in improved revenue and profitability and increased employment. The Alliance hosts quarterly events, coordinates plant tours, facilitates peer group discussions and networking sessions, provides an outlet for best practice sharing, and has recently launched a Shared Learning Program designed to allow TSMA members to make their internal trainings available to employees from other TSMA companies.

Priority projects submitted for READI assistance would take this existing capacity and accelerate Greater Evansville's competitive position for smart manufacturing employment and talent. The READI-eligible projects include:

- **Robotics Technology Center:** This project would allow for the enhancement and increased utilization of the Vincennes University Gibson Center through a phased approach that prepares for future additions to the facility as programming ramps up. This programming would span multiple industry sectors and include STEM education for high school students as well as skilling up of current and incumbent workers for next-generation careers. READI support would help sustainably advance the robotics program.
- **Smart Manufacturing Hub:** Based on best practice models, the Hub would be a dynamic collection of resources designed to help manufacturers grow and differentiate their operations, products, and services. This would be accomplished through potential programs such as operational assessments; supply chain mapping to help identify new business and partnership opportunities; registration in an online promotional catalogue for potential customers; informational training sessions; industry-specific networking and business-development events; "how-to" guides to understand the industry landscape and current technologies; and more.
- **Mobile Assessment and Certification Initiative:** This program from Ivy Tech Community College's Evansville Campus would provide a self-contained unit to assess, teach, train, and certify students on different technologies related to industrial automation, mechatronics, and Industry 4.0.
- **Smart Manufacturing and Digital Integration Program:** Also from Ivy Tech, this new program would be aligned with emerging Industry 4.0 demands and Indiana's Next Level Pathways initiative, which includes K12 partners. Coursework would focus on artificial intelligence, human to robot collaboration, big data, logistics across global markets, additive/subtractive manufacturing, and lean manufacturing concepts.

The Smart Manufacturing Cluster would benefit from the I-65 Corridor Plan, also submitted for READI consideration. The Corridor Plan identifies high value, high impact parcels to reserve for smart manufacturing uses and could be marketed to existing and prospect firms.





Marketing would be a key component of the Smart Manufacturing Cluster. Efforts like the Kansas City Animal Health Corridor have shown that branding a community for a targeted cluster, coordinating incentives around these opportunities, and executing a multi-channel promotional effort to highlight the region's competitiveness for this cluster can generate positive results.

## COMPARISON PROJECTS

The Brookings Institution identified five traits of successful cluster initiatives. They are:

1. Focused on establishing a robust ecosystem, not quick job gains
2. Industry-driven, university-fueled, government-funded
3. Placing a calculated bet
4. Championed by passionate, dedicated leaders
5. Anchored by a physical center

The following initiatives share many or all these traits.

### Water Technology (Milwaukee, WI)

Led by The [Water Council](#) (TWC), Milwaukee's water cluster has established the region as a top global hub for innovation and solutions to the world's water challenges. Established in 2009, The Water Council is a 501(c)(3) nonprofit organization dedicated to solving critical global water challenges by supporting innovation in freshwater technology and driving those solutions to the marketplace. TWC's membership includes more than 238 water technology businesses and a worldwide leadership network of 200 members.

TWC's mission is centered on driving economic development, attracting and connecting world-class talent, and supporting water-focused technology innovation. It accomplishes this by convening global water leaders and water-users, showcasing and supporting its members, and offering more than a dozen initiatives designed to provide resources, programming and networking opportunities to businesses, engineers, entrepreneurs, utilities, government agencies, academia and non-governmental organizations.

Since 2010, The Water Council has grown to include 11 full-time staff, 185 members, and a 22-person board. Its 2017 operating budget was \$2.84 million, with revenue coming from grants, contracts, and contributions (\$1.4 million); membership (\$665,000); sublease of space at the Global Water Center (\$526,000); the annual Water Summit (\$202,000), and other activities (\$44,000).<sup>18</sup>

<sup>18</sup> Ibid.



As the driver of the region's water technology cluster, TWC serves as its clearly designated hub, pushing the local economy towards a shared vision, acting as a thought leader and convener, coordinating existing assets, ensuring a collaborative environment, managing its own programs and initiatives (many with the [University of Wisconsin-Milwaukee's School of Freshwater Sciences](#) and the [Global Water Center](#)), and strengthening and championing the case for the cluster locally and in targeted markets. To seed the university's capacity, the state of Wisconsin provided \$50 million to establish the School of Freshwater Sciences while the city of Milwaukee invested \$12 million in TIF funds for site preparation and economic development support.

Milwaukee's 98,000 square foot Global Water Center building serves as the physical hub for the water technology cluster. Through the water quality standards it sets and monitors industry-wide, the Global Water Center serves as the catalyst for worldwide strategy, transparency, and outcome-based accountability seeking to end the global water crisis.

### Aviation and Aerospace (Wichita, KS)

Marketed as "the [Air Capital of the World](#)," greater Wichita, Kansas has been a hub of aviation since Clyde Cessna began manufacturing planes in the city in 1916. The region is now home to Textron Aviation with Beechcraft/Cessna Aircraft Company, Airbus, Bombardier Learjet, Spirit AeroSystems, and more than 450 global suppliers, including machine shops, tool and die shops, and other subcontract manufacturers. In fact, 18 Boeing-certified gold and silver suppliers exist within a 200-mile radius of the city.

Driving the growth of Wichita's aviation and aerospace cluster are industry-specific business incentives, technology innovation, and talent production. Business advantages for aviation manufacturing include exemption of commercial aircraft and components from all sales taxes (including wet leases), a fly-away exemption, and no excise tax on jet fuel and aviation gas.

Driving innovation for the cluster is the [National Institute for Aviation Research](#) (NIAR) at Wichita State University, the largest aerospace research and development academic institution in the nation, with 650 employees and over \$96 million total in yearly research and development. At over one million square feet, on-site facilities include advanced research and testing labs dedicated to additive manufacturing, advanced coatings, aging aircraft, composites and advanced materials, crash dynamics, full-scale structural testing, reverse engineering, and a sub-sonic wind tunnel. Beyond testing, NIAR offers training courses that develop new materials and techniques in the lab, then train workers on these skills on the factory floor.

To broaden opportunities for private companies to tap into the university's talent base and equipment, Wichita State University launched its [Innovation Campus](#) technology park in 2015. Six years later, the Campus is one of the country's fastest-growing university technology parks having seen over \$250 million in development. Companies with a







research presence on the Campus include Spirit AeroSystems, Textron Aviation, Airbus, Dassault Systemes, and NetApp.

Where Wichita's aerospace cluster truly differentiates itself globally is the incumbent talent and workforce development capacity offered to existing and prospect employers. The nearly 11,000 engineering-related employees in greater Wichita make it the third largest engineering hub in the nation, according to a study by Engineering Daily.

With over 1,500 annual graduating students, the [National Center for Aviation Training](#) (NCAT) at WSU Tech offers applied learning opportunities with several programs of study, including aerospace manufacturing technology, aviation maintenance technology (airframe and powerplant), composite technology, and nondestructive testing. Technical training is employer-driven and adaptive to industry needs. NCAT's facilities include a composites materials lab and an autoclave for heat-curing aviation plastics. Between NCAT's aviation and manufacturing buildings, an entire business jet could be developed from design to finished product.

#### IMPACT ASSESSMENT MATRIX

The following matrix assessment categories are not weighted. Rankings are subjective based on the full complement of research completed by BRS and our professional perspectives.

