

CITY OF WASHINGTON

I-69/US 50 Interchange Land Use Plan

December 19, 2013

Adopted by Washington Common Council January 13, 2014.



RESOLUTION 1 - 2014

**RESOLUTION AMENDING THE COMPREHENSIVE PLAN
OF THE CITY OF WASHINGTON, INDIANA**

WHEREAS, the Washington City Plan Commission did on December 11, 2013, hold a legally advertised public meeting to consider adoption of the attached I-69/US 50 Interchange Land Use Plan (Exhibit A) as an amendment to the City's Comprehensive Plan; and

WHEREAS, the Plan Commission did consider said Interchange Land Use Plan until all comments and objections were heard; and

WHEREAS, the City Plan Commission voted unanimously to recommend to the Common Council that a resolution be adopted incorporating the I-69/US 50 Interchange Land Use Plan as an amendment to the City's Comprehensive Plan which was adopted in 2009; and

WHEREAS, the Common Council finds that the Plan meets the requirements of Indiana Code 36-7-4-500 *et. seq.*; and

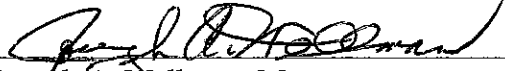
WHEREAS, the Common Council finds that it is in the best interest of the City to adopt said plan and incorporate it in the original Comprehensive Plan of the City of Washington adopted by the Common Council by Resolution 5-2009 on June 22, 2009.

NOW THEREFORE, BE IT RESOLVED, that the Common Council of Washington, Indiana, hereby adopts Exhibit A, attached and made a part hereof, as an amendment to the Comprehensive Plan of the City of Washington, Indiana.

This resolution shall take effect from and after its passage as provided by law, and the Clerk-Treasurer of the City of Washington is directed to place a copy of the Amended Plan in the Office of the County Recorder.

ADOPTED BY THE COMMON COUNCIL OF THE CITY OF WASHINGTON,
INDIANA, ON THIS 13TH DAY OF JANUARY, 2013.

<u>Aye</u>	<u>Nay</u>		<u>Abstain</u>	<u>Absent</u>
✓	—	Eric Bassler	—	—
✓	—	Allen Brown	—	—
✓	—	Blake Chambers	—	—
✓	—	L. Joe Fleck	—	—
✓	—	Jim Greene	—	—
✓	—	Jerry Sidebottom	—	—
✓	—	Mike Singleton	—	—


Joseph A. Wellman, Mayor

ATTEST:


Karen Brown, Clerk-Treasurer

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EXECUTIVE SUMMARY



Background and Purpose

The I-69/US 50 Interchange Land Use Plan outlines the City of Washington's short- to long-term plan for improvement, development, and growth for the Interstate 69 interchange at US Highway 50. The study area is about 2,200 acres and includes area within the city of Washington (most of the 2012 Eastside Annexation) as well as land outside of the city that is within Daviess County, but within the City's two-mile extraterritorial jurisdiction. The study area's north boundary is County Road E 100 N, the east boundary is County Road N 300 E, the southeast boundary is County Road E 100 S, the southwest boundary is State Road 257, and the west boundary is US 50/US 150 and the current edge of development near the White Ridge subdivision.

The I-69/US 50 Interchange Land Use Plan (Plan) establishes a foundation for future decision making regarding land use and infrastructure development and transportation circulation. It is intended to guide appropriate, market-viable, and context-sensitive development around the interchange. Due to the recent opening of the I-69 interchange and its significance in the regional transportation network, properties in the area will likely be developed soon for many different uses by a variety of people.

The Plan is a policy guide intended to be flexible and adaptive over time. While the Plan outlines specific recommendations, it also sets a foundation to guide unexpected, unforeseen opportunities, as well as changes in regional market forces. It can also accommodate opportunities that exceed the expectations and aspire to implement the community vision for this area, as needed.

The Plan is not a rezoning document, and the zoning classifications within the study area are not changed because of the recommendations of this plan. Any future zoning changes within this study area, whether initiated by the City or by a private land owner, must follow standard Indiana law and the City of Washington processes for zoning and ordinance changes. This Plan suggests long-term land uses within the study area that may or may not be consistent with current zoning. These land use recommendations are simply to provide a tool to assist future decision making as development and redevelopment begin to occur within the study area. These suggested land uses, however, do not represent a presumptive guarantee of any future zoning approval.

Process

The Plan was developed through an integrated, open, dynamic process. A committee was formed with representation from boards, commissions, organizations of Washington, and property owners in the study area. There was firsthand involvement by the Mayor's office, Building Commission, Engineering Department, Storm Water Department, Street Department, Wastewater Department, Water Department, and the Daviess County Economic Development Corporation. This collaboration, as well as analysis of existing conditions, policies, and programs, led to the development of the vision and goals. Recommendations within the Plan include short- and long-term strategies for land use, infrastructure, and policies that respond to the analysis, vision, and goals for this area of Washington.



Vision and Goals

This vision is an overarching summary of what the community is striving for at the intersection of I-69 and US 50 in the future. It serves as a guide for community action and decisions and is the foundation for all recommendations of this plan.

Washington strives for quality growth at the intersection of I-69 and US 50 that expands the City of Washington and Daviess County's economic foundation and job base with a diverse mix of high-quality, commercial, professional office, retail, light industrial, high-tech, flex office/industrial businesses, and residential uses that support the continued enhancement of Washington's desired quality of life while maximizing its unique position in southwest Indiana.

The goals set the tone for community decisions and actions that will help the community achieve the vision. They focus and direct the specific strategies and action items that must be accomplished to achieve implementation of the plan's vision. The following goals are not listed by priority; this is not a ranked list.

- » **Site Availability and Product Delivery:** Attract new, high-quality businesses, as well as commercial, residential, and industrial development opportunities to Washington
- » **Business Retention and Expansion:** Support and encourage the continued success and growth of the existing business base within the community
- » **Washington as a Community:** Assure the long-term vitality of downtown Washington, Washington neighborhoods, and other commercial and industrial centers that support Washington
- » **Marketing and Communication:** Enhance, define, and increase economic development marketing and communication of the city and the larger region
- » **Governmental Processes and Policies:** Improve governmental processes to support successful economic development efforts that support commercial, residential, and industrial needs and desires

Recommendation

The recommendations of the Plan include future land uses, associated infrastructure, and strategies for implementation and policy. The recommended long-term land use districts within the study area are not completely consistent with current zoning or existing land use. These suggested land uses, however, do not represent a presumptive guarantee of any future zoning approval. The future land uses are depicted on a map and a description of each district is provided within the plan document. Also depicted on the Future Land Use Plan are necessary transportation connections that complement the future land use district needs and build upon existing system. Infrastructure recommendations are also made for water, sanitary sewer and approximate drainage sizes that complement future land use district needs and build upon the existing system.

The recommendation of preliminary site and design standards are established to set a foundation for formal standards that will be necessary to guide development and redevelopment to ensure use, type, shape, form, and style meet the vision of the community.

The recommended strategies are intended to provide the next steps to achieve the vision of this plan and attain economic development success. The strategies are grouped within the goal categories to provide a structure and context for the strategy itself. The critical path strategies are the most essential strategies in achieving the vision and goals



set forth by this Plan. All of the strategies are important, but the critical path strategies are those that should be initiated and completed first as other activities are connected and related to them.

Conclusion

The I-69/US 50 Interchange Land Use Plan is an effort to capitalize on economic development assets within the community, as well as position the community to compete for economic development opportunities as they arise. The completion of I-69 from Evansville to Crane, and future completion of additional sections to Bloomington and Indianapolis, drastically changes the accessibility and visibility of Washington, Indiana. This study area is the gateway to Washington and the future mid-point between Evansville and Indianapolis. The future of this area is essential to the overall sustainability of Washington and the quality of life desired by the community. With this plan, Washington will be equipped to work toward achieving the vision of the City while responding to the interest in developing and growing this area of Washington.

INTRODUCTION



What is the I-69/US 50 Interchange Land Use Plan

This document presents the I-69/US 50 Interchange Land Use Plan (Plan) for the City of Washington, Indiana. The Plan outlines the City's short- to long-term plan for improvement, development, and growth for the interchange.

The Plan establishes a foundation for future decision-making regarding land use and infrastructure development and transportation circulation. It is intended to guide appropriate, market-viable, and context-sensitive development around the interchange. Due to the recent opening of the interchange and its significance in the regional transportation network, properties in the area will likely be developed soon for many different uses by a variety of people.






The Plan is a policy guide intended to be flexible and adaptive over time. While the Plan outlines specific recommendations for specific areas, the Plan also sets a foundation to guide unexpected, unforeseen opportunities, as well as changes in the area and regional market forces. This Plan allows for adaptation and adjustment as conditions and opportunities change within the study area. It can also accommodate opportunities that exceed the expectations and aspire to implement the community vision for this area, as needed.

This Plan is not a rezoning document, and the zoning classifications within the study area are not changed because of the recommendations of this plan. Any future zoning changes within this study area, whether initiated by the City or by a private land owner, must follow standard Indiana law and the City of Washington processes for zoning and ordinance changes. This Plan suggests long-term land uses within the study area that may or may not be consistent with current zoning. These land use recommendations are simply to provide a tool to assist future decision making as development and redevelopment begin to occur within the study area. These suggested land uses, however, do not represent a presumptive guarantee of any future zoning approval.





CONTEXT MAP

-  Existing 2-mile Extra Jurisdictional Zoning Boundary
-  Future 2-mile Extra Jurisdictional Zoning Boundary (To be adopted end of October 2013)
-  1000ft Overlay
-  Proposed I-69 Overlay
-  City of Washington
-  Study Area

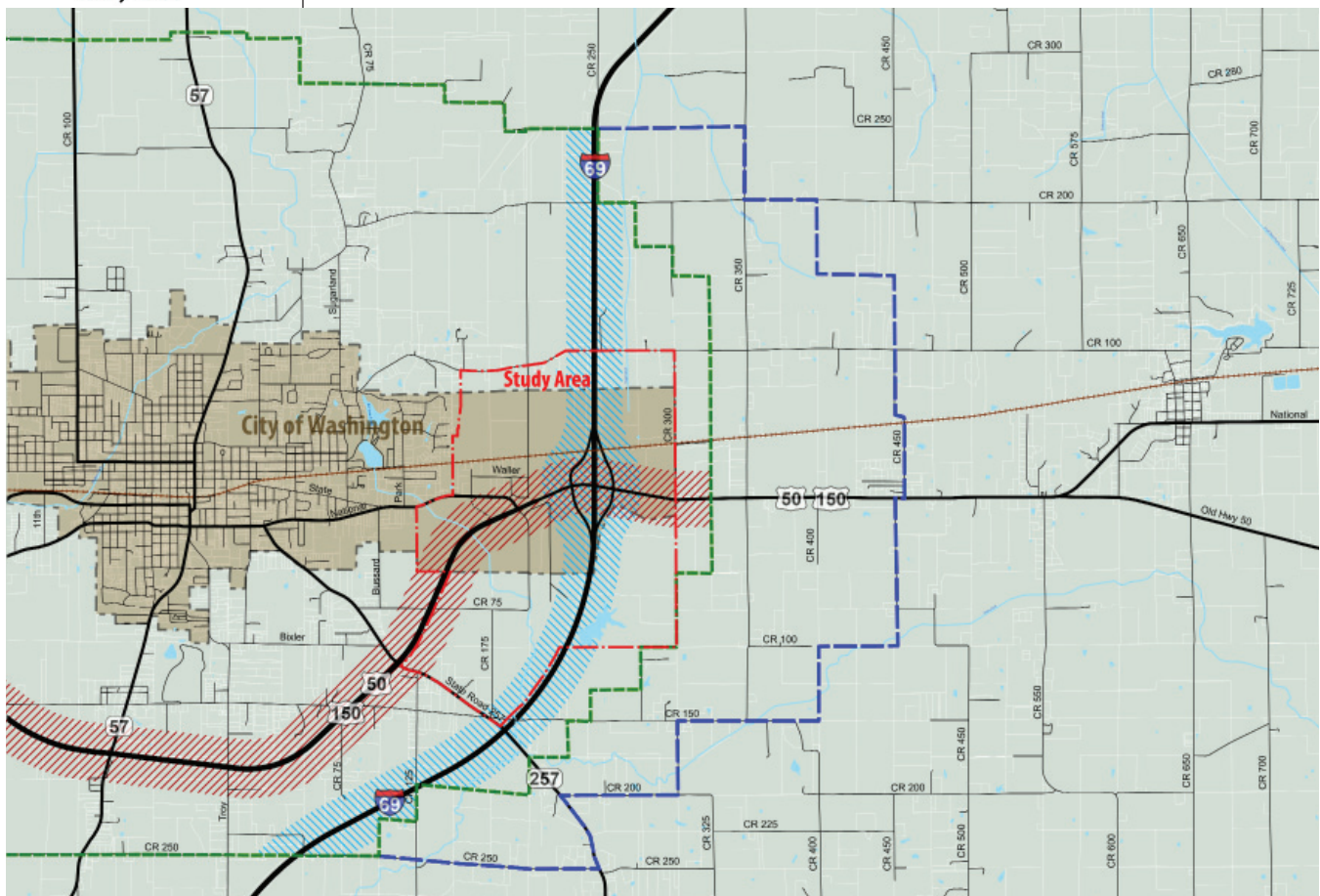
Background of the Plan

In the 1970s, the dreaming and visioning began for a “Southwest Indiana Highway” that connected Evansville to Indianapolis and, ultimately, Canada to Mexico. This route was seen as a corridor to move goods and services through the US via this primary north/south artery. The 142-mile-long corridor through Indiana comprises six sections. Sections 1 through 3 (67 miles) are complete and open to traffic from Evansville to the Crane Naval Surface Warfare Center. This limited-access highway has a key access point and interchange at US 50 in Washington, Indiana; the focal point of this Plan. The new access to and from Washington improves visibility of the City, as well as access to and from regional employment and community destinations and resources. According to an InsideIndianaBusiness.com report, this primary artery is intended to be a “key component to the future economic vitality of southwestern Indiana, and will connect an entire region with improved access to jobs, education and healthcare.”

In an effort to capitalize on economic development assets within the community, as well as position the community to compete for economic development opportunities as they arise, the decision was made by Mayor Joe Wellman and the Washington City Council, with input and funding from Daviess County Economic Development Corporation to initiate a strategic planning effort to plan for this area of Washington and for the City's future.

Also in preparation for future development, the City of Washington initiated the 2012 Eastside Annexation. This annexation consisted of the annexation of 1,234 acres, which includes 400 acres of state-controlled rights-of-way, and incorporates all four corners of the interchange. Following the completion of the annexation process in early 2013, the Washington Redevelopment Commission created and initiated an Economic Development Area (EDA) and Allocation Area for the same area as the annexation area

CONTEXT MAP





excluding the existing residential uses. This tool enables the City to use additional tax revenues generated from commercial and industrial development for infrastructure improvements and expansion in the EDA. This Plan recommends strategies that apply to this newly annexed area of Washington.