IMPACT RATING SCALE				
Strongest	Strong	Neutral	Weak	Weakest

#### SMART MANUFACTURING CLUSTER

Impact Assessment Category	Impact Rating	Notes
Direct Investment		With a diverse base of projects contributing to the advancement of the Smart Manufacturing Cluster, there would be large infusements of public and private capital to enhance training campuses and programs, assemble Ivy Tech's Mobile Assessment and Certification unit, build out the infrastructure of the Smart Manufacturing Hub, and market the Smart Manufacturing Cluster to prospective employers, talent, and investors.
Potential for Follow-on Investment		If efforts to accelerate growth and awareness of Greater Evansville's Smart Manufacturing Cluster are successful, the region could be poised to see significant inflows of investment in new buildings, equipment, research and development facilities, training capacity, and development capital. Corporate relocations and expansions could be accompanied by the entrepreneurial dynamism of smaller employers filling out the regional Smart Manufacturing supply chain.



Impact Assessment Category	Impact Rating	Notes
Targeted Job Growth		The core purpose of cluster building is to capitalize on existing targeted industry strengths to greatly increase concentrations of employment, talent, research, and investment. By its nature, a successful Smart Manufacturing Cluster will increase targeted employment in the sector. With investments being made in new training technologies and capacity, partners across various industries would have access to, and receive benefits from, the output of facilities like the Robotics Technology Center.
Increased Wages		Targeted jobs, especially in categories like Smart Manufacturing, typically pay wages well above the regional median; that is why competition for these employers is so fierce. An effectively developed Smart Manufacturing Cluster would therefore have strong potential to raise wages not only in manufacturing but also industries benefitting from the region's improved talent capacity.
Potential Benefit Across Full Region		Many of the Smart Manufacturing Cluster projects bring together industry and educational partners with a focus on developing a highly trained workforce. This fulfills a need which the region is struggling to meet across various industries. In addition, most successful clusters are regional in scope, meaning that employment is dispersed across multiple communities due to the high concentrations of cluster firms looking for available land and buildings.
Enhanced Competitiveness for Talent		At its core, the Smart Manufacturing Cluster is focused on projects supporting talent development. Efforts like the Robotics Technology Center help ensure that new employees and future workers will be highly trained and globally competitive. Industry partners will be able to work towards closing workforce gaps that would otherwise contribute to lost productivity. Overall, the region will be retaining talent while increasing local skill levels in high-wage, high demand careers.
Improved External Perceptions		Regions that have achieved true cluster status for a targeted sector eventually become known for and associated with that cluster. Examples include IT in Silicon Valley, biotech in the Research Triangle, animal health in Kansas City, aerospace in Topeka, etc. The hard part is achieving cluster status more so than promoting it, although that is still important. If Evansville succeeds in growing its smart manufacturing sector into a true cluster it will become more widely known as a national, and potentially international, leader in this industry.
Improved Health Outcomes		A Smart Manufacturing Cluster strategy would not have a notable impact on public health outcomes.



Impact Assessment Category	Impact Rating	Notes
<b>Improved Wealth Equity</b>		As with many of the READI projects, a marked improvement in regional wealth equity will require concerted efforts to ensure that employment created from targeted efforts is at least partially targeted towards underserved local populations. This could result from a public or non-profit program, prescriptive language in governmental contracting, or purposeful support for companies looking to improve their workforce diversity.
<b>Timeline</b>		Because many of the Smart Manufacturing Cluster projects are focused on workforce development programming and information collection and sharing, they can be ramped up fairly quickly. The physical buildout of the Robotics Technology Center would take longer to achieve due to its higher price tag and the challenges involved in facility design and construction.
<b>Sustainability</b>		The staggered timeline for the ramp up of the Robotics Technology Center as well as long-term commitments to the Smart Manufacturing Hub and external promotion of Smart Manufacturing Cluster ensures that public, institutional, and public-private spending on the Cluster would be sustained at least for the initial years of the initiative. Based on the success of cluster-development and promotional efforts, follow-on private and institutional investment could then continue for many years to come.

## Life Sciences Cluster

*Building on existing capacity to grow a cluster of integrated life sciences efforts focused on services, data, and manufacturing employment*

### OVERVIEW

Life Sciences has long been a common and high profile target sector for regional economic development. That can partially be attributed to the fact that the definition of the target can be quite broad, ranging from healthcare services to drug discovery and development to the manufacture of pharmaceuticals and medical devices. In fact, healthcare was the only private job sector that grew during the Great Recession and continues to expand due to the longer life spans of the U.S. population.

RBC Capital Markets analysis reports that, "Healthcare expenditures represented 17.7% of US GDP in 2018, and due to the aging population, are projected to increase to 19.7% in 2028." These strong demand drivers, complemented by technological advancements in data processing and gene sequencing, have led to major funding increases for life sciences research and development, especially during the Covid-19 pandemic. The biotech sector raised \$72.5 billion in 2020, nearly double the \$37.8 billion raised in 2019 and the prior three-year average of \$38.9 billion.<sup>19</sup>

Real estate firm CBRE's 2020 U.S. Life Sciences Report found that sector employment was 1% higher in 2020 than a year ago versus a 7.6% decline in total nonfarm employment. Biotech R&D employment was particularly strong, up by 4.9% from a year ago and outpacing tech employment growth. Increased R&D employment was reflected in a 12% growth in commercial laboratory space with another 11 million square feet currently under construction. Total venture capital funding for the life sciences industry for the year ending Q2 2020 was a record \$17.8 billion, complemented by 6% growth in National Institutes of Health funding to major universities and institutions for health-care research.

The report noted that, "A continued positive outlook is underscored by new growth drivers, such as government emphasis on the life science industry's pivotal role in combating the COVID-19 pandemic, onshoring trends and rapid expansion of biomanufacturing."<sup>20</sup>

Indeed, coping with the Covid-19 global crisis has led to former competitors partnering to accelerate research and develop the fastest novel vaccine in history. Governments, health systems, payers, retail pharmacies, and nonprofits are now working collaboratively with the sector to provide widespread distribution and administration. This "new normal"

<sup>19</sup> <https://www.rbccm.com/en/gib/biopharma/episode/biotech-boom-driving-lab-real-estate-boom>

<sup>20</sup> <https://www.cbre.us/research-and-reports/US-Life-Sciences-Report-2020>

also includes redefined workplace environments; shifts in health care delivery; and innovative collaborations to create new process efficiencies.

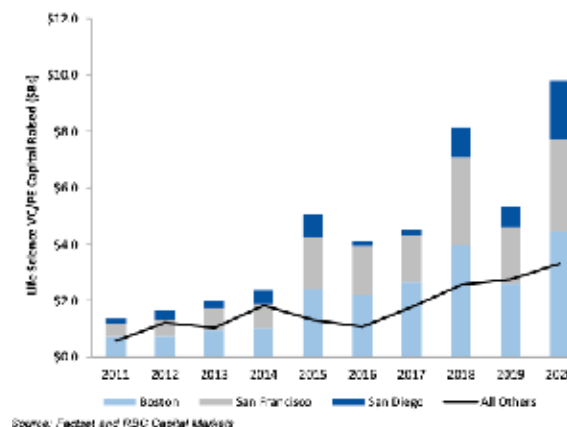
As the following graphic<sup>21</sup> displays, collaboration across the entire healthcare ecosystem is more critical than ever in growing a life sciences cluster.