Purpose and Use of the Plan

The Plan is Washington's guide for physical improvement and development near the interchange. This is a key area for the City, as this area will function as the primary gateway to Washington from the north, east, and south. With this Plan, Washington will be equipped to work toward its vision of the city, while being equipped with a response to the interest in development and growth in this area. The Plan is not the first planning effort focused on community and economic development, as many other planning documents were considered and used to inform this plan's recommendations. These included the City of Washington Comprehensive Plan (2008), Daviess County Comprehensive Plan (2009), US 50 Feasibility Study, and I-69 Corridor planning documents. Current activities within the community, including the Eastside Annexation, creation of an EDA, and the proposed realignment of Business 50 (Gateway Drive), played a role in the development of this Plan. While refinements to previous planning recommendations may be recommended as part of this planning effort, these original documents provided a strong baseline of thought and input that influenced the starting point for analysis as part of this effort. The expectation is that this Plan will ultimately be adopted as an amendment to the City of Washington Comprehensive Plan.

The Plan is both comprehensive in terms of vision and goals, as well as specific in terms of principles and strategies. It addresses long-term and potential short-term opportunities, as well as the potential to implement the community vision. While this document itself does not change zoning, it provides a basis for updating City zoning and the Comprehensive Plan. The City has already taken strides to implement the community vision and goals by taking the necessary steps to complete the annexation of the study area, the establishment of a TIF district, and the adoption of an Interstate Overlay District. Finally, the Plan serves as a key guiding document and marketing tool to clearly and consistently express the desires of the community for this portion of Washington. It will provide a consistent definition of the vision and strategies with accountability, as well as maps and illustrations to facilitate discussions regarding the attraction of new businesses, industries, and jobs. This will be a critical tool to evaluate opportunities for the City of Washington.



Planning Process

The process for developing the Plan was an integrated, open, dynamic process. A committee was formed with representation from boards, commissions, organizations of Washington, and property owners in the study area. There was firsthand involvement by the Mayor's office, Building Commission, Engineering Department, Stormwater Department, Street Department, Wastewater Department, Water Department, and the Daviess County Economic Development Corporation.

The process started in late 2012 with the facilitation of various focus group meetings with property owners and members of the committee. The engagement of the property owners allowed for open dialogue and a transfer of ideas and thoughts. The property owners worked together to develop a unified vision for the study area that supports and promotes the community's vision, as well as individual ideas and goals.

Through the vision development process, the groups discussed key issues related to strengths, weaknesses, opportunities, and threats. Additional discussions and stakeholder interviews were conducted with specific members of the development community at the local and state level to understand key issues related to the vision development and the market.

Through the vision development process, the groups discussed key issues related to strengths, weaknesses, opportunities, and threats.

EXISTING CONDITIONS



Study Area

This interchange study area is located along the city of Washington's eastern boundary within Daviess County, which is approximately 45 miles north of Evansville, 55 miles south of Bloomington (approximately 50 miles after completion of I-69 Section 4), 40 miles west of Bedford, and 20 miles east of Vincennes (Washington's western border of the city is about 16 miles east of Vincennes).

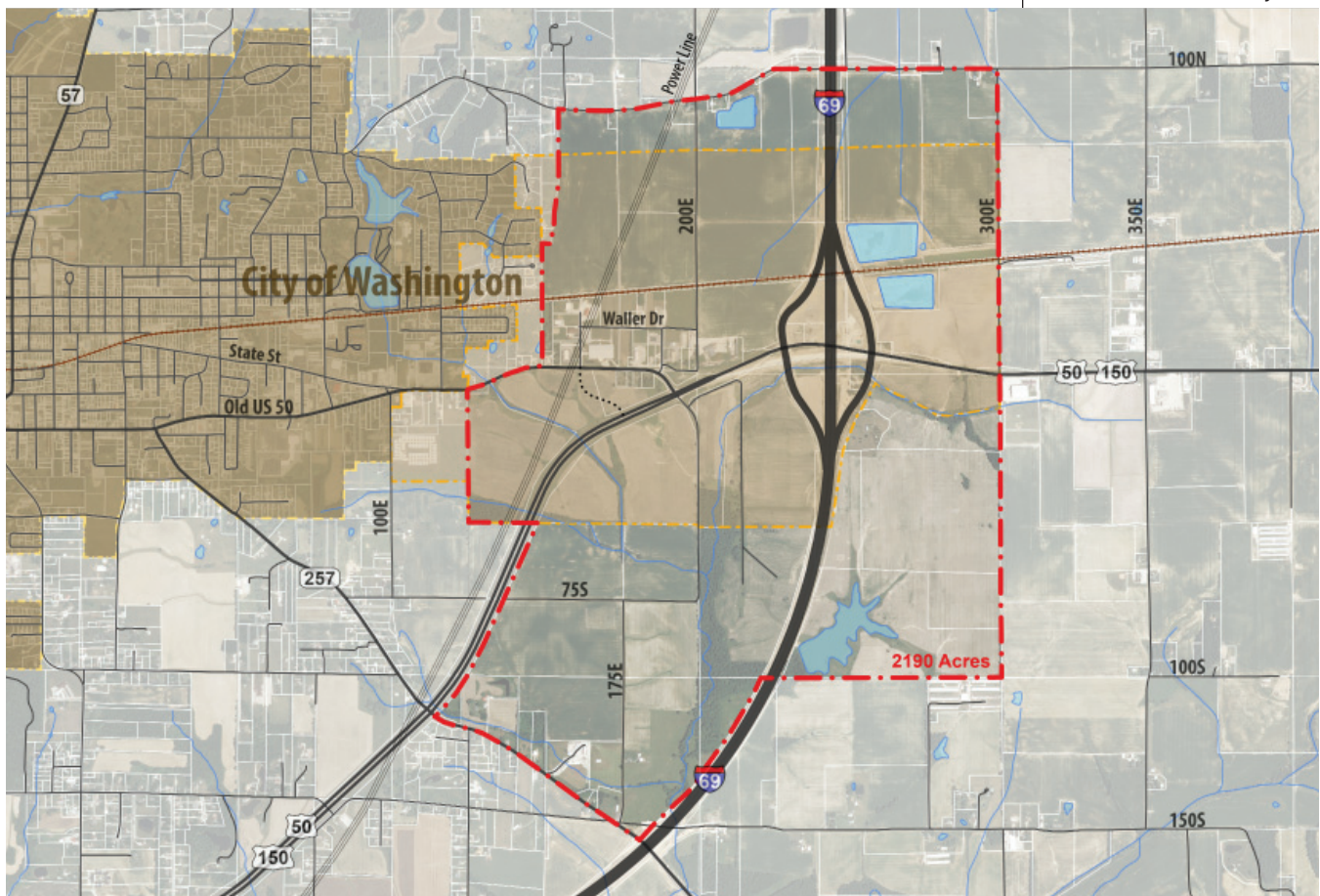
The City of Washington is well positioned for growth within southwestern Indiana, especially when considering new and improved access provided by I-69 and being located nearly halfway between Evansville and Bloomington. The opportunities this location presents are vast and strategically position the City of Washington in southwestern Indiana. The study area includes a mix of residential, commercial, industrial, agricultural, natural, undeveloped, and right-of-way/interstate drainage areas.

The study area is about 2,200 acres and includes area within the City of Washington (most of the 2012 Eastside Annexation) as well as the land outside of the city that is within Daviess County, but still within the City's two-mile extraterritorial jurisdiction. The study area's north boundary is County Road E 100 N, the east boundary is County Road N 300 E, the southeast boundary is County Road E 100 S, the southwest boundary is State Road 257, and the west boundary is US 50/US 150 and the current edge of development near the White Ridge subdivision.

STUDY AREA

- Washington Boundary
- Washington Annex 2013
- Roads
- Railroad
- Open Drainage
- Drainage Basin
- Parcels
- Old US 50 Gateway Dr[†]
- Study Area

[†] 2014 INDOT Project



STUDY AREA MAP



EXISTING LAND USE



† 2014 INDOT Project

Land Use

The study area includes variations of commercial, industrial, residential, natural areas, institutional, and agricultural uses. Acreages are not defined by parcel, zoning, or ownership, but by actual usage of land. These variations are:

Residential

About 20 existing single-family detached residential use area located at the northern edge along CR 100 N, the southern edge along SR 257, and the western edge of current Business 50. Single-family residential uses vary in size and are generally large lot, rural residential and not within an established neighborhood or development. Residential uses comprise about 25 acres.

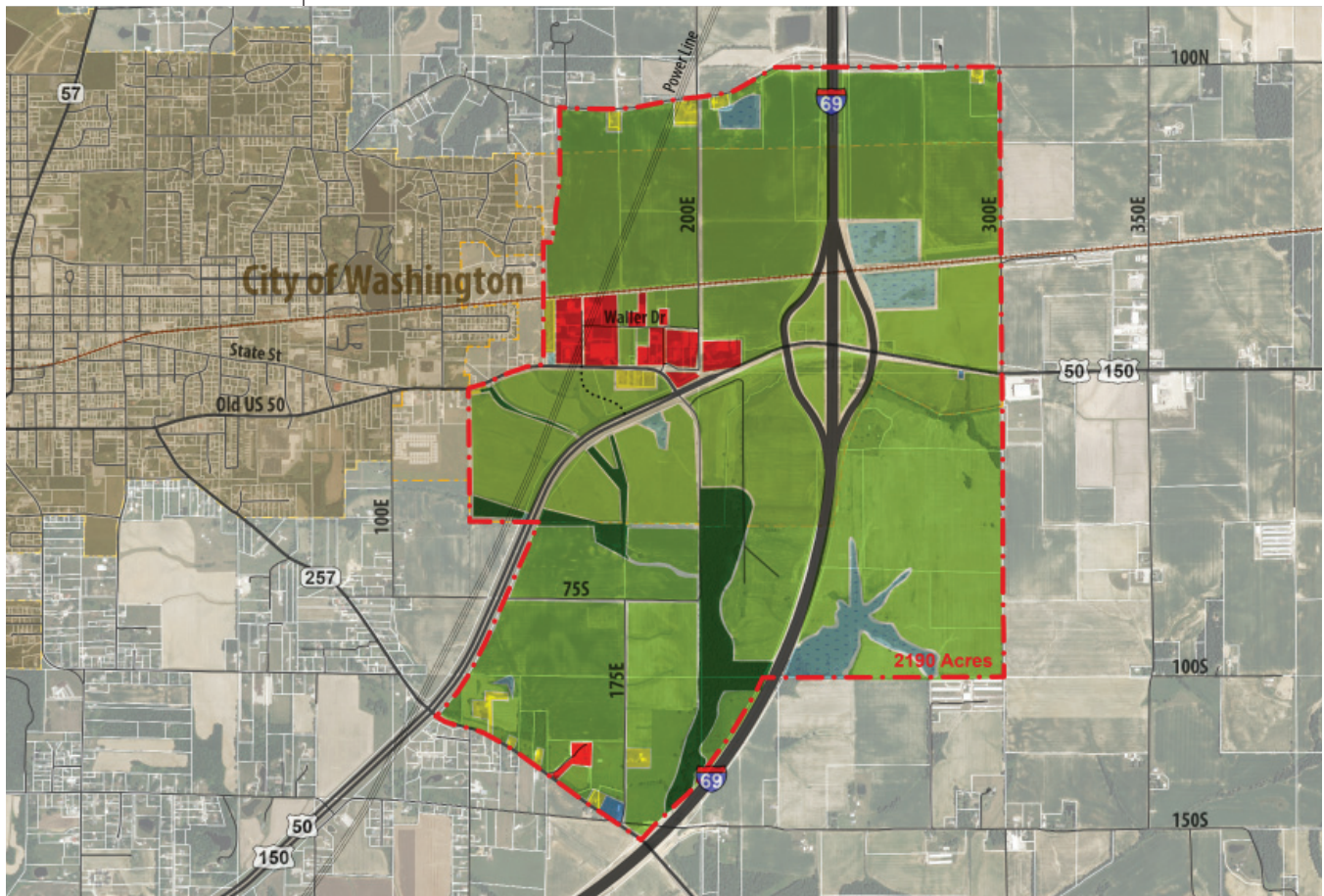
Institutional

One church and one cemetery are located at the southern edge along SR 257 and CR S 175 E. Institutional uses comprise about 2 acres.

Commercial and Industrial

Commercial and industrial uses are located north of current Business 50, south of the railroad tracks, and between US 50 and I-69 and the residential uses east of East Park Road. Commercial and industrial uses vary in size and intensity, including businesses that focus on shipping, distribution, manufacturing, equipment sales, office, and automobile service, among others. One additional commercial use is located near the southwest corner of US 50/US 150 and CR S 300 E, and one additional light industrial use is located northwest of SR 257 and CR S 175 E. Commercial and industrial uses comprise about 60 acres.

EXISTING LAND USE MAP





Agricultural

Agricultural land use makes up the majority of the study area, with much of the land actively used for agriculture by a select number of property owners that have held the properties for several generations. Agricultural land is also defined as undeveloped. Agricultural uses comprise about 1680 acres.
















Natural Areas

Natural areas comprise wooded lots, water bodies, waterways, designated floodplains, and designated wetlands. These areas require special considerations when development occurs within or adjacent to them. Natural areas can also be assets to adjacent uses providing scenic value and open space for connectivity and recreation. Additional bodies of water were recently created for the construction of the new interchange and may be used for additional retention. Natural areas comprise about 120 acres.

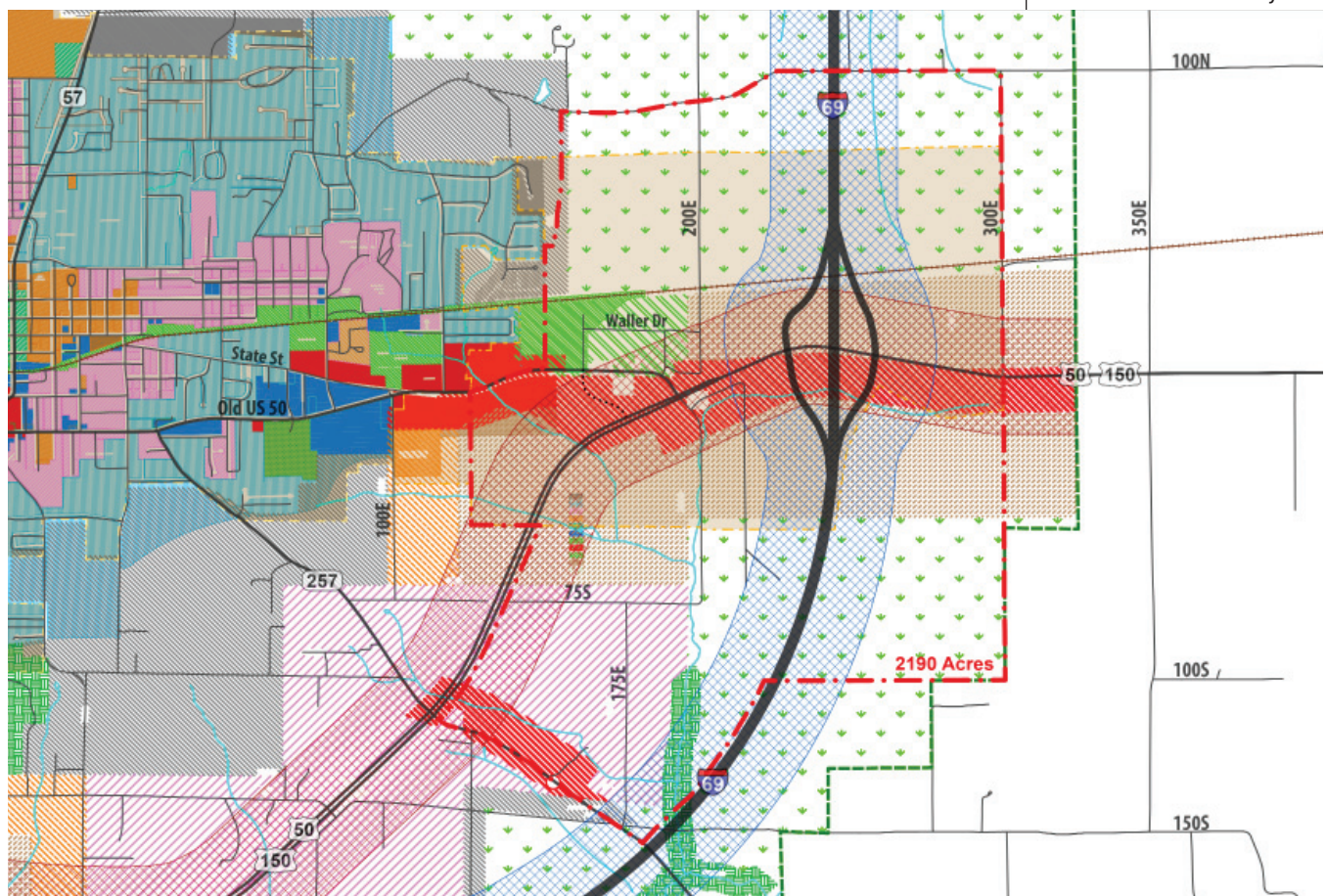
Zoning

The study area includes a diverse mix of Agriculture, Planned Unit Development, Industrial, Single Family, Roadside Business, and Preservation. The study area also includes areas that are within the I-69 Corridor Overlay Zone as well as the U.S. 50 Bypass Overlay Zone. Additional adjacent uses include Multi-Family and Subdivision Residential. Currently the study area comprises mostly Agriculture and Planned Unit Development. This plan does not change the zoning. Any zoning change would have to follow state and local statutes.

EXISTING ZONING

-  S1 - Suburban Residential
-  R2 - Single & Two Family
-  R3 - Multi Family
-  C4 - Roadside Business
-  I1 - Industrial
-  Planned Unit Development
-  Agricultural
-  Preservation
-  Flood Plains
-  2 Mile Limit (2012)
-  I-69 Corridor Overlay Zone
-  US50 Corridor Overlay Zone
-  Roads
-  Old US 50 Gateway Dr[†]
-  Study Area

[†] 2014 INDOT Project



EXISTING ZONING MAP



EXISTING TRANSPORTATION NETWORK

- (A) *Flashing Lights*
- (B) *Traffic Signal*
- (C) *Stop Signs*
- (D) *Dead End*

- *Interstate*
- *Highway*
- *Arterial*
- *Local / Collector*
- *Railroad*
- *Old US 50 Gateway Dr[†]*
- - - - - *Study Area*

[†] 2014 INDOT Project

Transportation and Circulation Framework

The study area's transportation and circulation system consists of local, collector, arterial streets; highways; an interstate; and a railroad. Given the undeveloped nature of the study area and the new I-69 corridor, movement east/west and north/south through the study area can be difficult given the limited access nature of the local highway system.

The main east/west connection through the entire study area is US 50/US 150 through the I-69 interchange. Other east/west connections include:

- » CR 100 N crosses the north portion of the study area at the very north edge.
- » SR 257 crosses the southwestern portion of the study area at the very southwest edge, and it does not connect to portions of the study area east of I-69.
- » Current Business 50 provides access from US 50 north into the northwest quadrant.

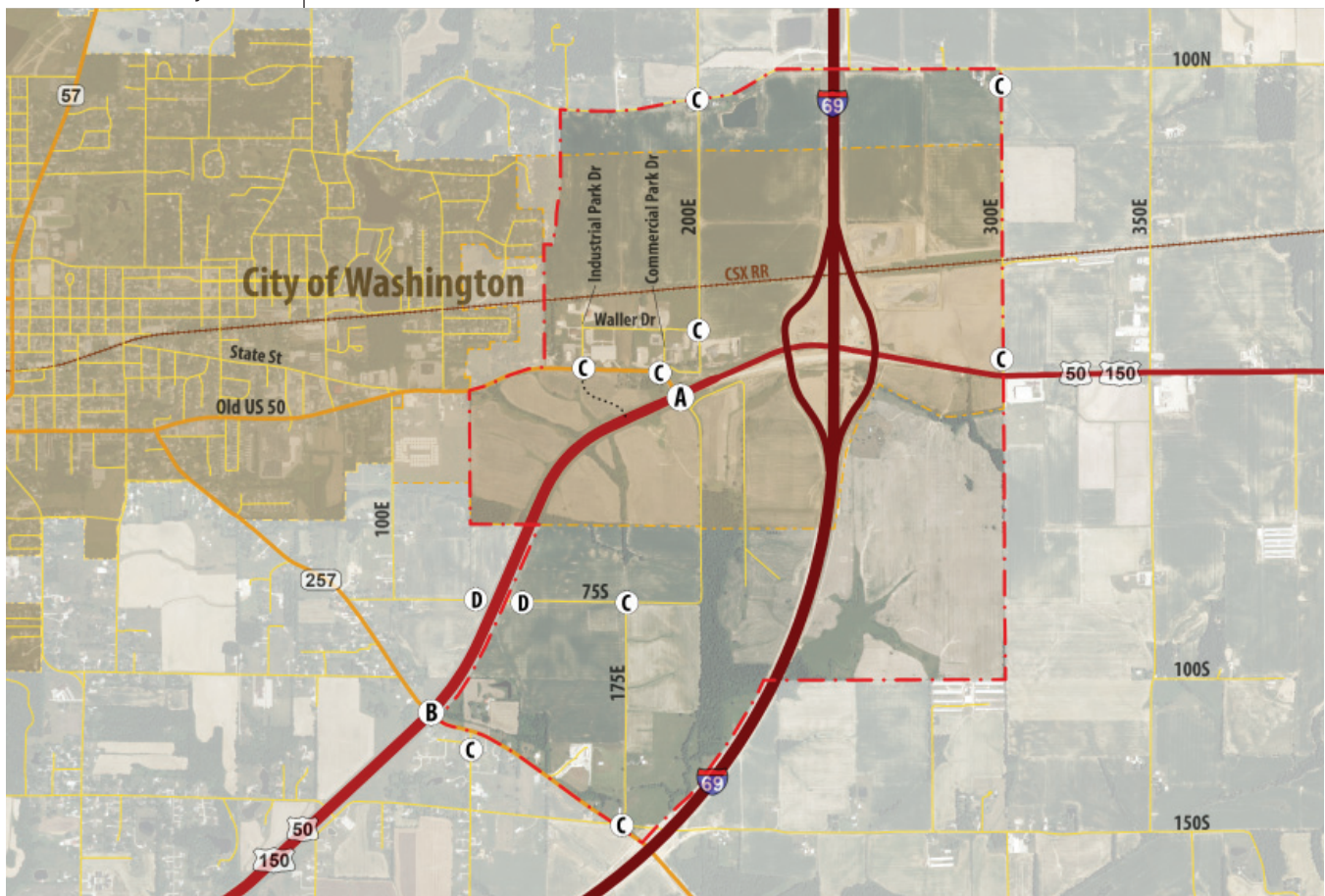
The main north/south connection through the southwest portion of the study area is CR S 200 E/CR E 175 S connecting SR 257 to US 50/US 150. Other north/south connections include:

- » CR S 200 E crosses the northwest portion of the study area and connects current Business 50 to CR E 100 N, as well as crossing the active railroad.
- » CR S 300 E crosses the northeast portion of the study area is CR S 300 E also crossing the active railroad.
- » CR S 350 E southwest portion of the study area is outside of the study area at this road.

Additional connections are part of the Business 50/Gateway Drive realignment and the Phase 1 Water Infrastructure projects.

- » Proposed Business 50/Gateway Drive will realign the current Business 50. It will

EXISTING TRANSPORTATION NETWORK MAP





utilize a roundabout to connect at the north end at Industrial Park Drive and it will relocate and upgrade signalization to a full signal at the intersection with US 50/US 150 to provide better, safer access. This project is set for bid letting in January 2014 with construction complete by end of 2014. The current intersection of Business 50 and US 50/US 150 will be changed to a right-in only for west bound lanes only.

Railroad

A railroad transects the north portion of the study area, north of US 50/US 150. It is at a slightly higher elevation than the surrounding area, creating a challenge for rail crossings and approaches, particularly west of I-69. The railroad east of I-69 is at relatively the same grade as the surrounding area. A potential rail siding may occur on the north side of the current track running east to CR S 200 E north to CR E 100 N. There is currently one business just south of the railroad tracks that would use the proposed railroad siding and is expanding based on potential use and access improvements. The addition of the rail siding provides for a significant Industrial market, as this amenity is highly desirable and uncommon in today's industrial market. Upon completion of the siding, the City should look to obtain a CSX select site designation to further distinguish the industrial opportunities in Washington.

Pedestrian and Bicycle Circulation

There is currently no pedestrian or bicycle connectivity within the study area. There are current plans for trails within the city and surrounding area. This trail program would focus on connecting the existing parks. Future development within the study area should ensure that pedestrian and bicycle circulation is accommodated.

Infrastructure Framework

The study area's current infrastructure is limited and aligned with the current development within the area.

Stormwater

The City of Washington owns and operates its stormwater management system. The system in the study area mainly comprises ditches that carry the stormwater along a roadway or property to the nearest natural body of water. With additional development, stormwater management methods will need to include municipal drains, catch basins, curbs, gutters, ditches, man-made channels, or storm drains to keep increased amounts of polluted water from entering the water supply. Washington is already concerned about the increasing amounts of impervious areas due to growth and development, and offers tips and education on the City's website for preventing stormwater runoff pollution. The City's Stormwater Management Board must operate and maintain the stormwater management system. The City Council has elected to use a monthly fee to fund the Stormwater Management System ("user fee"). Fee structures should be developed to be commensurate with constructed impervious surfaces.

Sanitary Sewer








Sanitary sewer infrastructure extends to the east end of Business 50 and is limited to the current developed area. There is no sanitary infrastructure south of US 50/US 150 or east of I-69 in the study area.

Water

The City of Washington's water comes from the White River Valley Aquifer and has a wellhead protection program designed to protect the aquifer from contamination. Water infrastructure access is limited within the study area since it was not within the city of Washington until recently. Businesses north of Business 50 have municipal water services, and there is a 12-inch water main that runs around the south end of the interchange and connects the east side of the interchange. Improvements are



EXISTING INFRASTRUCTURE

-  Existing Water Mains
-  Existing Sanitary
-  Existing Drainage
-  Electric
-  Natural Gas Pipe
-  Open Drainage
-  Drainage Basin
-  Flood Zone
-  Water Mains*
-  Water Storage Tank*
-  Steel Casing
-  Old US 50 Gateway Dr†
-  Study Area

*Currently under construction

† 2014 INDOT Project

under way to provide improved infrastructure along Industrial Park Drive and additional infrastructure along CR N 200 E and Waller Drive through the Phase 1 Improvements for the 2012 Eastside Annexation.

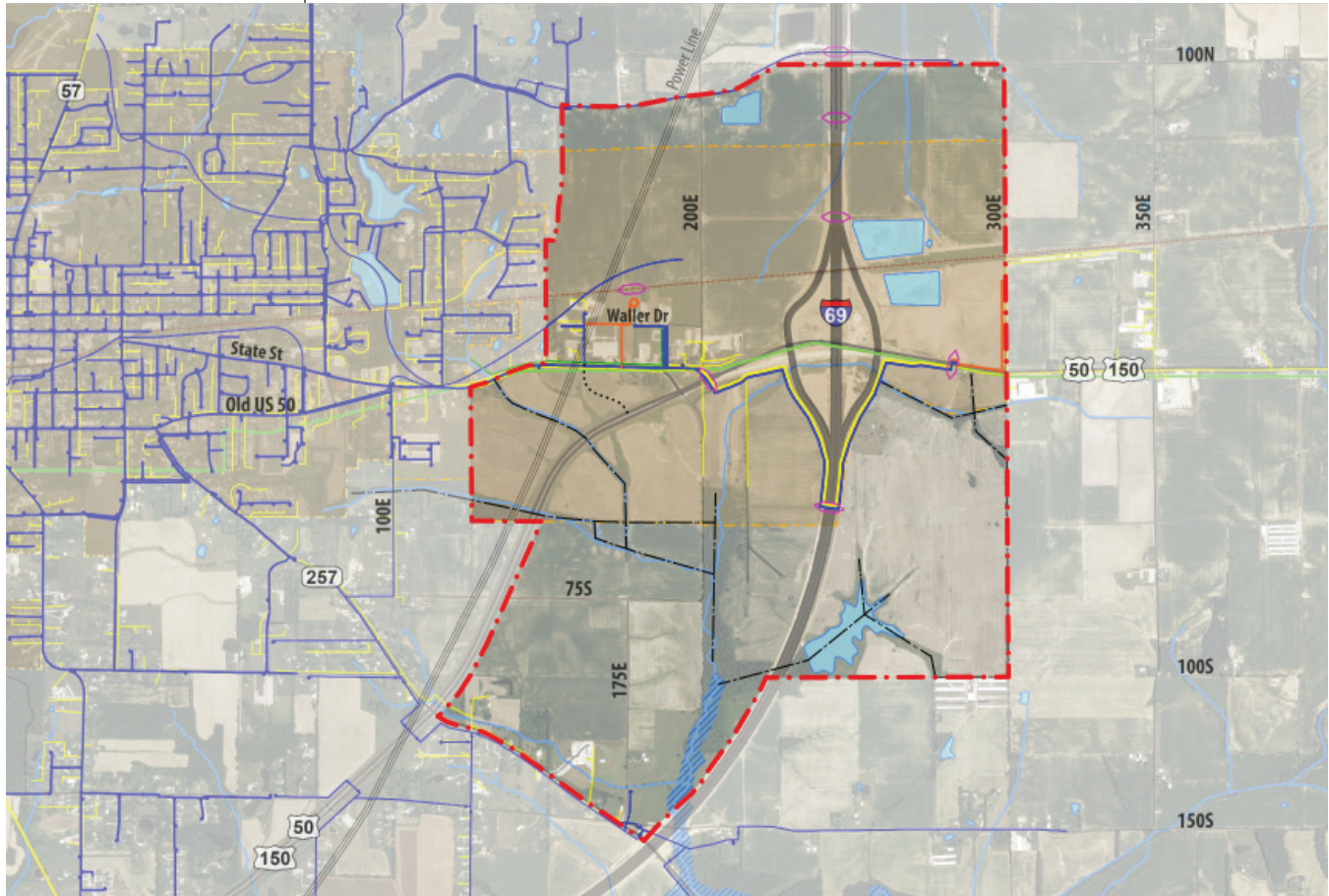
The following water infrastructure improvements are in process as part of the City's New Water Mains Improvement Plan:

- » 600,000-gallon storage tank between Waller Drive and railroad tracks
- » 16-inch water main south out of water tower
- » 12-inch water main north out of water tower to railroad tracks
- » 12-inch casing under railroad tracks north of end of 12-inch water main
- » 10-inch water main from 16-inch main to Industrial Park Drive along Waller Drive
- » 12-inch water main south from 10-inch main along Waller Drive to Business 50 behind Olon Industries.