Communities seeking to build life sciences clusters must acknowledge the challenges inherent in this pursuit. The reality of life sciences and biotech cluster development is that growth continues to be concentrated in only a handful of markets, leading to supply shortages for quality lab space. The top three U.S. biotech clusters – Boston-Cambridge, the San Francisco Bay Area, and San Diego – accounted for around 70% of all life sciences private equity and venture capital funds raised since 2016.

<sup>21</sup> Source: <https://www2.deloitte.com/global/en/pages/life-sciences-and-healthcare/articles/global-life-sciences-sector-outlook.html>

#### TOP THREE PRIVATE EQUITY/VENTURE CAPITAL CLUSTER MARKETS



According to CBRE's 2020 Life Sciences Report, these three top markets are being joined by emerging life sciences clusters in Pittsburgh, Houston and Austin.

In the following tables, top life sciences clusters were ranked by size, growth and concentration of life sciences employment, concentration of R&D life sciences employment, size of laboratory inventory, and amount of NIH and life sciences venture capital funding. Emerging clusters were ranked by size and growth of life sciences employment, concentration of R&D life sciences employment, amount and growth of life sciences venture capital funding and NIH funding.<sup>22</sup>

<sup>22</sup> <https://www.cbre.us/research-and-reports/US-Life-Sciences-Report-2020>



The top life sciences economic regions all have a core set of assets that they have been able to leverage to create a critical mass of companies, talent, training, and investment necessary to reach cluster-level concentrations. That will be Greater Evansville's charge as it seeks to enter this elite company.

## GREATER EVANSVILLE LIFE SCIENCES CLUSTER

As the previous section showed, life sciences investment and employment are heavily clustered in a handful of major markets. Expanding Greater Evansville's life sciences sector into a true cluster will be difficult, but the region is not building this capacity from scratch.

The anchor and catalyst for the region's Life Sciences Cluster is the [Indiana University School of Medicine \(IUSM\)-Evansville](#). Located in the city's downtown at a new state of the art facility, the Stone Family Center for Health Sciences, the school features a 30,000 square foot simulation center with a human structures lab, virtual hospital and 12-room virtual clinic. Partnerships with local hospitals have created a set of clinical rotations taught by a cohort of adjunct faculty throughout southern Indiana. A consortium of entities, including hospitals, IU School of Medicine, and other partners recently led to an expanded residency program with 75 new graduate medical education positions.

As one local official noted, the medical school is the answer to the "why" a Life Sciences Cluster is possible in the region. Also part of that answer is the presence of six major hospitals serving approximately 2,000 beds at facilities run by Deaconess, St. Vincent, Memorial, and Good Samaritan systems.

This large base of patients becomes a resource for the introduction of clinical trials and clinical research that can facilitate a "bench to bedside" treatment continuum in Greater Evansville. Data from trials and other sources in the region can attract healthcare firms looking to vet new discoveries and startup firms developing software to monetize that data for process enhancements and improved patient outcomes.

Another potential cluster component is a diverse set of manufacturing companies producing resins used in medical plastics, pharmaceuticals, pediatric nutrition products, and other medical material components.

The Life Sciences Cluster projects submitted for READI funding complement Greater Evansville's existing assets by enhancing the region's capacity in medical data and talent development. They include:

- IUSM Child Psychiatry Clinic and Research Center:** An expansion of the Child Psychiatry Evansville Campus will include the creation of center that brings in clinical, education, and research team-leaders to expand access to needed youth psychiatric services. Currently, Indiana ranks 48<sup>th</sup> in the United States in availability of child psychiatrists; Southwestern Indiana counties Posey, Gibson, Pike and Spencer are among the most underserved in the state. The child psychiatry clinic and research center will be housed in the IUSM Evansville space within the new Deaconess Downtown Clinic. The Child Psychiatry Evansville Campus expansion will include the creation of a **Real World Psychiatric Data Analytics Platform** of longitudinal and continuously refreshed psychiatric patient data from up to 10,000 U.S. physician practices. The Platform will enable IUSM's faculty, residents, medical students, and collaborating researchers to gain insights into real-world diagnostic and treatment processes.
  - Data provided by contributing electronic medical record (EMR) companies will be continually updated to reflect real-time practice patterns of mental healthcare providers. In addition, there will be a focus on commercializing the data asset to build an AI-powered behavioral healthcare research and innovation ecosystem that can be used to attract researchers, faculty, and medtech entrepreneurs.
- Medical Education Expansion Housing:** SIGMEC partners – the Southwest Indiana Graduate Medical Education Consortium (IU School of Medicine Evansville, Good Samaritan, Memorial Hospital and Health Care Center, and Deaconess Hospital) – identified a need to increase permanent, affordable, extended stay housing for students completing required clinical rotations at three rural training sites. The new housing enables up to 150 student physicians to remain in the region to live and train. The project is part of a long-term plan to develop regional and public-private



collaboration for medical student education, residency programs, and expansion of clinical translational research.

- **University of Southern Indiana (USI) Nursing Program Expansion:** There is a shortage of nurses across all healthcare practice categories in Greater Evansville. To address this deficit, USI is seeking funding to increase its capacity to produce degreed nurses for the local healthcare sector. An expanded nursing program would help the state of Indiana leverage the \$30 million investment it made to update the university's nursing school.

Pairing Greater Evansville's existing capacity with the enhanced competitiveness provided by the proposed READI projects provides an elevated baseline for Life Sciences Cluster development. As will be seen in the following comparison examples, reaching the critical mass necessary to achieve true cluster status is a significant challenge, but one Greater Evansville is poised to take on.

## COMPARISON PROJECTS

### Morris County, New Jersey

Morris County is in New Jersey, about 30 miles west of New York City and is part of the New York metropolitan area. As of the 2019 Census estimate, the county's population was 491,845, a 1.5% increase from 2010. In 2015, the county had a per capita personal income of \$86,582, the highest in New Jersey.

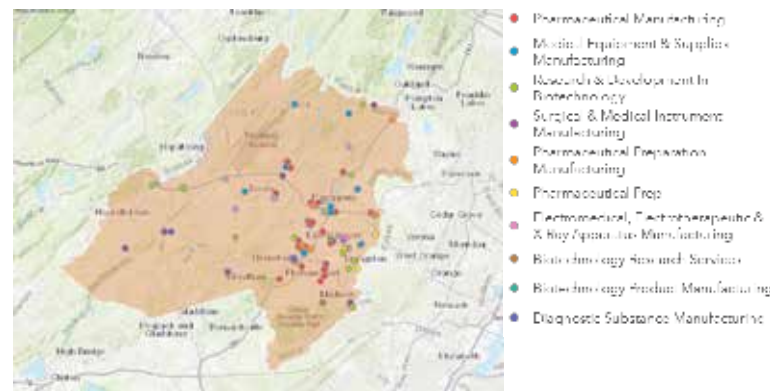
Part of the reason for Morris County's high income levels is its position as the [epicenter of New Jersey's biotechnology industry](#) and a nationally recognized life sciences hub. The county's cluster is anchored by multiple pharmaceutical and biotech companies and supportive research and commercialization firms and is also home to complementary packaging, distribution, compliance, contract research, and manufacturing companies. Its ecosystem is rounded out by educational institutions and hospitals that create opportunities for funding, networking, and business growth. In total, Morris County's life sciences cluster has 330 firms employing 9,631 workers and accounts for a gross regional product of \$3.7 billion.