Electric

Reliable and affordable electrical energy is provided by Washington Power and Light (WP&L), a municipally owned utility. Electric infrastructure follows the water infrastructure south of the interchange to provide infrastructure to the area east of the interchange.

EXISTING INFRASTRUCTURE MAP





Community Profile - Existing Demographic Summary

The location of the study area is within the city of Washington, Daviess County, and the south central region of Indiana (8-county region including Brown, Daviess, Greene, Lawrence, Martin, Monroe, Orange, and Owen.) Demographic factors that affect the interchange area are important indicators of the health and condition of the region. Comparisons are made between Washington, Daviess County and region (as defined above). Indiana Department of Workforce Development, STATS Indiana, and Indiana Business Research are good resources for current, applicable data for economic development. Projections and statistics are based on numbers and previous trends. The study area is subject to changes beyond previous trends and thus projections are difficult to predict. **The completion of I-69 is a major event in the region's history and will impact many demographic factors to be seen in the future. DCEDC will have the most up to date demographic picture of the changing area. Stakeholder interviews revealed that access was the highest factor for new development. Interviews also revealed there is a high demand for high-quality starter homes and mid-range housing in the Washington area. Clearly, the development of the interstate will improve access to local and regional industry, now, and future developments in the study area, thereby skewing the current demographics and creating opportunities for Washington. Contact Daviess County Economic Development Corporation for current demographic information.**

Population 2012 (Estimate)

- » Washington: 11,739
- » Daviess County: 32,064
- » Region: 318,514

Source: US Census Bureau

Population 2020 (Projected)

- » Washington: N/A
- » Daviess County: 34,096
- » Region: 331,429

Sources: US Census Bureau; Indiana Business Research Center; Regional Economic Information System

Cost of Living

- » Washington: N/A
- » Indianapolis: 87.2
- » Daviess County: N/A
- » Region: 78.8
- » Indiana: 87
- » National: 100

Sources: US Census Bureau; Indiana Business Research Center, Radius Indiana

Retail Sales, 2007 (\$1000)

- » Washington: 121,762
- » Daviess County: 381,537
- » Region: 3,022,307
- » Indiana: 78,745,589

Sources: US Census Bureau



July 2013 Unemployment Rate (Annual)

- » Washington: N/A
- » Daviess County: 6.3 (6.4)
- » Region: 8.3 (8.3)
- » Indiana: 8.3 (8.5)
- » United States: 7.7 (8.6)

Sources: STATS Indiana, using data from Indiana Department of Workforce Development

Total Resident Labor Force, Total (Unemployed), July 2013

- » Washington: N/A
- » Daviess County: 15,009 (946)
- » Region: 150,842 (12,458)
- » Indiana: 3,190,818 (266,109)

Sources: STATS Indiana, using data from Indiana Department of Workforce Development

Per Capita Personal Income (annual) in 2011

- » Washington: \$20,629
- » Daviess County: \$32,989
- » Region: \$31,424
- » Indiana: \$35,689

Sources: US Bureau of Economic Analysis; US Census Bureau; Indiana Family Social Services Administration; Indiana Department of Education

Median Household Income (2007- 2011)

- » Washington: \$40,047
- » Daviess County: \$43,800
- » Region: n/a
- » Indiana: \$46,410

Sources: US Bureau of Economic Analysis; US Census Bureau; Indiana Family Social Services Administration; Indiana Department of Education

STRATEGIC PLAN FOUNDATION



Vision and Goals

This vision is an overarching summary of what the community is striving for at the intersection of Interstate 69 and US Highway 50 in the future and is based on the solid foundation and identity of what Washington is today. It serves as a guide for community action and decisions and is the foundation for all recommendations of this plan.

Washington strives for quality growth at the intersection of I-69 and US Highway 50 that expands the City of Washington and Daviess County's economic foundation and job base with a diverse mix of high-quality, commercial, professional office, retail, light industrial, high-tech, flex office/industrial businesses and residential uses that support the continued enhancement of Washington's desired quality of life while maximizing its unique position in southwest Indiana.

The goals set the tone for community decisions and actions that will help the community achieve the vision. They focus and direct the specific strategies and action items that must be accomplished to achieve implementation of the plan's vision. The following goals are not listed by priority; this is not a ranked list.

- » **Site Availability and Product Delivery:** Attract new, high-quality businesses, as well as commercial, residential, and industrial development opportunities to Washington
- » **Business Retention and Expansion:** Support and encourage the continued success and growth of the existing business base within the community
- » **Washington as a Community:** Assure the long-term vitality of downtown Washington, Washington neighborhoods, and other commercial and industrial centers that support Washington
- » **Marketing and Communication:** Enhance economic development marketing and communication in the city and the larger region
- » **Governmental Processes and Policies:** Improve governmental processes to support successful economic development efforts that support commercial, residential, and industrial needs and desires

It is important the current downtown community have effective representation, dialogue, and partnership with the community leadership.

Strategic Plan Principles

The strategic plan principles reflect topic areas and conclusions that have been part of exchanges with the committee, focus groups, stakeholders, and the public. These are important areas integral to successful economic development and strategic planning. Many of these issues and areas of discussion are not unique to Washington, but there are nuances within each that are specific to the City and the issues that impact it. Each plays an important role in the overall economic development fabric of the community. These principles are discussed to illustrate the position of the City and the committee regarding these particularly important issues. Principles, like the goals and vision, influenced the strategies and recommendations of this Plan.

Vision and Direction

The vision of the Plan outlines the direction of Washington for economic development around the area of the new interchange on I-69. It was important for the vision elements to be comprehensive, yet tailored to the current issues and conditions of Washington. Focusing on the strengths and assets, yet recognizing the weaknesses and challenges, allowed the vision and goal pieces to set a bold and promising direction for the community.

The reality for all communities is that growth is a necessity if communities are to be sustainable in the long term. As costs of service increases, communities must continue to grow their tax base in order to maintain services, let alone expand or enhance services



Community and economic development that starts with a vision and trust among all players, ends with the integrity of the partnerships and the community.

beyond current levels. The key is establishing an expectation of growth that is:

- » in line with the desires of the community
- » managed and shaped to best suit the community
- » designed to accomplish the goals and vision of the community

For Washington, it is important to plan for development at their new front door with drastically improved access, and set the tone and character for the future of Washington. This strategic plan is one component of that growth management.

Beneficial growth and development in communities occurs when there are collaborative relationships among the market demand and conditions, property owner's desires, potential buyer/developer desires and abilities, and community desires and policies. Based on the stakeholder and steering committee data gathered as part of this planning effort, growth within the study area is desired to be in the form of mid- to high-end residential, business, office, retail, technology, research, light industry, or a combination of these forms. These business sectors are suitable for the study area and will complement the existing business community. It will also be important for Washington to understand the needs of the new businesses and their perspective targeted employment base. Washington needs to provide this new workforce and their anticipated higher-wage-level employees with the amenities, services, and quality of life that are demanded. High wages will support higher quality and price point residential (single family or multi-family), retail, commercial, and amenity land uses.

Washington Gateway and Image

The gateway to Washington is primarily the I-69 and US 50/US 150 interchange. This improved access, visibility, and location is expected to draw an increased amount of development interest. With these development pressures, it is critical to establish high standards and a defined image for Washington's new front door and gateway. Standards will be necessary to guide development and improvements that are visible and affect the physical environment. This gateway is the primary gateway within Washington and has the potential to illustrate to many people the image and character of all of the city. The goal of this primary gateway is to welcome residents and visitors to Washington and invite them to look further at all the great qualities of Washington. The I-69 Corridor Overlay Zone District is a great first step in establishing the "standards for the design of sites, buildings, structures, plantings, signs, street hardware, and other improvements." There are several ways to develop a gateway program, and the key is always to signify to visitors that they have arrived at someplace special. The following measures should be considered:

- » Uniformity of architecture
- » Street lighting and furniture
- » Monumental entrance structures (arches, columns, etc.)
- » Pavement changes

One or several approaches should be considered; the key is to develop a sense of place as soon as visitors exit the interstate.

Communication and Partnerships

Clear, honest, consistent communication among local government, residents, businesses and potential members of the community is necessary for successful economic development. Washington's responsiveness to the community and the communication of its policies and processes must remain clear, trustworthy, predictable, transparent, open, and consistent. Existing and potential members of the business community need to know what the policies and programs are, and understand the communication infrastructure well enough to know who to contact when information is needed. Relationships must be fostered among Washington leadership and the single point of contact at existing and potential businesses to keep communication lines open. It is equally important for open communication between town leadership and the general public and property owners within this new focus area.



Long-Term Commitment

It is anticipated that land uses within the study area will change over time and as market conditions allow. This Plan is intended to guide development to the appropriate locations, if and when the opportunity presents itself. This guide is not a blueprint for development; it is a guide that allows flexibility and creativity. Over the long term, many changes may occur. Some areas of the study area are likely to present economic development opportunities before others. It is likely areas with the best access, and more closely aligned with current infrastructure, will develop sooner than those that require significant infrastructure expansion.

Any land use definition as part of this planning effort is intended to represent a long-term view of the study area. While there may be current opportunities that will present themselves in the short term, it is anticipated the development of the study area will occur over time. As the study area implements the utilization of the Economic Development Area, and ultimately a Tax Increment Financing (TIF) district, and looks to maximize effectiveness of the TIF. It is important to be cognizant of the adjacent land uses. Light industrial, office/research/technology, and retail are highly encouraged and focused land uses move into this area over time.

Commitment to Vision with Flexibility to React to Opportunities

While this plan outlines land uses for specific areas within the study area, it is imperative the Plan and the leadership remain committed to the vision while being flexible. This Plan was developed according to current information and conditions and with the best of planning and economic development methods.

With flexibility in mind, there are many changes that can affect the ability for economic and community development to occur. The form of that development takes shape as may also vary based upon changes in the future that are unforeseeable. Development opportunities will be presented for this area; some will completely align with the vision for the study area and some will be completely in conflict with it. Developments will apply to the plan in three different ways:

- » Align with the vision and be welcomed and accommodated
- » Conflict with the vision and reviewed carefully
- » Exceed the vision and the opportunity will be examined

These scenarios require the City's leadership to follow the vision and approve, ask for modifications, or deny these opportunities. Ultimately, vision is paramount, and although the plan must provide flexibility, the community's vision shall be maintained, and all decisions that face the leadership of the community shall be judged and colored by this vision.

Impacts to Other Areas in the Community

This Plan focuses on the interchange at I-69 and US 50, but it is not without looking at the whole community. The recommendations for this area support Washington as a community and not at the expense of the other parts of the community. Other areas of industrial and commercial development remain a focus of the City and County economic development leaders. The industrial parks suit specific industrial users while the commercial centers suit infill, redevelopment users. New, build-to-suit users will likely develop near the interchange due to its visibility and benefits of a "Greenfield."

A key area to pay attention to is downtown Washington. Downtown Washington is a significant part of the Washington community, as it is the heart of the city and a major focus for reinvestment, business diversification, and branding. It is essential to create a proactive development plan that will ensure the long-term vitality of downtown Washington. Conducting a complete market analysis of downtown would better inform the downtown business community and leadership, and would better position the partners for business retention, expansion, and attraction. Creating a healthy mix of downtown businesses would be streamlined due to the knowledge (strengths, weaknesses, supply,



and demand) gathered from a complete market analysis. Specific strategies—such as an enhanced micro loan program, façade improvement program, and the development of a guide to the permit process as it applies to downtown—would greatly benefit the downtown business community and would encourage and even incentivize the reinvestment into the downtown.

The enforcement and enforceability of standards and ordinances is also essential to the success of the downtown and is recommended to be an integral part of any standard or ordinance.

Regional Assets

As the final span of the I-69 Corridor connecting Evansville to Indianapolis is completed, the EVV-Crane I-69 Innovation Corridor will connect communities and businesses in nine counties, including the city of Washington. With the city's centralized location, the city is the true heart of southwest Indiana and the new Innovation Corridor. Many local residents commute the short drive to the 100-square-mile NSWC Crane, or to Evansville, Vincennes, Bloomington, or other communities in the region. As Crane becomes an even greater innovation pipeline from the state of Indiana to the rest of the country and the world, the City of Washington is poised to help it succeed by providing a home for Crane's employees and the ideal location for its technology spinoffs and partners, as well as providing the quality-of-life elements and living opportunities for Crane's employees. As Crane evolves as an incubator for scientific advancements, it offers the City the perfect opportunity for integrating technology education into its own community. In fact, Crane is already engaged in STEM programming with the Washington School Corporation, and conversations are ongoing between the City and Crane to define how best Washington can integrate into the consortium and ensure Washington capitalizes on and achieves a high economic development return on the I-69 investment.

The State of Indiana also has a long-range investment strategy to upgrade SR 67 to a limited-access "interstate-type" cross-section. This project is not currently funded or scheduled but has the potential to create another long-term transportation corridor asset for the City of Washington. The City should monitor the progress on this project to ensure capitalization of the state's investment at the appropriate time. Southwest Indiana, and particularly Washington, is rich with history that should be included in strategic planning efforts. Washington should capitalize on its rich basketball and railroad heritage and should be a key strategy for the community.

Product Delivery

Site and building availability and readiness for development is the core of economic development success. It is important for Washington to have a known inventory (including level of readiness) of sites and buildings in Washington. The readiness of a site or building relates to many factors, including (but not limited to):

- » land ownership transfer issues
- » existing infrastructure
- » restrictive easements
- » environmental issues pertaining to wetlands or contamination
- » unsuitable subsurface soil conditions
- » archaeological discoveries

Performing necessary due diligence to identify and resolve any issues related to these factors will enhance the readiness and attractiveness of a site or building. To resolve infrastructure issues, either infrastructure must be put into place, or, at a minimum, a set of plans must be prepared to understand the costs and timelines for implementation. In many cases, installation of key infrastructure is critical for successfully landing a prospect. In other cases, having plans ready to implement offers the potential development flexibility of the site.



The term “shovel ready” is associated with the Indiana Shovel Ready Program through Indiana Economic Development Corporation (IEDC). Through participation in this program, a community may certify a site as “shovel ready,” which “enhances the marketability of certified sites.” This certification requires a certain minimum standard to be met and also allows the site to be listed among the other statewide data listing shovel-ready sites on the Indiana Economic Development Corporation website. Designation of a site does not always translate into the site being considered shovel ready by an end user. In some cases, work beyond that required for the official designation must be completed to enhance the desirability and development potential of the site.

Public-Private Partnerships

Public-private partnerships (referred to as PPP or P3) in particular are an excellent way to creatively combine assets to achieve desired economic development improvements. Public-private partnerships are joint ventures between public and private sectors. These partnerships creatively combine public and private assets to achieve desired economic development improvements. “In their best form, public-private partnerships reduce risk, secure development capital at reasonable rates and provide a high return on investment for taxpayer and developer alike. Communities can effectively meet the needs of their residents while otherwise sub-optimized commercial resources are efficiently put to work.” (Smith, Thomas. Inside INdiana Business, 2010). The collaboration of the two different entities offers expertise, resources, and opportunity. Building strong public/private partnerships between the City of Washington and the regional development community will create opportunities to understand perceptions, clarify misconceptions, and clearly articulate the expectations of the City as it relates to development within its jurisdiction and move forward products for development.

Infrastructure

This Plan recognizes that any change in development will affect the transportation system. Recommendations have been made for an enhanced transportation network to include new roads, improvements and extensions of existing roads, and improvements to existing intersections or new intersections. Future transportation improvements must be sensitive to the overall transportation network of the area and the greater Washington and Daviess County community. As such, future commercial and industrial traffic will likely warrant specific design criteria with regard to road cross-sections, lane widths, and intersection design.

As growth occurs, it will be important to monitor the impacts of that growth and make alterations and adjustments to infrastructure as necessary. This Plan conceptually recommends additional infrastructure to support the enhanced development potential of certain areas within the study area related to the proposed land use districts. Additional utility infrastructure is recommended to serve existing uses and support potential developments, particularly the extension of sewer and water service into each quadrant of the study area. The cost of the recommended infrastructure is intended to be shared by Washington as well as the developer, a policy that has been exercised for some time. This arrangement allows for equal investment and commitment to the projects, the development, and the community.

Business Attraction

In addition to product delivery, business attraction programming also facilitates increasing the non-residential tax base that are in addition to issues related to sites, buildings, and economic development tools. There are many tools that support and encourage business attraction.

A coordinated marketing outreach program highlighting the opportunities of the community is integral to business attraction. The first step of a coordinated marketing program is a branding effort. The branding/identity effort should engage various groups within the community. Once a branding/identity plan is concluded, a coordinated marketing outreach program would be conducted.



A marketing plan could include the continued use of the website as an organization of all economic development information into a central location that is easily accessible and advertised. The potential use of the mobile applications, regular communications, and social communications should be consistent with the overall marketing outreach message. It should be developed in a way that it reaches specific targeted audiences, including local and regional brokers, developers and businesses. The message should also be consistent with the concept that Washington is “open for business” and open to development opportunities that are right for the City.

Business attraction also requires strong coordination with local, regional, and state economic development partners. The City cannot be successful operating in a vacuum. Strong alliances, partnerships, and pooled resources are the best way to position Washington to be most successful in business attraction efforts moving forward.

The Daviess County Economic Development Corporation is integral to this communication, outreach, and implementation. They are currently the lead economic development organization for the County and they have access, relationships, and a reputation for serving Washington. This partnership should be maintained and cultivated in the absence of a lead, single point of contact specifically dedicated to the specific needs of Washington.

Business Retention

Business retention requires a support system and a relationship between Washington leadership and the business community. The relationship starts with developing and maintaining an open dialogue to understand the needs, issues, concerns, and opportunities among the business community. A business call program that engages the largest employers in the community in annual personal interviews is a good first step. This acknowledges the impact of the employers and also encourages a level of accountability to the community in addition to its own customers and clients. In addition to the business call program, it is important to conduct annual surveys to maintain open communication among all of the businesses within the community. This will facilitate the collection of data regarding issues, threats, opportunities, workforce needs, or other concerns. By having this information, the leadership is better positioned to understand the business community and respond quickly when issues arise. Other areas of focus should include recognized business excellence, making resources and process available and clear, and tapping into the significant entrepreneurial component of the community. Do not forget how important it is to maintain the vision and goals of the community. By maintaining the vision and focusing on the improved quality of life for your residents, you are retaining your citizens, and in turn the businesses that employ them.

Economic Development Tools - Tax Increment Financing (TIF) District

The TIF within the study area is a newly created district per the annexation of the area in 2013, and will expire in 2038. This TIF area “promotes significant opportunities for gainful employment of the citizens of the city; assists in the attraction of new business enterprises for the city; benefits the public health, safety, and morals of the citizens of Washington; increases the economic well-being of the city and state of Indiana; and serves to protect and increase property values in the city and state.” Currently, the TIF is intended to be used for a variety of infrastructure improvements and other improvement projects that support economic development. Generally, a TIF district enables local government officials to collect property tax revenue from increased assessed value, resulting from new investments within a designated TIF district. When a TIF is designated, the assessed value is recorded. When there is an increase in the assessed value, the difference is set aside to be used to pay for infrastructure or other improvements within the TIF district. This allows the community to have access to funds that are specifically prescribed to be used for infrastructure or other improvements within the district. The property taxes on the base assessed value are collected and added to the traditional taxing units (schools, city, township, and county) as other property taxes are. Those funds are used according to the allocations and structure set forth by the town, typically



for schools, improvements, and other services. The allocations and structure of TIF districts are annually reviewed by the Redevelopment Commission and approved by the City Council. These allocations specify how TIF monies can be used.

While the philosophy of TIF can certainly be debated, it is a proven success factor in the communities where it is implemented, it is an expectation of virtually every business site selection effort, and it is no longer viewed as a differentiator between communities but rather a critical standard component of a community's competitiveness. For example, if a company is interested in a piece of property but the property is not connected to necessary infrastructure, it may be beneficial for the City to use funds from the TIF to pay for these improvements if the anticipated assessed value will repay the fund with the incremental taxes due to increased assessed value. These improvements benefit the initial development as well as subsequent businesses and reduce costs for future businesses.

Economic Development Tools - Tax Abatement

Tax abatement is a tool commonly used throughout Indiana. Many communities find it is by far the most competitive bargaining component when trying to attract business. Tax abatement of all or a portion of taxes on a new or increased assessed value resulting from new investment can be granted for up to ten years. Tax abatement can be applied to real or personal property and provides a relief for the property owners who are improving and reinvesting in their property. Using tax abatement within a TIF district should be thoroughly understood and used selectively. While the use of tax abatement within a TIF district may be counterproductive to the district since it will delay the contribution to the TIF fund, tax abatement may be the best strategy from time to time and should be considered by thoroughly evaluating the pros and cons.

Economic Development Tools - Local Financing

Working with local banks to establish preferred finance programs for potential business investors is a great economic development tool. This establishes a relationship and a favorable rate and assists potential developers as well as supports the local financial institution. Most importantly, a difficult step is made easier, thus making Washington a more likely choice for business selection and location. These rates will need to have parameters and expectations defined prior to any utilization of them to ensure the financing tool supports the overall vision of Washington.

Property Tax Caps

In the 2010 November election, voters passed property tax caps. Residential property taxes are now limited to one percent of the assessed value, secondary residential properties and agricultural land may not exceed two percent of the assessed value, and other real estate (business and industrial) are capped at three percent, per Indiana State statute. This new tax structure limits the money available to local government, but it is intended to offer 'stability' to property owners. The tax levels within Washington are below the state levels; particularly, business and industrial tax levels are below the three percent mark. It is not anticipated the property tax rates in Washington will equal the cap amount anytime in the near future. The property taxes are the "primary source of funding for local government units, including counties, cities and towns, townships, libraries, and other special districts, including fire districts and solid waste districts." (<http://www.in.gov/dlgf>) The tax cap limits the funds and makes it essential to diversify the tax base and capture taxes from higher-rated uses such as commercial and industrial.

Additional Resources

The Indiana Economic Development Corporation is the main portal to state funding and most federal funding. The main contact for these funds is through the local economic development organization (LEDO). The Washington LEDO is the Daviess County Economic Development Corporation. IEDC facilitates many programs and initiatives like Industrial Development Grant Fund, Indiana Shovel Ready Program, Indiana Certified



Technology Parks, Major Moves, Regulatory Ombudsman, Skills Enhancement Fund, Small Business Innovation Research Initiative, Tax-exempt Bond Program – Indiana Finance Authority, and Capital Access Program. Radius Indiana, a regional partnership representing eight counties in south-central Indiana is another great resource for programs, funding, marketing, support data, and contacts. This regional economic development organization is focused on “advancing the economy of south central Indiana by generating high-quality employment opportunities, diversifying the region’s economic base, raising the standard of living for residents of the region.” Their focus is on four main sectors: defense, tourism, manufacturing, and education. These goals align with this interchange plan’s goals and the goals of Washington, so any advancement in these areas regionally will benefit Washington. The Daviess County Economic Development Organization is a key partner in Radius Indiana. The local and regional agencies should maintain a high level of communication and engagement to further the regional and local goals for economic development. Indiana Office of Community and Rural Affairs (OCRA) also facilitate federal money through local programs. Since these are federal programs, the projects and participants must meet one of the national objectives and be an eligible activity to be eligible for these funds. National objectives include, benefiting low- and moderate income persons, preventing or eliminating blight, or meeting other community development needs having a particular urgency because existing conditions pose a serious and immediate threat to the health or welfare of the community, and other financial resources are not available to meet such needs. Some projects for economic development are eligible.

Local Economic Development

The Daviess County Economic Development Corporation (DCEDC) is the local economic development organization for Washington, the main contact with the state economic development corporation (IEDC). In Washington, the DCEDC focuses efforts on industrial sectors and businesses and the Daviess County Chamber of Commerce focuses efforts on service and retail. This unique arrangement allows each entity to focus on their piece of the market and reduces overlap in communications, marketing, and financial resources.

RECOMMENDATIONS



Future Land Use Plan

The Future Land Use Plan (map) is a long-range conceptual plan illustrating potential land uses that could support the vision, goals, and principles for economic development set forth in this document. This plan (map) is an integral tool for economic development and is a result of a series of analytical and detailed analysis and conversation throughout this planning process. Factors that informed this map include:

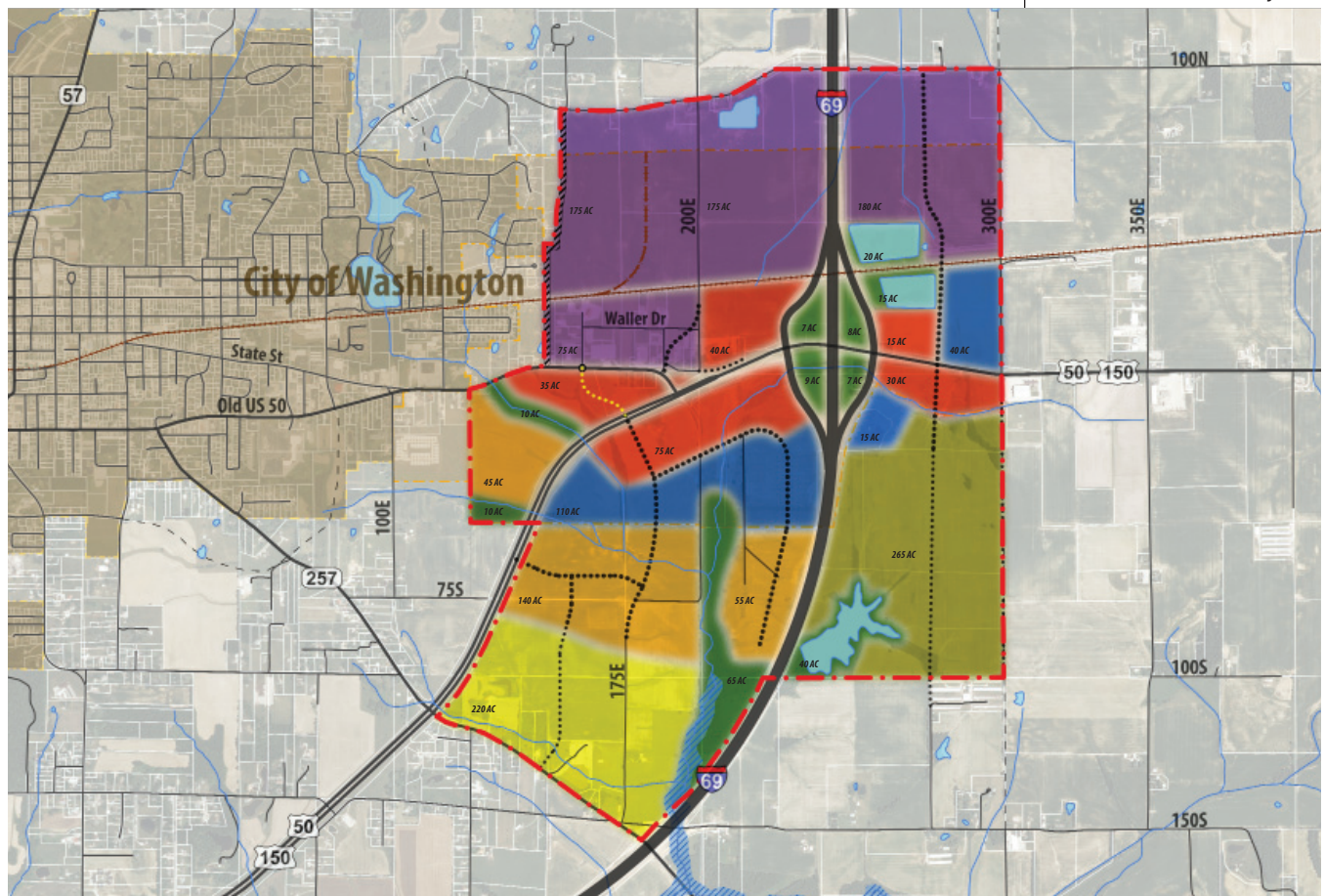
- » zoning
- » property owners
- » parcel size
- » topography
- » transportation and access
- » utility availability
- » environmental constraints
- » proposed land uses (from Comprehensive Plan)
- » other plans
- » working group input
- » stakeholder input

Some of the land uses and districts identified on this map are intended to be an enhancement of current uses and are supported by appropriate zoning. Other uses and districts identified on this map suggest a change in land use. This proposed change in land use will be something that happens over time and will happen when the market, the property owners and the City approval process aligns. This plan does not change the current zoning of the districts that are not consistent with the future land uses.