Global companies with a presence in Morris County include Novartis, Bayer, Alvogen, Allergan, Euroimmun US, Pfizer, LEO Pharma, and Ferring Pharmaceuticals.

Morris County's strong life sciences cluster is borne out by a location quotient of 3.64, meaning that the county has 264% more jobs in this sector than in the average U.S. community. Based on its job multiplier rate, every Morris County life sciences job generates another two jobs in the local economy.

The following map shows the location of top Morris County life sciences firms.

### MORRIS COUNTY, NJ LIFE SCIENCES CLUSTER



Source: Morris County EDC

### Research Triangle, North Carolina

Comprised by the cities of Raleigh, Durham, and Chapel Hill, the Research Triangle in North Carolina is the 5<sup>th</sup> largest life sciences hub in the U.S., featuring 569 companies employing 24,000 employees at an annual salary of \$142,000. The cluster's total contribution to the Triangle's gross regional product is \$9.8 billion. Nationally, the Research Triangle region is fifth in National Institutes of Health funding and eighth in total lab space.

All told, the Research Triangle's life sciences cluster accounts for over 60% (40,000) of North Carolina's more than 66,000 life sciences employees, and over 70% (525) of the state's 735 life sciences companies.<sup>23</sup>

Ranging from fast-growing startups to major multinational corporations, the cluster is home to a range of companies developing drug therapies from "bench to bedside."

The cluster is anchored by [Research Triangle Park](#), a public-private research campus established in 1959 by the region's universities (University of North Carolina, Chapel Hill; Duke University; and North Carolina State University) to promote academic-industry cooperation and create economic benefit for citizens of North Carolina. For more than a generation, the region has attracted the manufacturing operations of pharmaceutical companies looking to tap into the innovation ecosystem of local universities at lower operating costs than Northeast locations.

<sup>23</sup> <https://www.genengnews.com/topics/drug-discovery/top-10-u-s-biopharma-clusters-8/>



More recently, the Research Triangle has seen a series of biopharma expansions including a \$115 million manufacturing plant for AveXis, a Novartis company, and a \$474 million pharma manufacturing plant from Eli Lilly and Company that will create 462 new jobs.

The Research Triangle continues to offer some of the lowest biomanufacturing costs of any U.S. biopharma location at \$37.2 million per year, according to John Boyd, CEO of the Boyd Company, a site selection advisory company in Princeton, NJ.<sup>24</sup>

In recent years, the Research Triangle has become home to the world's largest cluster of contract research organizations (CROs). Seven of the top ten global CROs operate in the Research Triangle Region, including IQVIA, Syneos Health, Parexel, PRA Health Sciences, PPD, Charles River Laboratories International and Icon Public Limited Corp.

Key to the growth of the Research Triangle's life sciences cluster has been the presence of a comprehensively connected postsecondary education system, including major universities and campuses of the North Carolina Community College System (NCCCS). This network of training providers offers a diversity of programmatic options that allows for new growth and career pathway development.

In partnership with the universities and community colleges, several organizations and training programs have designed curriculums with input from NC's biotech industry to provide practical, job-ready experience in the biological and pharmaceutical manufacturing fields. These include<sup>25</sup>:

- Part of the Life Science Training Initiative of the NCCCS, **BioWork** trains students for careers as a process technician for biotechnology, pharmaceutical and chemical manufacturing companies.
- **NCBioImpact** combines the resources of the region's university and community college systems to meet the growing demands of the biotechnology and pharmaceutical industries.
- Housed at North Carolina Central University, the **Biomanufacturing Research Institute and Technology Enterprise** develops custom curricula with biotech companies and enables students to participate in hands-on research activities.
- The **Biomanufacturing Training and Education Center** at North Carolina State University offered the first graduate degree in biomanufacturing available in the country. The Center now provides hands-on training with the latest biomanufacturing technologies.

<sup>24</sup> <https://www.genengnews.com/a-lists/in-praise-of-lesser-sung-life-sciences-clusters/>

<sup>25</sup> <https://www.researchtriangle.org/industries/life-sciences/>



## IMPACT ASSESSMENT MATRIX

The following matrix assessment categories are not weighted. Rankings are subjective based on the full complement of research completed by BRS and our professional perspectives.

IMPACT RATING SCALE				
Strongest	Strong	Neutral	Weak	Weakest

### LIFE SCIENCES CLUSTER

Impact Assessment Category	Impact Rating	Notes
<b>Direct Investment</b>		Programs and facilities proposed for READI funding to grow Greater Evansville's Life Sciences Cluster will pair this public money with significant private, institutional, and philanthropic dollars to invest millions into the regional economy over a multi-year period.
<b>Potential for Follow-on Investment</b>		With the healthcare and life sciences sector predicted to continue as one of the nation's fastest growing industries, Greater Evansville could be poised to capture its share of this activity if its Life Science Cluster initiative bears fruit. This is especially true if the region can stake a claim in the niche of medtech data capture and analysis represented by the Child Psychiatry Clinic and Research Center. Leveraging data to improve healthcare processes and outcomes could become the catalyst driving future life sciences growth.
<b>Targeted Job Growth</b>		Life Sciences is one of the most commonly targeted industry sectors in America for a reason; it has been, and is predicted to be, one of the top job creators in the country. If the life sciences projects proposed for READI funding help advance Greater Evansville's sector towards concentrations approaching cluster status, strong job creation in the sub-sectors comprising the region's Life Sciences target would no doubt occur.
<b>Increased Wages</b>		Jobs in top life sciences sub-sectors almost universally pay higher than the local median wage. If Greater Evansville can grow its existing sector from projects partially funded by READI monies, the resulting new job creation will feature above-average wages that will contribute to higher levels of regional wealth.
<b>Potential Benefit Across Full Region</b>		With hospitals located across the Greater Evansville region, enhancing the sector's ability to attract, retain, train, and house healthcare professionals would benefit all regional counties. Attracting talent and expanding medical housing would build upon ongoing steps to improve quality and access to affordable healthcare and generate economic return.



Impact Assessment Category	Impact Rating	Notes
<b>Enhanced Competitiveness for Talent</b>		Each of the Life Sciences Cluster projects proposed for READI funding includes either a direct or ancillary benefit to workforce development. If funded, developed, and launched, these projects and programs will improve talent levels of the incumbent workforce and make Greater Evansville more competitive and successful in talent attraction for jobs in this sector.
<b>Improved External Perceptions</b>		Life Sciences is one of the most competitive target sectors in the U.S. With most employment and investment concentrated in only three regions, it will be difficult for Greater Evansville to elevate its sector to this level, at least in the short term. It is also not included in lists of top emerging life sciences clusters. So, even if the region sees success in building its Life Sciences Cluster from READI-proposed projects, it will not likely penetrate the national consciousness as a life sciences hub for many years.
<b>Improved Health Outcomes</b>		Raising its capacity to train healthcare professionals, grow life sciences jobs, and expand and attract companies in this sector could have the ancillary benefit of making Greater Evansville a more dynamic region for healthcare services and specialties. This, in turn, could lead to more care options for local residents and corresponding opportunities to improve their health outcomes.
<b>Improved Wealth Equity</b>		Typically, jobs in healthcare and life sciences sectors attract job candidates from a diverse set of workforce constituencies. That in turn leads to improved income and wealth outcomes for residents previously dependent on lower-paying employment. However, it cannot be assumed that the mere presence of additional life sciences jobs will naturally lead to wealth gains in under-represented populations. There would need to be concurrent efforts to train disadvantaged residents for these jobs and connect them to employment opportunities.
<b>Timeline</b>		Programmatic expansions have the potential to be launched fairly quickly. Facilities expansions, new affordable housing development, and creation of new and enhanced data hubs are medium-term projects. However, the most dynamic investment opportunities stimulated by reaching cluster status will likely be many years or decades away.
<b>Sustainability</b>		Phased funding timelines for the proposed READI projects and the potential follow-on investment in new facilities, programs, and promotion efforts can sustain life sciences investment in Greater Evansville for years, especially if efforts to grow its sector into a true cluster prove successful.

## Riverfront Initiative

Successfully advancing catalyst projects to fulfill the promise of the River Vision initiative to transform Evansville's waterfront into a nationally recognized amenity

### OVERVIEW

Many U.S. cities, especially older ones that prospered from waterborne commerce, are sited along navigable rivers. Now well into the 21<sup>st</sup> Century, these waterways have become less about the movement of goods (although many cities still possess active inland ports) and more about enhancing quality of life and place.

Examples abound of cities that have prioritized their river or lakefronts as opportunities for economic and place-based revitalization; those that have succeeded benefit from greater competitiveness for talent and tourism and positive recognition and perception from outside the community. Whether these initiatives have focused on large districts or a single transformational project, public investment often results in multiples of private investment capitalizing on new riverfront interest and activity.

Analysis by commercial real estate information provider Reonomy profiled waterfront revitalization in three legacy U.S. cities: Chicago, Pittsburgh, and Cincinnati.

- Just two years after its completion, Chicago's Riverwalk exceeded revenue generation expectations. Annual profits of adjacent businesses quadrupled from an average of \$1.2 million a year (2011 - 2014) to \$4.6 million in 2015. Second year gross revenues more than doubled to \$9.4 million. Almost \$950,000 was generated in taxes on space that had been previously dormant.
- An economic impact analysis of Pittsburgh's riverfront transformation found that the approximately \$130 million invested in Three Rivers Park over 15 years manifested into nearly \$2.6 billion in riverfront development activity and nearly \$4.1 billion in total riverfront and adjacent development.
- Data on the economic impact of Cincinnati's riverfront investments, including two sports stadiums, Smale Riverfront Park, and the reconstruction of Fort Washington Way, is still being generated. However, expectations are high that increased private investment will follow the diverse mix of project funding, including \$44 million from philanthropic sources, \$56 million in public funds, and \$20.7 million from John G. Smale.

According to Reonomy, "Properties in close proximity to high-quality public space infrastructure accumulate value more than properties which are not. Analyzing historical changes in property value since 2001, data shows a 60% property value increase in the



vicinity of riverfront developments versus a 32% property value increase outside the riverfront zone of influence (ZOI)."<sup>26</sup>

## RIVER VISION

Supported by plans dating from the 1928 Evansville City Beautiful Plan to 2021's Destination Development Plan by the Evansville Convention and Visitors Bureau, the River Vision initiative aims to transform a three-plus-acre parcel along Evansville's Ohio Riverfront into a dynamic space that spurs investment well beyond its footprint.

Inspired by waterfront revitalization efforts in Chicago and elsewhere, River Vision pairs trail development, new greenspace, and plaza upgrades along the Ohio River with an ambitious mixed-use development branded River Center on property currently occupied by surface parking and an existing building that would be torn down. A 2019 market analysis found pent up demand for market rate housing in Downtown Evansville that would be partially satisfied by River Center.

Key to making River Center viable is slowing down traffic on Riverside Drive through lane reduction. Though a potentially contentious issue, examples from Cincinnati and elsewhere have shown that downgrading thoroughfares can complement new investment and improve the vitality of waterfront districts.

The coming years of River Vision will build off momentum from the development of the downtown medical campus, the 5<sup>th</sup> and Main redevelopment, and the Post House through public- and private-led street enhancements and real estate investments.

The following image displays key River Vision projects:

<sup>26</sup> <https://www.reonomy.com/blog/post/waterfront-revitalization-a-deep-dive-into-its-impact-on-several-u-s-cities>



## COMPARISON PROJECTS

Evansville's River Vision is a targeted initiative focused on a sub-area of the riverfront but with a goal of stimulating private investment that radiates into the broader downtown and city. The comparison efforts identified will not be wholly apples-to-apples comparisons but demonstrate the benefit of public projects to drive private investment. Both Chattanooga and Grand Rapids are now pursuing second iterations of riverfront vision plans that continue the momentum of successful first efforts. Both also demonstrate the powerful contribution of philanthropic foundations in seeding transformative projects.

### ONE Riverfront (Chattanooga, TN)

Spurred by a painful reckoning over its polluted river, the City of Chattanooga, a local foundation, and the business community banded together in the 1980s to rally the community behind a rediscovery and reinvestment in the city's riverfront. Beyond just a focus on water quality, these investments resulted in a new recreation amenity (the Tennessee Riverwalk), a signature cultural and tourism attraction (the Tennessee Aquarium), a pedestrian bridge, and destination park.

Building on this early momentum, the 21st Century Waterfront Plan in 2002 completed Chattanooga's return to the river. Building from a multi-million-dollar vision, the plan continued the transformation of the downtown riverfront through a combination of development, preservation, and public space enhancements.







Combined, these investments stimulated a cascade of private dollars to develop retail, residential, commercial, and hospitality projects to capitalize on the popularity of the Riverfront District.

#### RIVERFRONT DEVELOPMENT MILESTONES IN CHATTANOOGA

**1989:** The first segment of the Tennessee Riverwalk opens.

**1992:** The Tennessee Aquarium opens.

**1993:** The Walnut Street Bridge, constructed in 1890 and closed since 1978, reopens to foot traffic.

**1999:** Coolidge Park opens, capping a development process that began with a petition in 1984.

**2005:** Completion of the 21st Century Waterfront plan, which redeveloped 129 acres along the river.

Managing these projects was the [River City Company](#) (RCC), a private non-profit created in 1986 to implement the 20-year, 22-mile blueprint for Chattanooga's riverfront and downtown development. Originally capitalized with \$12 million from local foundations and financial institutions, RCC now has an annual budget of \$3.2 million and a staff of ten implementing projects across the downtown.

Chattanooga's riverfront investments have undisputedly led to the renaissance not only of the downtown but the entire region, now frequently cited on "best place to live" lists and lauded for its emerging entrepreneurial sector and increasingly skilled workforce. The highest profile riverfront project, the Tennessee Aquarium, reported that the initial \$45 million investment to design and construct the facility has led to nearly \$3.3 billion in economic impact in its first 25 years.<sup>27</sup>

Now, decades later, Chattanooga's Riverfront District is grappling with the challenges of aging infrastructure and amenities, single-mode roadway design, and an imbalance of tourist and visitor activity relative to local use. The Riverfront District also believes it has a civic responsibility to improve social and economic equity.

Therefore, more than 30 years after Chattanooga's renaissance began, the city is returning again to the Tennessee River through the [ONE Riverfront plan](#), an initiative launched in 2019 to bring billions of dollars in new investment to the riverfront, including new housing, more retail, office space, and manufacturing.