FUTURE LAND USE

- Single Family
- Multi-Family
- Commercial
- Office
- Industrial
- Conservation
- Future Development
- Buffer Zone
- Proposed Roads 3 Lane
- Proposed Roads 2 Lane
- Proposed Rail Spur
- Open Drainage
- Drainage Basin
- Flood Zone
- Old US 50 Gateway Dr[†]
- Study Area

[†] 2014 INDOT Project



FUTURE LAND USE MAP



Description of Land Use Plan Components

All Districts

Each land use district is intended to identify desired areas for long-term desired uses. It is recognized that all current users are heavily invested in their property and their community. As development or redevelopment occurs around any existing use, great sensitivity should be given to how new uses relate to the existing ones, and how the impact of the new development can be mitigated as best as possible. All districts shall have an emphasis on high-quality architecture, proportion, and detail. In the event that redevelopment occurs or improvements could be made in the meantime, specific efforts should be made to create buffers and screens to/from less desirable land uses. This transition area should be allowed in all districts that are immediately adjacent to a non-related or non-conductive land use.

The I-69 Corridor Overlay Zone District applies to 1,000 feet from the right-of-way and creates an area with higher design standards than the rest of the study area. The US 50 Corridor Overlay Zone District applies to 1,000 feet from the right-of-way and also creates an area with higher design standards. Areas along US 50/US 150 and Business 50 are also high visibility and should be held to similar, if not the same, standards as the I-69 corridor. This creates a tiered system based on visibility from major thoroughfares. Areas west of the interstate corridor are highly visible from the travel lanes due to the difference in elevation and will have an impact on the image of Washington as well as the areas adjacent to the corridors.

In the end, form is key when establishing a vision and a driving force for character within a community. Use is important, and should always be considered, and the community should take a sympathetic approach with the existing user when considering a proposed non-conductive adjacent use. However, when form is considered above use, then quite often adjacent uses can transition seamlessly, without significant notice. It is these seamless transitions that build the fabric and character of a community.

Industrial



This district focuses on a mix of uses (including industrial and office including manufacturing, assembly, service, research and development, distribution, warehouse, and wholesale establishments) that are relatively clean, quiet, and free of hazardous or objectionable elements. The focus of this district is industrial with ancillary office use and office uses to create an employment center and an environment where businesses may benefit from the proximity to other businesses. High-tech and advanced manufacturing with higher wages have impacts to the region far beyond the number of jobs at one place and are encouraged. Also, certain types of industrial uses yield more job jobs per acre, those uses are to be encouraged, and thus while distribution and warehouse is allowed in this district, the number of jobs and wage amount should factor into any decision. Bio technology, agro science, and technical research parks are excellent opportunities to impact the city and the southwest Indiana region. With WestGate Crane to the north, current users of that park may have interest in additional industrial space. Current tenants of WestGate Crane include EG&G, SAIC, ITT and various businesses serving



NSWC/NSA contracts. The industrial district north of the railroad tracks and west of CR N 200 E will (potentially) provide rail service. A potential rail spur will extend from the west edge of the study area parallel to the current rail corridor and then extending north along CR N 200 E. Rail access is a potentially significant asset to this industrial district and differentiator for the industrial market. Given the higher impact of all industrial uses, screening and buffering is essential in this district. Industrial uses comprise approximately 600 acres.

Commercial



This district focuses on the broad use of commercial, including general commercial goods and services establishments and highway commercial goods and services establishments, general retail, and hotel. The primary market of these uses includes the community as a whole, nearby communities, and commuters passing through the area. A nearby market that would utilize hotel and conference space is the Crane area. This use would be appropriate in the office district as well. Given the access, visibility, and potential future traffic volumes associated with this interchange, commercial uses are expected to develop here. Commercial uses should focus on more vehicular intensive uses that are not desirable in the historic downtown area. This would include three main categories: gasoline and convenience, quick serve and fast food dining options, and minor retail commercial uses. The first uses to show interest in the corridor would probably be focused on automobile service and convenience retail (gasoline service stations). This is largely due to the location along the larger regional corridor. To be consistent with the vision, gas stations should be small in scale and held to strict architectural standards. Truck stops will likely target this interchange, but should be discouraged in order to maintain the greater community vision. It is recommended that all gasoline service station facilities be located to the east side of I-69. The second use you would expect to show interest in the corridor may be fast food restaurants (McDonalds, Chick-fil-A, Jack in the Box, etc.) As with any development in the gateway corridor, architectural consistency is key, and pedestrian/bicycle connectivity should be maintained throughout the district. The number of fast food opportunities should be limited in order to promote quick serve opportunities (Steak 'n Shake, Culver's, Subway, etc). Destination retail may also be an opportunity given the anticipated traffic counts along I-69. Population density in the district will be key to determining the types and mix of dining options that are warranted. As residential density increases, and industry or office spaces advances, then higher-quality dining experiences shall be warranted. As the density develops you would expect to witness the development of larger national restaurant opportunities (Applebees, Cracker Barrel, Chilis, etc). Density will also provide the critical mass needed to support retail opportunities, such as small strip retail or potential outlet shopping destinations. Community vision must be at the forefront when considering development proposal for commercial properties in this area. Commercial uses comprise approximately 200 acres and are best suited with closest access (within 1/2 mile) to interchange and along arterials.



Office



This district focuses on a mix of professional office, flex office and light industrial uses such as office campus, employment centers, medical centers, incubator businesses, research facilities, and more. It is important that they are clean, quiet, free of hazardous or objectionable elements, operate entirely within enclosed structures, and generate little industrial traffic. This district focuses on creating an employment center and an environment where businesses may benefit from the proximity to other businesses. Connectivity to amenities such as shopping and dining will be key to creating a vibrant and livable environment for this new workforce. Another area for development is the development of education and training facilities that are in partnership with regional education and technology entities such as Crane, Ivy Tech Community College of Indiana, Vincennes University, University of Southern Indiana. These areas should be developed in a 'campus setting' with consistent landscape and connected pedestrian network. Office uses comprise approximately 160 acres.

Conservation/Open Space



This district focuses on preserving natural areas not suitable for development (for reasons of being a cemetery, floodplain/floodway, nature preserve, wetland, water body, and/or steep terrain) with owner's approval and participation in the process. Much of the area recommended for conservation/open space is currently wetland, floodplain, wooded area, or water body. There should be an effort to use the conservation areas and areas within other districts to provide a continuous linear greenspace for users of the buildings in the districts, as well as community wide and to connect to the larger open space network through the utilization of paths and connection of spaces. A special overlay should be developed to protect these areas for future use and ensure they remain a benefit and asset of the study area. Conservation/open space uses comprise approximately 190 acres.

Buffer Zone

Buffer zones may be necessary to minimize negative impacts to existing uses adjacent to new, less compatible uses that are anticipated or proposed. Compatible uses and transition areas are preferred but in scenarios where this is not feasible, buffer zones are highly encouraged. Buffer zones may take advantage of natural features within the study area, further contributing to the open space and conservation areas. Buffer zones may vary in size depending on the adjacent uses as well as the material (plants,



earthwork, fencing, walls, etc.). They may also be paired with setback regulations to maximize the effective buffer zone. The map shows a 100 foot wide conceptual buffer in the northwest portion of the study area.

Multi-Family Residential



This district focuses on multiple-family attached dwelling units with a density of up to 22 units per acre. These areas may include townhomes, row houses, duplexes, quadplexes, and apartments. These uses, like the other uses in the study area, are expected to be high quality and market rate to diversify the multi-family residential product in Washington and to meet the current residential needs of the community and capitalize on potential professionals that commute to Crane Naval Surface Warfare Center. Higher-quality finishes and amenities will be key to attracting young professionals. Developers such as JC Hart and Hearthview Residential are creating innovative living experiences with wireless connectivity and outdoor spaces, and connections to local conservation areas, shopping, dining, and downtown will be key to establishing a lifestyle and quality of life needed to attract the future leaders of Washington. Multi-family residential uses comprise approximately 240 acres.

Single-Family Residential



This district focuses on single-family dwelling units. This area may include medium-density residential for efficiency of services and infrastructure. There may be special circumstances within this area that would support lower density if special conditions are met. These uses, like the other uses in the study area, are expected to be high quality and mid- to high-end to diversify the single-family residential product in Washington. These are also expected to meet the current residential needs of the community and capitalize on potential professionals that commute to Crane Naval Surface Warfare Center. Single family residential uses comprise approximately 220 acres.

Future Development

This district is anticipated to be the last area to develop due to it being located outside of the jurisdiction of Washington and away from the intersection. This area may develop more rapidly if access and infrastructure is changed. Future development uses comprise approximately 260 acres.

All the numbers above do not include area that would need to be dedicated to transportation, infrastructure, or drainage.



PROPOSED INFRASTRUCTURE

- Proposed 2 Lane Road
- - - Road Improvements
- Proposed 3 Lane Road
- - - Road Improvements
- 4 Lane Gateway Drive[†]
- - - Proposed Rail Spur
- Sanitary Main/Connection
- Water Main/Connection
- Water Storage Tank*
- Water Mains*
- - - Proposed Detention
- Existing Water Mains
- Steel Casing
- Drainage Basin
- Open Drainage
- - - Flood Zone
- - - Study Area

- A Relocated Traffic Signal
- B Right-in from Westbound Only - No access from South

*Currently under construction

[†] 2014 INDOT Project

Infrastructure Plan

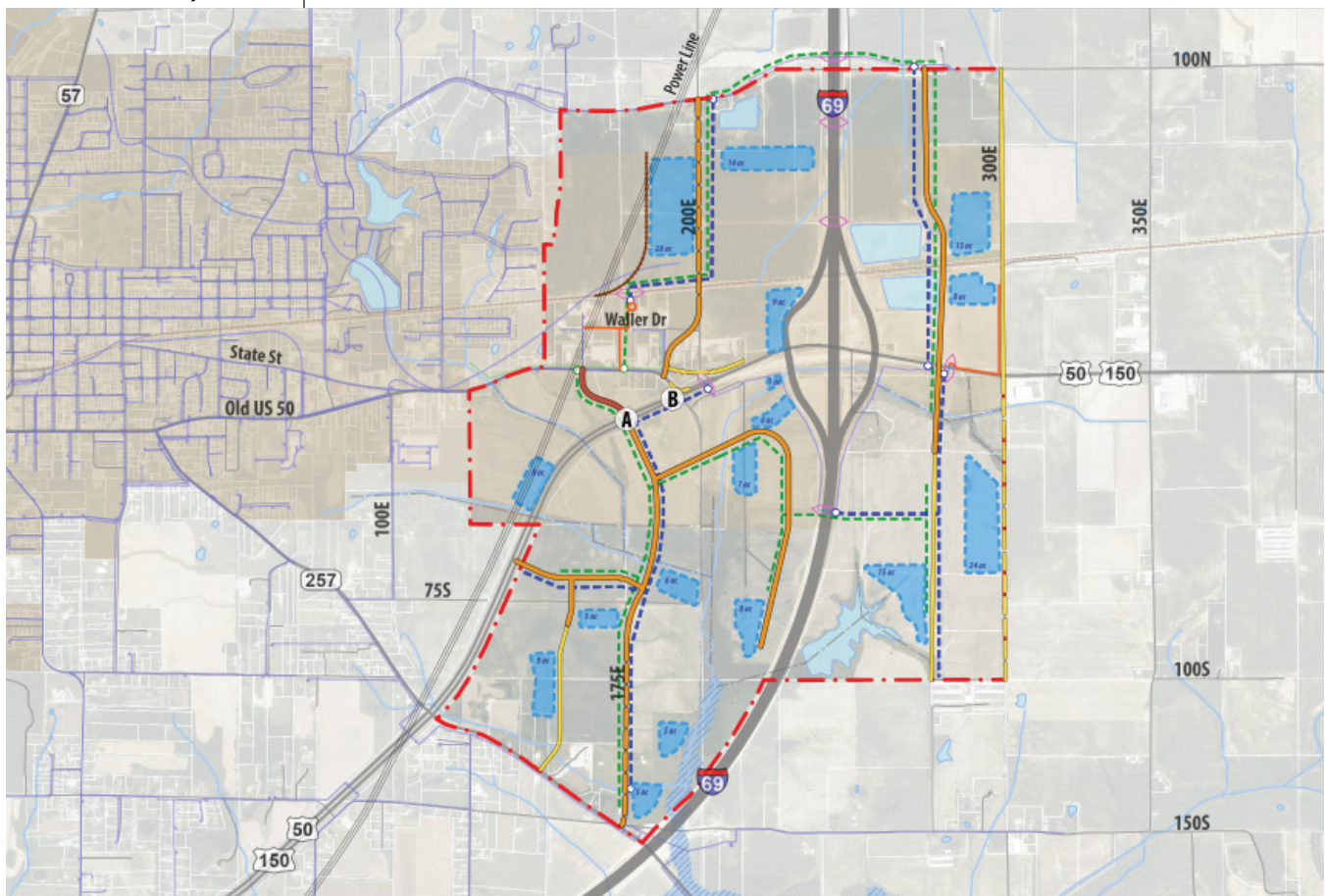
Investments in public infrastructure, such as transportation and utility systems, are an important strategy to facilitate economic development within the study area. Potential infrastructure improvements include transportation upgrades such as roads and a rail siding. Utility extensions, such as water mains and towers and sanitary sewer systems, are also key strategies to foster economic development. Infrastructure development strategies may also include storm sewer improvements and regional detention facilities. All infrastructure developments will defray development costs associated with private developments and make the study area more attractive for private investment.

The plan envisions the construction of main line infrastructure including primary collector and arterial streets and trunk-line sewer systems. Secondary streets and access drives, in addition to individual site utilities and laterals should remain the responsibility of private development. By creating rail sidings and rail served industrial properties, the City of Washington can set itself apart from other communities and offer attractive sites for industrial development of distribution facilities that can take full advantage of the rail and interstate transportation systems that are available.

Rail served sites are uncommon and very much desired in the current economy. Contrary to rail, road, sanitary, and water utility investments, regional detention systems can be developed to eliminate private on-site detention facilities, thereby maximizing development potential allowing developers to build larger structures with no need to dedicate valuable land toward detention. Larger regional detention systems can also reduce flooding and improve water quality in downstream watersheds.

Infrastructure investments are a proven method to facilitate and encourage private development and investment are a key implementation strategy of the proposed plan.

PROPOSED INFRASTRUCTURE MAP





Stormwater

The City should incentivize new and innovative development practices that include natural stormwater treatment systems in order to reduce the impact any new development has on the environment. Such practices include the following:

- » Rain gardens
- » Bioswales
- » Bioretention
- » Wetland mitigation and banking
- » Greywater harvesting and reuse
- » Regional Detention



Small scale stormwater pond (<1 Acre)



Mid scale regional detention (8 Acres +/-)



Large scale regional detention (1000 Acre +/-)

Preliminary Opinion of Probable Cost of Construction

Item	Unit	Unit Quantity	Unit Price	Cost
Business 50 Realignment (Gateway Drive) and Roundabout (4 Lane)	lft	1,200	\$2,000.00	\$3,360,000.00
Road Network South of the US 50/US 150 and Business 50 (Gateway Drive) Intersection and West of CR 200 E Through Southwest Quadrant of Study Area	-	-	-	\$43,451,660.00
3-Lane Road	lft	13,855	\$1,900.00	\$36,854,300.00
2-Lane Road	lft	2,618	\$1,900.00	\$6,597,360.00
Entry Drive and Frontage Road Along US 50/US 150 and I-69 to Provide Access to Most Visible Area in Southwest Quadrant (3-Lane)	lft	7,016	\$1,900.00	\$18,662,560.00
CR 200 E From Business 50 North Through Northwest Quadrant of Study Area (3 Lane)	lft	4,899	\$1,900.00	\$13,031,340.00
CR 300 East From US 50/US 150 North Through Northeast Quadrant of Study Area (2 Lane)	lft	5,390	\$1,800.00	\$13,582,800.00
CR 300 E From US 50/US 150 South Through Southeast Quadrant of Study Area (2 Lane)	lft	5,076	\$1,800.00	\$15,608,700.00
North/South Connection Road Through Southeast Quadrant of Study Area	lft	-	-	\$13,356,700.00
3-Lane Road	lft	1,319	\$1,900.00	\$3,508,540.00
2-Lane Road	lft	3,908	\$1,800.00	\$9,848,160.00
North/South Connection Road Through Northeast Quadrant of Study Area	lft	5,333	\$1,900.00	\$17,198,925.00

Preliminary Opinion of Probable Cost of Construction continued on next page.