The ONE Riverfront plan, stretching from Ross's Landing to Fourth Street, including the former Alstom manufacturing site, seeks to:

<sup>27</sup> <https://newschannel9.com/news/local/over-25-years-tennessee-aquarium-claims-its-contributed-33b-to-local-economy>



- Advance the activation of the riverfront park system
- Strengthen connectivity the riverfront and to neighboring downtown areas
- Develop a greater sense of place through unique development, streetscape and public realm improvements, and branding
- Guide catalytic opportunities that complement greater downtown Chattanooga while improving the experience and function of the unique users of the Riverfront District
- Define the role of the district, creating a place that serves all Chattanoogaans, in addition to the district's strong tourism industry

With the ONE Riverfront plan, Chattanooga is building from a position of strength. The Riverfront District already draws about 1.6 million visitors per year and boasts around \$220 million in recent and proposed development. But acknowledging that there is always more that can be done, the city is aiming to stay ahead of peers seeking to replicate their model of riverfront-driven revitalization.

#### Grand Action 2.0 (Grand Rapids, MI)

Like Chattanooga, Grand Rapids, Michigan is a city on the rise that targeted its riverfront as a source of renewed economic activity. Through the Grand Action initiative, Grand Rapids advanced a series of major investments in new public and civic infrastructure that stimulated demand for privately funded projects.

Though Grand Rapids had built riverfront projects like the Gerald Ford Presidential Museum and the DeVos Performance Hall in the 1980s, the next decade truly jump-started the city's riverfront revitalization. It began when a downtown development entity rebranded itself Grand Action in 1993 and set about executing its namesake riverfront vision plan. It was focused on five signature projects each targeting a different aspect of downtown vitality.

- Van Andel Arena was "a place to entertain";
- Downtown housing was "a place to live";
- DeVos Place was "a place to gather";
- Secchia Center was "a place to heal"; and
- Downtown Market was "a place to shop."

The impact of the arena and convention center, completed in 1996 and 2003 respectively, set the stage for a new downtown and led to future projects overseen by Grand Action and seeded with investments from private foundations.



Data show how the Grand Action projects catalyzed renewed interest in Downtown Grand Rapids. Twenty-five years after the construction of the arena, the number of downtown housing units had increased eight-fold. From 1980 to 2010, population in Grand Rapids' central downtown district and average household incomes nearly tripled.

The following graphic<sup>28</sup> goes into more detail on the public-private funding and impact of the Grand Action projects.



Still benefitting from the success of Grand Action, the city is now capitalizing on a proposed restoration of the Grand River to launch Grand Action 2.0, a vision for an adjacent 31-acre riverfront site in Downtown Grand Rapids. The initiative will be

<sup>28</sup> <https://www.michiganfoundations.org/resources/grand-vision-grand-action-revitalizing-downtown-and-demonstrating-philanthropy>

managed by the renamed [Grand Action 2.0](#), which continues its role as a not-for-profit economic development organization with a primary mission to identify downtown and adjacent neighborhood capital-intensive projects, galvanize public opinion and support, leverage public/private investments, and formulate and implement funding strategies.

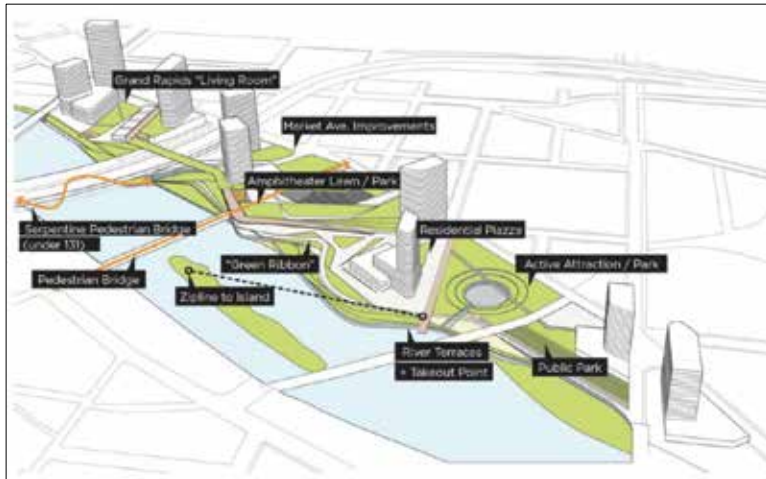
Unveiled to the public in March 2021, Grand Action 2.0's plan for the 31-acre riverfront site features a 12,000-seat amphitheater, an adventure park with a zipline and kayak launch sites, housing towers containing up to 1,750 apartments, and ground-floor retail space. The 31-acre stretch being considered for redevelopment is located on the east bank for the Grand River along Market Avenue between Fulton and Wealthy streets. The vision for the site is designed to complement efforts by Grand Rapids Whitewater to restore the rapids in the Grand River in downtown Grand Rapids.

The plan recommends that the following elements be considered in the development<sup>29</sup>:

- 10+ acres of new public open space connected to the Grand River
- Alternatives for new pedestrian bridges to the west side of the Grand River
- The Grand Rapids "Green Ribbon," an elevated and dedicated riverfront park connecting to the river trail system between Fulton and Wealthy Streets
- Adventure park, kayak pit-stop, zipline and seasonal attraction or cultural park
- Community green space to accommodate multigenerational gatherings and activities
- Ground floor retail and trend-forward mixed-use prioritized for minority-owned businesses
- 12,000-seat amphitheater
- Up to 1,500-1,750 mixed housing units, with a dedicated site at Wealthy and Market Avenue for affordable housing on the park and river
- 1,675 new parking spaces to support mixed-use and other functions
- Recommended sites for future downtown development of housing, soccer venue or aquarium

<sup>29</sup> <https://www.grandaction.org/news/grand-action-unveils-catalytic-vision>

## GRAND ACTION 2.0 PROJECTS



The redevelopment of the site is expected to take between 15 years and 20 years. As with ONE Riverfront in Chattanooga, Grand Action 2.0 highlights a community that refuses to rest on its laurels and continuously strives to become a more dynamic destination for jobs, talent, and visitors.

### IMPACT ASSESSMENT MATRIX

The following matrix assessment categories are not weighted. Rankings are subjective based on the full complement of research completed by BRS and our professional perspectives.

IMPACT RATING SCALE				
Strongest	Strong	Neutral	Weak	Weakest

## RIVERFRONT INITIATIVE ASSESSMENT

Impact Assessment Category	Impact Rating	Notes
<b>Direct Investment</b>		River Vision priority projects are a mix of public and private investments. Public spending to develop park, trail, and plaza spaces, improve streetscapes, and narrow Riverside Drive would by itself be significant. The signature private-sector project, River Center, would add millions more in direct investment. However, it is likely that River Center and other early private projects will need public incentives to become viable.
<b>Potential for Follow-on Investment</b>		A revitalized Ohio Riverfront in Downtown Evansville can have a transformative impact on investments in the broader downtown and beyond. Comparison projects have shown that public investment can spur high levels of private investment in commercial, residential, hospitality, and mixed-use development. In Chattanooga, large-scale public sector riverfront investments drove private investment across not only the greater downtown but neighborhoods across the city.
<b>Targeted Job Growth</b>		Positive impacts on targeted job growth from River Vision would be ancillary. While a revitalized riverfront would make the city and region more competitive for talent and businesses, it can't be assumed that this would result directly in employment growth in targeted sectors. Employment directly generated by River Vision construction would largely be in non-targeted industries.
<b>Increased Wages</b>		Jobs created from the development of River Vision projects would likely be in architecture, construction, and real estate. While there is the potential that this employment would pay higher salaries than the regional median, it cannot be assumed.
<b>Potential Benefit Across Full Region</b>		Communities that have successfully revitalized their riverfronts have typically found the benefits of this development accrued beyond the immediate location of the investments. This may not take the form of actual projects, but rather an increased draw for tourism, enhanced competitiveness for talent and investment, and improved external perceptions. As property values and costs rise in the central city due to a renewed riverfront, new investment could potentially pivot regionally to find more price-competitive property.
<b>Enhanced Competitiveness for Talent</b>		Chattanooga again serves as a useful example of the impact of riverfront initiatives on competitiveness for talent. So too does Grand Rapids. In both cases, dynamism resulting from riverfront revitalization led to place-based investments that - in the aggregate - made the communities more competitive talent destinations for existing and potential workers. Both now feature growing numbers of skilled workers with higher levels of educational attainment.

Impact Assessment Category	Impact Rating	Notes
<b>Improved External Perceptions</b>		Enhanced talent competitiveness will occur if Greater Evansville's external perception improves. Therefore, successful riverfront revitalization must be combined with effective public relations and earned media campaigns to get on the radar of national news outlets. Consistent, positive coverage of Chattanooga's robust amenities and improving quality of life helped put it on the map for visitors, talent, companies, entrepreneurs, and investors.
<b>Improved Health Outcomes</b>		New and enhanced recreation amenities like bicycle and pedestrian paths and parks can potentially lead to more residents exercising and engaged in other activities beneficial for their health. But implementation of River Vision alone will not markedly improve regional health outcomes.
<b>Improved Wealth Equity</b>		Riverfront revitalization cannot be expected to directly lead to improved wealth equity for the region's lower-income residents. While employment generated by River Vision development could potentially be focused on creating opportunities for all local workers, this cannot be assumed. However, all projects with public sector entities should consider equity as a key factor for contract awards.
<b>Timeline</b>		Most riverfront revitalization efforts take many years - even decades - to be fully realized. Even the timelines for initial investment are likely to be drawn out as funding is secured, engineering and design processes are completed, and - in the case of River Center - an RFP for a private developer is created, distributed, and finalized. Actual construction of both the public and private components of River Vision is likely months or years away.
<b>Sustainability</b>		Successful implementation of River Vision has the potential to generate follow on investment in Downtown Evansville and beyond for years to come. The more projects that are built and the more dynamic the district becomes, the greater the likelihood that the future pipeline of new development will be full.

## I-69 Corridor Plan

An initiative to maximize the economic impact of the \$1.5 billion I-69 Ohio River Crossing (ORX) project by analyzing and prescribing land uses in contiguous and adjacent properties

### I-69 OHIO RIVER CROSSING

The departments of transportation (DOTs) in Indiana and Kentucky are working to provide a critical link between the two states' I-69 corridors and construct an improved Ohio River Crossing between the cities of Evansville and Henderson.

Per the [project website](#), the purpose of the ORX project is to:

- Provide cross-river system linkage and connectivity between I-69 in Indiana and I-69 in Kentucky that is compatible with the National I-69 corridor
- Develop a solution to address long-term cross-river mobility
- Create a cross-river connection that reduces traffic congestion and delay
- Improve safety for cross-river traffic

A study on the environmental and economic impacts of the ORX project began in mid-2016. Alternative and preferred alignments for the new I-69 segment were presented and discussed with stakeholders from the two states in 2019.

Development of the project will be divided into two phased sections. Section 1 is focused on improvements in Henderson County, KY, with construction expected to begin in 2022 and continue through 2025. Section 1 will extend I-69 by six miles and enhance the approach to the river on the Kentucky side.

ORX Section 2 (which includes the river crossing) is a bi-state project between Kentucky and Indiana. Based on the states' current funding projects, pre-construction activities are expected to begin in 2025 with construction lasting between 2027 and 2031.

The following map displays the preferred routing alternative for the highway segment and priority components.



## I-69 ORX PREFERRED ALTERNATIVE



Source: <https://i69ohiorivercrossing.com/>

## I-69 CORRIDOR PLAN

As a component of its Talent 2025 plan for READI, Greater Evansville seeks to maximize the impact of Section 2 of ORX construction by proactively assessing existing land uses adjacent to and north of the new I-69 bridge. This would ensure that property is codified and reserved for projects that will generate the greatest return on investment.

The plan would involve the coordination of multiple governments and their planning departments to incorporate the latest reports, studies, and plans into the analysis,

guarantee that all necessary stakeholder groups are engaged, and that prescribed land uses (existing or potential) are formalized as policy.

A seminal 2011 research study by Rand Corporation, "Highway Infrastructure and the Economy," confirmed that "public infrastructure has a positive and significant effect on economic outcomes, and that highways have such an effect on productivity and output specifically." Additionally, projects that help complete transportation networks "have large, positive effects on economic outcomes. As the network becomes more complete, effects of network expansion tend to diminish."<sup>30</sup>

By this logic, because the I-19 ORX project will have a positive and significant effect on local economic outcomes, it behooves the Greater Evansville region to explore how these effects can be of greatest impact to local communities.

## COMPARISON PROJECTS

BRS sought to identify projects from across the U.S. that could serve as useful comparables to the I-69 ORX initiative. The goal of this exercise was to demonstrate that proactively analyzing, preserving, and prescribing land uses to maximize the benefit of transformative highway investments can produce significant positive returns for communities and regions and make them more competitive for talent and investment.

Research into national examples of construction or reconstruction of critical Interstate highway segments (including bridges) in medium-to-large U.S. cities found that planning around the development of these segments did not include a concurrent look at adjacent land uses or how property could be optimized to take advantage of this new highway capacity.

What **are** frequently planned concurrently with new or reconstructed highway segments are recreation amenities like bike/pedestrian trails along the route or a mixture of uses beneath the roadway if it is elevated. In addition, municipalities or privately owned properties standing to benefit from a new or redeveloped Interstate segment engage in their own planning processes to determine how best to capitalize on the improved highway.

*If Greater Evansville were to conduct a coordinated, inter-governmental effort in collaboration with private sector property owners to assess optimal land use designations for key parcels impacted by Segment 2 of the I-69 ORX project, it could serve as a potential best practice for other communities investing in new Interstate capacity.*

<sup>30</sup> Shatz, Howard J., Kitchens, Karin E., Rosenbloom, Sandra, and Wachs, Martin. Highway Infrastructure and the Economy: Implications for Federal Policy. Rand Corporation, 2011.



#### I-74 Mississippi River Bridge (Quad Cities, IL/IA)

The old I-74 bridge crossed the Mississippi River on two separate structures; the westbound bridge was completed in 1935, while the eastbound bridge began construction in 1959 and opened in 1960. Because traffic counts were predicted to exceed manageable levels, the Iowa and Illinois departments of transportation partnered with other agencies and local officials to conduct the I-74 Iowa-Illinois Corridor Study in the early 2000s. The federal Record of Decision approving the new bridge was signed in 2009.