Item	Unit	Unit Quantity	Unit Price	Cost
Utility Extensions (Water, Sanitary, Storm) and Mass Earthwork in the Northwest Quadrant of Study Area	lft	-	-	\$16,153,468.24
NW - Water Main Extension	lft	3,992	\$100.00	\$558,880.00
NW - Sanitary Sewer	lft	4,612	\$120.00	\$774,816.00
NW - Storm Sewer/Drains	lft	6,481	\$150.00	\$1,361,010.00
NW - Grading	cy	1,201,675	\$8.00	\$13,458,762.24
Utility Extensions (Water, Sanitary, Storm) and Mass Earthwork in the Southwest Quadrant of Study Area	lft	-	-	\$16,153,468.24
SW - Water Main Extension	lft	6,564	\$100.00	\$918,960.00
SW - Sanitary Sewer	lft	13,288	\$120.00	\$2,232,384.00
SW - Storm Sewer/Drains	lft	4,469	\$150.00	\$938,490.00
SW - Grading	cy	1,265,370	\$8.00	\$14,172,139.52
Utility Extensions (Water, Sanitary, Storm) and Mass Earthwork in the Northeast Quadrant of Study Area	lft	-	-	\$8,155,924.00
NE - Water Main Extension	lft	3,886	\$100.00	\$544,040.00
NE - Sanitary Sewer	lft	6,803	\$120.00	\$1,142,904.00
NE - Storm Sewer/Drains	lft	2,410	\$150.00	\$506,100.00
NE - Grading	cy	532,400	\$8.00	\$5,962,880.00
Utility Extensions (Water, Sanitary, Storm) and Mass Earthwork in the Southeast Quadrant of Study Area	lft	-	-	\$11,943,356.32
SE - Water Main Extension	lft	6,259	\$100.00	\$876,260.00
SE - Sanitary Sewer	lft	4,589	\$120.00	\$770,952.00
SE - Storm Sewer/Drains	lft	4,620	\$150.00	\$970,200.00
SE - Grading	cy	832,674	\$8.00	\$9,325,944.32
Explore Broadband Availability and Connectivity	-	-	-	Unknown
Railroad Siding	-	-	-	Unknown
Right-of-Way Acquisition	-	-	-	Unknown
TOTAL ESTIMATED COST				\$179,410,707.08

Assumptions

- » Unit price for each road type includes pavement, aggregate, curb and gutter, underdrains, sidewalk, lighting, landscaping, pavement markings, maintenance of traffic, erosion control measures, and roadway stormwater pipes and inlets
- » City standard commercial/industrial pavement cross-section assumed for all roads*
- » All roads have one 6-foot sidewalk on only one side*
- » All roads have 2-foot combined concrete curb and gutter on both sides*
- » All roads have an underdrain on both sides*
- » Two trees have been assumed every 120 feet for all roads
- » Two light pole assemblies, luminaries, and foundations have been placed every 200 feet for all roads
- » Master grading was based upon detention facilities being 8 feet deep
- » Master grading assumes all detention facility excavation material to be spread on-site, without haul off
- » Water main assumed to be 12 inch AWWA C-900 PVC pipe and 5 feet deep, installed at time of master grading
- » Sanitary sewer assumed to be 15 inch PVC SDR 26 and 15 feet deep, installed at time of master grading
- » Storm sewer/drains assumed to be 30-inch to 48-inch RCP interconnecting detention facilities and roads with 3 feet minimum cover, installed at time of master grading

*Line item costs include 20% contingency, 10% engineering and design fee, and 10% inspection fee



Site and Design Standards

Prior to a more in-depth exploration of Washington's branding and identity, the vision for the physical character of the city can be described as focused on detail, proportion, and quality, as well as being traditional and homegrown. To maintain this identity when new development or redevelopment opportunities arise, it is important to apply these characteristics to the new developments in some form. A set of pre-defined development standards or design guidelines are often a helpful tool for both the City's economic development team and the potential developer to understand the expectations of the community. This will allow them to deliver the desired development outcomes. The I-69 and US 50 Corridor Overlay Zone District standards are a great foundation for the vision for the physical development adjacent to the corridor. In addition to the specifics outlined in the Overlay Zone for the areas within 1,000 feet of the interstate and US 50 right-of-way, the following general guidelines are recommended to be applied to the entire study area.

- » The physical buildings and infrastructure are encouraged to use principles that support pedestrian connectivity and pedestrian scale, as well as proper pedestrian and urban proportions. A key design principal is to pay as much attention to the pedestrian and the cyclist as is paid to the car. So often these alternate modes of transportation are an afterthought, only considered after the vehicle's needs are met. A balanced approach to transportation adds to the quality of life and place that is created. The buildings are encouraged to be relatively close to the right-of-way and maintain a consistent frontage and building edge. This will ensure that, while each piece may be done independently or at different time, the thematic overall building form and massing desired by the community can be maintained. In pedestrian-oriented commercial areas, a continuous "street wall" of façades should be created. Easy access from parking areas to the shopping street, entrances, or plaza is encouraged.
- » Commercial, industrial, office, research, and technology uses are encouraged to be master planned in conjunction with adjacent similar uses to facilitate efficient circulation and shared parking. Where developments include several buildings, grouping of buildings to create outdoor spaces and plazas is encouraged. Open space should be located contiguous to open space on adjacent sites to maximize their combined visual effect. A straightforward and visually pleasant approach to building entrances is also encouraged. Residential uses are also encouraged to be master planned and developed in neighborhoods rather than individual, isolated units. Sensitivity to adjacent uses should be a high priority for all uses, and buffers and transition areas should be utilized to minimize the adverse affects of incompatible uses.
- » The streetscapes should also reflect quality and detail. The building edges and adjacent land uses will be a factor in designing streetscape elements. In general, the streetscape should consist of unified elements, including street lights, vehicular and pedestrian, street trees, shrubs, perennial plantings, sodded parkways, continuous sidewalks, pedestrian crossings, pavement markings, and bicycle facilities where appropriate.
- » High-quality building design and construction is desired on all elevations (360-degree architectural treatment), with the exception of predetermined areas that are internally visible. Architectural detailing should be focused on the building entry and on façades visible from any roadway. The scale, mass, color, and proportion of the building should reflect the character of the area in which it is located and should be compatible with adjoining developments. Multiple buildings in developments (including accessory buildings and detached outlot buildings in commercial centers, where permitted) must incorporate coordinated architectural styles, materials, forms, features, colors and applied elements to visually tie the



development together. Signage, fencing, walls, and other amenities (benches, lights) are encouraged to be integrated with building design and landscaping. All structures will be evaluated on the overall appearance of the project and should be based on the quality of its design and its relationship to the surrounding area.

Critical Path Strategies

The critical path strategies are the most essential strategies in achieving the vision and goals set forth by this plan. All of the strategies are important but the critical path strategies are actions that should be initiated and completed first. All of the strategies, including the critical path strategies, are listed in the next section in the Strategy Matrix. Some strategies are applicable city-wide while others are applicable to a particular department, area, or component of Washington.

Critical Path Strategy	Full Strategy Location (Page)
1. Develop funding solutions for infrastructure improvements.	50
2. Provide new infrastructure improvements to enhance the shovel-ready status of property in the study area (master road and utilities).	50
3. Complete further due diligence for targeted properties.	51
4. Extend overlay zone district to study area to apply same high level standards as the corridor.	60
5. Identify economic development tools, rules, and process for all and any tools.	52
6. Establish workforce development program.	54
7. Continue to explore a regional stormwater detention program.	55
8. Create a single point of contact for economic development efforts focused on Washington.	58
9. Implement fast-track approval (streamline) process for qualified projects.	58

Strategy Matrix

The strategy matrix outlines the specific strategies that will direct Washington's implementation of its vision. The matrix is organized by goal, as stated in the Strategic Plan Foundation section; goals are listed again below.

- » **Site Availability and Product Delivery:** Attract new, high-quality businesses as well as commercial and residential development opportunities to Washington
- » **Business Retention and Expansion:** Support and encourage the continued success and growth of the existing business base within the community
- » **Washington as a Community:** Assure the long-term vitality of downtown Washington, Washington neighborhoods, and other commercial and industrial centers that support the City
- » **Marketing and Communication:** Enhance economic development marketing and communication in Washington
- » **Governmental Processes and Policies:** Improve governmental processes to support successful economic development efforts that support residential and commercial needs and desires



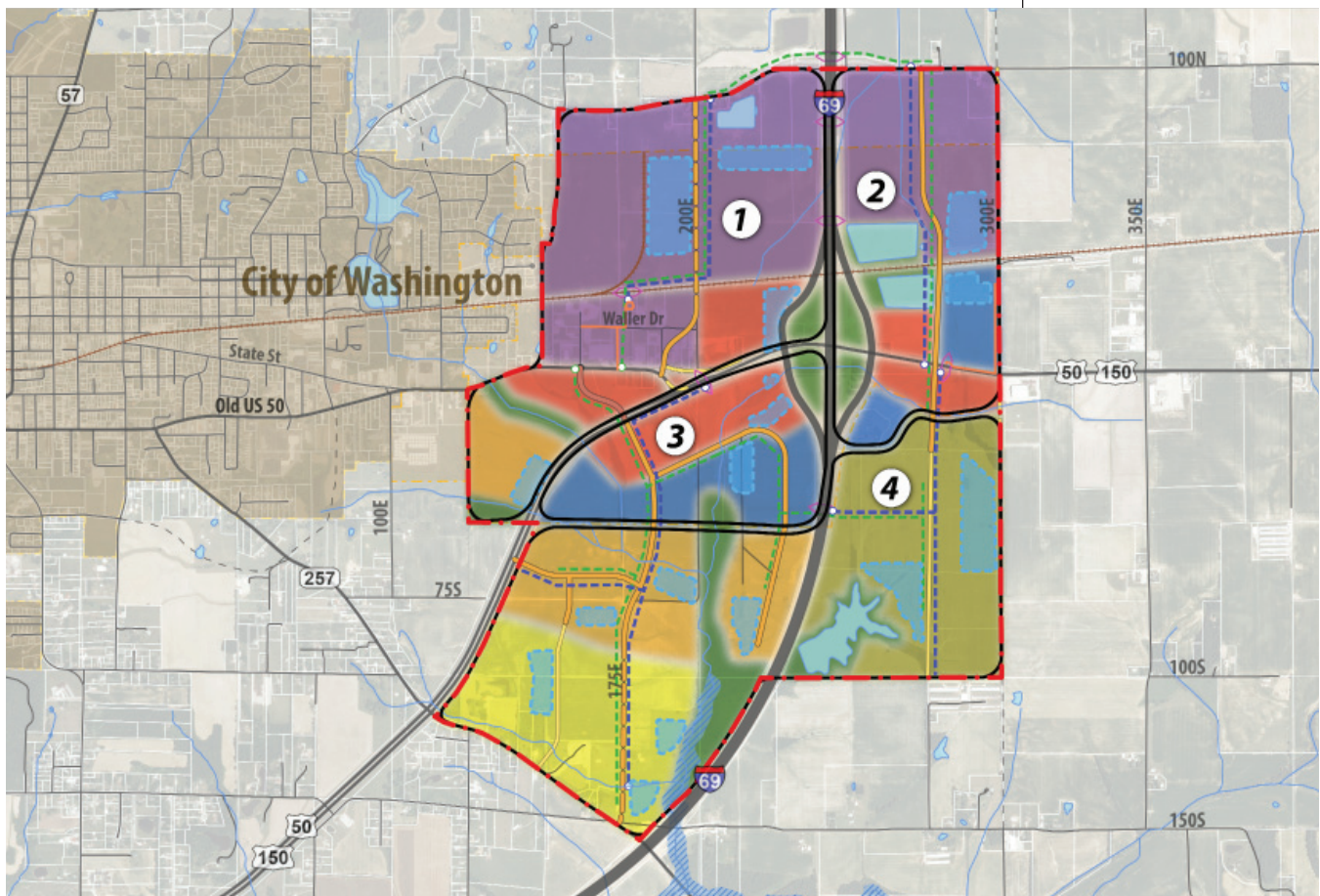
Under each goal are numerous strategies and additional action items (if applicable), which are listed as the following:

- » Each strategy lists priority, timeframe, primary responsible party, secondary responsible party, and outside resource
- » The priority is classified by primary or secondary. This priority is related to the urgency, not the ease or feasibility of the strategy
- » The timeframe is also listed as short-, medium-, or long-term. This designation identifies the potential ease and feasibility of completion
- » The primary responsible party identifies the leader for this strategy and the main person to be held accountable
- » The secondary responsible party identifies support for the leader and the team who will be working to complete the action item
- » The “outside resources” indicate the additional resources or professionals needed to conduct and complete each strategy

DEVELOPMENT AREAS



*Development Areas
Identifies four
focus areas for
development.*



DEVELOPMENT AREAS MAP



Site Availability and Product Delivery

STRATEGY	PRIORITY PRIMARY- SECONDARY	TIMEFRAME (SHORT- MEDIUM- LONG-TERM)	PRIMARY RESPONSIBLE PARTY	SECONDARY RESPONSIBLE PARTY	OUTSIDE RESOURCE
1. Create inventory of all currently available properties/buildings.	Primary	Short	Daviess County Economic Development Corporation	Daviess County Economic Development Corporation, Property Owners	Professional Consultant
<p><i>This inventory provides an accurate account of all properties and will be used for additional analysis and opportunity development.</i></p> <ul style="list-style-type: none"> a. Include basic due diligence (existing and planned utilities, zoning information, environmental information) b. Create contact information for each opportunity c. Include real estate information, including all pertinent specifications and prices for all available properties and buildings (include photos, maps, and aerials when appropriate) d. Make inventory and all information available through the Economic Development section of City and DCEDC website 					
2. Provide new infrastructure improvements to enhance the shovel-ready status of property in the study area (master road and utilities).	Primary	Medium	Engineering Department	City Council, Street Department, Sewer Department, Water Department	Professional Consultant
<p><i>The availability of roads and utilities are major contributors to the shovel-ready status of properties and an appealing attribute for potential development. Phasing of implementation and prioritization of projects is critical to ensure the most cost-effective strategy for opening up property for development.</i></p> <ul style="list-style-type: none"> a. Business 50 realignment (Gateway Drive) and roundabout b. Road network south of the US 50/US 150 and Business 50 (Gateway Drive) intersection and west of CR 200 E through southwest quadrant of study area c. Entry Drive and frontage road along US 50/US 150 and I-69 to provide access to most visible area in northwest quadrant d. CR 200 E from E. National Highway north through northwest quadrant of study area over railroad tracks e. CR 300 E from US 50/US 150 north through northeast quadrant of study area f. CR 300 E from US 50/US 150 south through southeast quadrant of study area g. North/South connection road through southeast quadrant of study area h. North/South connection road through northeast quadrant of study area i. Frontage Road (re)construction in northwest quadrant j. Utility extensions (water, sanitary, storm) and mass earthwork in the northwest quadrant of study area k. Utility extensions (water, sanitary, storm) and mass earthwork in the southwest quadrant of study area l. Utility extensions (water, sanitary, storm) and mass earthwork in southeast quadrant of study area m. Utility extensions (water, sanitary, storm) and mass earthwork in northeast quadrant of study area n. Explore broadband availability and connectivity <p><i>Tentative Priority Order: a, n, d, i, j, b, c, k, h, e, m, g, f, l</i></p>					
2a. Develop funding solutions for infrastructure improvements.	Primary	Medium	Landowners, Developers	Mayor, Daviess County Economic Development Corporation	Developers and Professional Consultants
<ul style="list-style-type: none"> a. Cooperate with economic development leaders, landowners, and developers to devise specific funding plans and strategies. 					