The I-74 Mississippi River Bridge project is part of a broader regional strategy for improving access across the Mississippi River in the Quad Cities including interchange ramp reconfigurations and interstate and local roadway improvements. Construction began in July 2017 and is anticipated to be completed in late 2021 or early 2022. A multi-use path on the bridge will connect to paths in Bettendorf and Moline.<sup>31</sup>

As was noted, while planning for the Bridge project itself did not consider prescriptive land use for impacted communities, municipalities themselves engaged in efforts of this type. The **City of Bettendorf, Iowa**, at the western terminus of the new bridge, embarked on a detailed and updated study of its downtown and surrounding areas to capitalize on the “host of opportunities” provide by the reconstructed bridge. According to what became the city’s February 2016 **Downtown Master Plan Update and Streetscape Plan**, the effort “presents a unified vision for the downtown, riverfront and surrounding areas. It will help the City guide development and maximize investment and create a recognizable ‘heart of the community.’”

The Plan goes on to note, “The City of Bettendorf and Iowa Department of Transportation have made an intentional investment to enhance the environment under and around the new I-74 corridor to enhance the downtown surroundings and provide pedestrian friendly amenities within open space. The major transportation project is already creating prime opportunities for redevelopment that will set the stage for transformation of the Bettendorf downtown.”<sup>32</sup>

On the other side of the river at the new bridge’s Eastern terminus, the **City of Moline** and its not-for-profit redevelopment entity, **Renew Moline**, designated a **Bridge Redevelopment Zone** in 2017 to identify and pursue project opportunities to capitalize on the new highway segment. City and Renew Moline officials met with developers to weigh the best options for available property where the original bridge once stood. Options included new mixed-use retail and recreational greenspace.<sup>33</sup>

<sup>31</sup> <https://i74riverbridge.com/>

<sup>32</sup> [https://www.bettendorf.org/egov/documents/1496335062\\_38288.pdf](https://www.bettendorf.org/egov/documents/1496335062_38288.pdf)

<sup>33</sup> <https://www.renewmoline.com/project/bridge-redevelopment-zone/>



#### Ohio River Bridges Project (Metro Louisville, KY/IN)

To increase cross-river mobility, improve safety, alleviate traffic congestion, and connect highways, it was determined that the existing downtown bridge connecting Kentucky and Indiana in Greater Louisville would be replaced by two new crossings, one in Downtown Louisville and one eight miles upstream in the metro area’s growing East End district. The new east end crossing reached substantial completion in December 2016.

The project included a shared-use path accessible to cyclists and pedestrians from both the Kentucky and Indiana sides of the Ohio River.<sup>34</sup>

The development of the Lewis and Clark Bridge made existing properties and development sites much more competitive for investment. One such property was the **River Ridge Commerce Center** on the Indiana side of the river. The River Ridge Development Authority, the administrative framework over the Commerce Center, was originally established in 1998 to replace the lost economic revenue from the decommissioned Indiana Army Ammunition Plant.

The River Ridge site is comprised of approximately 6,000 acres, with roughly 3,000 acres currently ready for development. As of 2021, there are more than 50 businesses operating at River Ridge employing over 10,000 workers. This includes an Amazon Fulfillment Center that opened in 2013 and is now home to 3,000 full time employees.

To capitalize on the opening of the east end crossing, the RRDA completed the first phase of its **Gateway Master Plan** in 2016 to develop the portion of the Commerce Center nearest to the Lewis and Clark Bridge. The Gateway Plan attempted to seamlessly integrate a wide variety of land uses and new infrastructure to facilitate development of corporate offices and industrial and warehousing facilities. In 2019, the RRDA began plans for the first Class A office building on the Gateway site.

A March 2021 economic impact study by Policy Analytics found that the Commerce Center generates \$2.5 billion in total economic output, including \$7.6 million in local income tax, \$18.1 million in local sales tax, and \$17.0 million in state income tax. The Center’s total employment impact is estimated at 17,500 jobs.<sup>35</sup>

#### IMPACT ASSESSMENT MATRIX

The following matrix assessment categories are not weighted. Rankings are subjective based on the full complement of research completed by BRS and our perspectives as economic development professionals with over 30 years combined experience in the industry.

<sup>34</sup> <https://www.eastendcrossing.com/>

<sup>35</sup> Policy Analytics. 2020 Economic Impact Analysis River Ridge Commerce Center. Presented to the: River Ridge Development Authority, March 12, 2021.



IMPACT RATING SCALE				
Strongest	Strong	Neutral	Weak	Weakest

#### I-69 CORRIDOR PLAN IMPACT ASSESSMENT

Impact Assessment Category	Impact Rating	Notes
<b>Direct Investment</b>		If direct investment is limited to the cost of funding the Corridor Plan, then it is likely to be negligible. The most substantial investment will occur during implementation of the Plan.
<b>Potential for Follow-on Investment</b>		The true impact of the Corridor Plan will be to assess and confirm parcels that stand to benefit from the access and capacity provided by I-69 bridge. Potential public investment for site preparation and private investment in buildings, technology, equipment, and new retail and housing could result in significant new spending in the region.
<b>Targeted Job Growth</b>		Employment growth in targeted industries would be dependent on the optimal land uses identified for the corridor. It is likely that companies drawn to the access provided by the new bridge would be in logistics and manufacturing, two prime industries of focus. This does not preclude that employers in targeted sectors such as healthcare / life sciences, and professional services would also locate along the Corridor.
<b>Increased Wages</b>		The intent of the Corridor Plan is to identify land uses with the highest economic impact driven by the capacity and access provided by the new bridge. While there will likely be retail and hospitality and other low-paying sectors in this mix, employers in higher-paying targeted industries could also be attracted to the region.
<b>Potential Benefit Across Full Region</b>		The new I-69 bridge will provide the greatest benefit to communities with the most direct access to the new infrastructure. However, the potential for employers to locate in lower-cost properties further from the bridge but still able to capitalize on its improved accessibility should not be discounted. The region's improved competitive position for logistics firms and operations will also have benefit for counties looking to grow and attract these employers.
<b>Enhanced Competitiveness for Talent</b>		Anecdotal feedback from Greater Evansville employers is that good, well-paying jobs are available in the region but the challenge is finding the talent to fill them. Even if additional quality jobs are created due to the positive impact of the I-69 bridge, there is no assurance that this will make Greater Evansville more competitive for talent.

Impact Assessment Category	Impact Rating	Notes
<b>Improved External Perceptions</b>		While those in the economic development community, site selectors, and external firms in the logistics and production industries would likely see Greater Evansville as more competitive with this new infrastructure, general perceptions among most individuals, firms, and media will likely not be affected.
<b>Improved Health Outcomes</b>		As with projects seen in the comparison examples where new or reconstructed Interstate highway segments include the addition of bicycle/pedestrian paths and other recreational infrastructure, there is the potential for this amenity to be funded along with the new I-69 bridge in Evansville. However, new or enhanced highway development should not be seen as a means to improving health outcomes.
<b>Improved Wealth Equity</b>		Any income and wealth gains among economically disadvantaged populations would be tied to individual or collective efforts among governments, organizations, or employers to incorporate equity practices into hiring for companies and jobs created due to construction of the I-69 bridge.
<b>Timeline</b>		The timeline for funding and developing an I-69 Corridor plan is short term and could be initiated quickly after the receipt of READI funds. As noted by the light red shading, the timeline for development of parcels tied to the completion of the I-69 bridge is longer term and contingent on the planning and construction of the bridge segment.
<b>Sustainability</b>		After the confirmation of highest and best land uses to capture the potential of the I-69 bridge and the reservation of parcels for these purposes, investment in land and buildings at these sites will likely be sustained until land inventory is fully utilized.





# WE ARE READI

Developed, designed and submitted by the Evansville Regional  
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