Site Availability and Product Delivery (cont.)

STRATEGY	PRIORITY PRIMARY- SECONDARY	TIMEFRAME (SHORT- MEDIUM- LONG-TERM)	PRIMARY RESPONSIBLE PARTY	SECONDARY RESPONSIBLE PARTY	OUTSIDE RESOURCE
3. Create new “inventory” or “product” to market.	Primary	Ongoing	Mayor, Daviess County Economic Development Corporation, Landowners	City Council, Engineering Department, Street Department, Sewer Department, Water Department	
<p><i>By having new “inventory” or “product” to market, there are targeted locations (sites and buildings) that can be a priority for marketing. This also continues to keep a variety of sites and buildings available for opportunities.</i></p> <ul style="list-style-type: none"> a. Create public-private development partnerships <ul style="list-style-type: none"> – Continue to meet with all major property owners of potential development properties – Enhance relationships with large tract owners and discuss areas where development partnerships are possible – Seek out specific opportunities for space development within the study area (both office and industrial) b. Work with property owners to facilitate the assembly of properties where appropriate <ul style="list-style-type: none"> – Develop creative ownership and control c. Prepare current industrial areas for expanded development and/or redevelopment possibilities <ul style="list-style-type: none"> – Investigate specific opportunities with area along Business 50 with existing businesses d. Create development standards to define the expectations for redevelopment opportunities 					
4. Complete further due diligence for targeted properties.	Primary	Short	Mayor	Daviess County Economic Development Corporation	Professional Consultant
<p><i>By further completing necessary environmental investigations, the properties become understood better for their opportunities and constraints.</i></p> <ul style="list-style-type: none"> a. Develop specific property cut sheets to outline specific property characteristics b. Delineate wetlands within the study area c. Compile ALTA surveys for individual parcels d. Develop master drainage plans for the study area 					
5. Create and promote a small-business toolkit.	Secondary	Medium	Chamber of Commerce	Daviess County Economic Development Corporation	
<p><i>A small business toolkit that is a one-stop-shop for questions and guidance regarding permitting, financial resources, and network opportunities will help business owners access and utilize the available resources.</i></p> <ul style="list-style-type: none"> a. Include resources for permitting processes, funding processes, networking opportunities, incentives available, etc. b. Distribute information through locations for printed material as well as digitally through economic development websites 					
6. Conduct a market study to identify the detailed sectors supported in the study area.	Primary	Short	Building Commissioner	City Council, Plan Commission	Professional Consultant
<p><i>A detailed market study will narrow in on business sectors for attraction and justify residential uses.</i></p> <ul style="list-style-type: none"> a. Engage brokers and local real estate professionals to understand vision of land use plan 					



Site Availability and Product Delivery (cont.)

STRATEGY	PRIORITY PRIMARY- SECONDARY	TIMEFRAME (SHORT- MEDIUM- LONG-TERM)	PRIMARY RESPONSIBLE PARTY	SECONDARY RESPONSIBLE PARTY	OUTSIDE RESOURCE
7. Analyze land uses proposed in the land use plan against current zoning and determine areas of conflict.	Primary	Short	Building Commissioner	City Council, Plan Commission	None
<p><i>The study area currently has zoning inconsistent with the desired uses within the study area. Without resolving the discrepancies, the zoning supports the development of undesired uses.</i></p> <ul style="list-style-type: none"> a. Strategically implement newly identified base zoning where appropriate and necessary b. Apply overlay zoning ordinance to ensure high quality developments 					
8. Identify economic development tools, rules, and process for all and any tools.	Primary	Short	Development Corporation	Radius, IEDC, City Council, Plan Commission	None
<p><i>Funding tools that the city and county are willing to use should be identified. Each tool should also define the rules and requirements for the use of each tool.</i></p> <ul style="list-style-type: none"> a. TIF, Tax Abatement, Local Financing, other creative funding programs available 					



Business Retention and Expansion					
STRATEGY	PRIORITY PRIMARY- SECONDARY	TIMEFRAME (SHORT- MEDIUM- LONG-TERM)	PRIMARY RESPONSIBLE PARTY	SECONDARY RESPONSIBLE PARTY	OUTSIDE RESOURCE
1. Develop and establish a business call program where the ten largest existing employers are personally visited annually.	Primary	Short	Mayor	Daviess County Economic Development Corporation, Chamber of Commerce	None
<p><i>The purpose of a business call program is to improve relationships between the City's leadership and company executives. The call program utilizes one-on-one visits to the largest employers of Washington, which provide an opportunity to identify issues, threats, and opportunities facing the businesses of Washington.</i></p> <ul style="list-style-type: none"> a. Prioritize business categories by size and impact to the community b. Use a combination of outreach efforts (as much personal contact as possible, especially top ten largest companies/employers) 					
2. Create a network of potential angel investors and venture capital investors.	Secondary	Medium	Mayor	Daviess County Economic Development Corporation, Chamber of Commerce	Professional Consultant
<p><i>The purpose of this network is to provide the access to potential resources and partners for general and entrepreneurial enterprises.</i></p>					
3. Develop local entrepreneurial network for small businesses.	Secondary	Medium	Chamber of Commerce	Daviess County Economic Development Corporation, Chamber of Commerce	
<p><i>Resources for local entrepreneurial development are important to encourage growth of new businesses within Washington.</i></p> <ul style="list-style-type: none"> a. Establish a business incubator somewhere within the study area to serve as a catalyst for business development b. Develop a mentoring/networking group to meet on regular basis 					
4. Implement biannual roundtable discussions for market sector groups.	Secondary	Medium	Chamber of Commerce	Daviess County Economic Development Corporation	
<p><i>Industry roundtables encourage a dialogue among industry leaders. This gives the industry leaders the chance to discuss issues and learn from others. These roundtables may be conducted in conjunction with local, regional, or state industry membership or certification organizations to maximize participation.</i></p>					
5. Institute an annual business survey.	Primary	Short	Chamber of Commerce	Daviess County Economic Development Corporation, Chamber of Commerce	
<p><i>In addition to the business call program, it is important to maintain open communications among all of the business community. Conducting a survey to collect data regarding issues, threats, opportunities, workforce needs, and any other concern is important to understanding the needs of the business community.</i></p>					
6. Support the annual business awards program to recognize excellence.	Primary	Short	Chamber of Commerce	Daviess County Economic Development Corporation, Chamber of Commerce	
<p><i>Award programs provide an opportunity to recognize excellence among local businesses. This also offers a major networking opportunity and demonstrates a commitment to high quality, world-class business.</i></p>					

**Business Retention and Expansion (cont.)**

STRATEGY	PRIORITY PRIMARY- SECONDARY	TIMEFRAME (SHORT-MEDIUM- LONG-TERM)	PRIMARY RESPONSIBLE PARTY	SECONDARY RESPONSIBLE PARTY	OUTSIDE RESOURCE
7. Develop business retention toolkit.	Primary	Short	Chamber of Commerce	Daviess County Economic Development Corporation, Chamber of Commerce	Building Commissioner
<p><i>Similar to the small business toolkit, a business retention toolkit is a one-stop shop for questions and guidance regarding permitting, financial resources, and network opportunities that will help current business owners access and use the available resources.</i></p> <ul style="list-style-type: none"> a. Permit information b. Entitlement processes and timelines c. Incentives available (local and otherwise) d. A guide for both existing and potential businesses 					
8. Establish workforce development program.	Primary	Short	Mayor	Daviess County Economic Development Corporation, Chamber of Commerce, Radius Indiana	Building Commissioner
<p><i>Work with primary and secondary schools to develop a local workforce that is focused on engineering, math and technology. Work with state and regional agencies to develop local education opportunities for adults. Work with other communities in the state to replicate programs for youth to begin tracks toward high-tech careers. (Columbus Indiana is an example.)</i></p>					



Washington as a Community					
STRATEGY	PRIORITY PRIMARY- SECONDARY	TIMEFRAME (SHORT- MEDIUM- LONG-TERM)	PRIMARY RESPONSIBLE PARTY	SECONDARY RESPONSIBLE PARTY	OUTSIDE RESOURCE
1. Develop a plan for gateways and signage (wayfinding) for Washington at specific locations.	Primary	Short	Mayor, Street Commissioner	Daviess County Economic Development Corporation, Chamber of Commerce	Professional Consultant, INDOT
<p><i>A master plan for gateways and signage would coordinate the efforts for the design of the entrances and notable locations. This plan should support and complement the Washington brand and message.</i></p> <p>a. Primary Areas: US 50/150 and I-69, US 50/150 and Business 50(Gateway Drive)</p> <p>b. Secondary Areas: US 50/150 and SR 57, SR 57 (northside), westside location</p>					
2. Create a public art initiative.	Primary	Short	Main Street Group	Merchants Association	Professional Consultant
<p><i>A public art initiative for key locations in the study area would set a standard for quality and exhibit a sense of community and investment in the area, all valuable assets to a new or existing business. The art initiative could also draw from local talent further exhibiting talent in the community.</i></p>					
3. Explore extending trail network according to the Washington Trail Master Plan within study area.	Primary	Short	Development Corporation	Parks Department, City Council	
<p><i>Pedestrian connections and improvements to the trail system are beneficial to the overall transportation plan and are an asset to businesses. The improvements identified in this area should be advanced as opportunities arise.</i></p> <p>a. Potential connections include connection to Eastside Park, connection to downtown, along thoroughfares</p>					
4. Create a green space overlay for creeks and floodplain.	Primary	Medium	Stormwater Department	Parks Department	Professional Consultant
<p><i>The creeks and floodplain in the study area are essential to water quality and are undevelopable. It is important to create a green space overlay to define the uses and the expectations of development within the green space. These natural areas are an asset in terms of scenic view, water quality, flood protection, biodiversity, and wildlife habitat.</i></p>					
5. Continue to market and promote previously established priority areas (industrial parks, commercial cores, downtown, etc.).	Primary	Short	Daviess County Economic Development Corporation	City Council, Plan Commission, Daviess County Economic Development Corporation	
<p><i>It is essential to increase the assets of the whole community and not allow one area to detract from another or to have businesses relocate from one area to another. The idea is to expand the whole, not the individual parts.</i></p> <p>a. Continue to work with Daviess County Economic Development Corporation (DCEDC) and Plan Commission to understand areas of significant employment and tax revenue</p> <p>b. Enhance downtown programming, such as improving main street organization, façade program, developing a micro-loan program, creating a strong retail mix, and enhancing communication among downtown merchants,</p>					
6. Continue to explore a regional stormwater detention program.	Primary	Short	Stormwater Department	City Council, Plan Commission, Engineering Department, Sewer Department	Professional Consultant
<p><i>A regional stormwater detention program offers flexibility in detention requirements and maximizes developable areas versus the on-site detention method. This method requires in-depth knowledge of regional hydrologic conditions.</i></p> <p>a. Explore the pros and cons regarding regional stormwater detention programs</p> <p>b. Explore the potential fee structures for this type of program</p> <p>c. Explore long-term environmental benefits and impacts</p> <p>d. Expand/implement current rate structure</p>					



Marketing and Communications

STRATEGY	PRIORITY PRIMARY- SECONDARY	TIMEFRAME (SHORT- MEDIUM- LONG-TERM)	PRIMARY RESPONSIBLE PARTY	SECONDARY RESPONSIBLE PARTY	OUTSIDE RESOURCE
1. Design/Define a brand for Washington.	Primary	Short	Mayor	City Council, Daviess County Economic Development Corporation, Chamber of Commerce, Merchants Association, Public	
<p><i>A brand/message for Washington is important to any marketing and outreach. The vision defined in this document is a start but is not the final brand. The final brand will be the foundation and official message used throughout Washington's communications and outreach.</i></p> <ul style="list-style-type: none"> a. Further develop, implement, and integrate the Washington brand ("Heart of Washington") b. Focus on the "Heart of Washington" as the differentiator 					
2. Develop a consolidated outreach and marketing program consistent with the brand.	Primary	Short	Mayor	City Council, Daviess County Economic Development Corporation, Chamber of Commerce, Merchants Association, Public	Professional Consultant
<p><i>A consistent outreach and marketing strategy is important to create a consistent message. Every mailer, announcement, status update, sign, and communication must reinforce the Washington brand, making it easy for the audience to understand the Washington message. By using a wide array of media, a larger amount of people can be reached.</i></p> <ul style="list-style-type: none"> a. Consolidate efforts of related agencies <ul style="list-style-type: none"> – Chamber of Commerce, Merchants Association, City, County b. Coordinate all marketing efforts and communication and outreach under a single message <ul style="list-style-type: none"> – Promote economic development website as the location for information in all marketing outreach – Clearly identify primary point of contact in all materials (printed or digital) c. Designate targeted audiences <ul style="list-style-type: none"> – Tier 1 - Local brokers, developers, local businesses – Tier 2 - Regional brokers, developers, local businesses – Tier 3 - State, national, and international targets d. Leverage existing assets within message <ul style="list-style-type: none"> – Washington's geographic location, airport, quality of life, schools, proximity to Crane, etc. e. Develop print materials for distribution <ul style="list-style-type: none"> – Develop a Washington fact book – Develop property cut sheets f. Continue to utilize broader collateral news coverage for free media <ul style="list-style-type: none"> – Publish good news on a regular basis, use both editorial opportunities and press releases with local media – Keep media apprised of all implementation activity of the planning effort g. Utilize social media in messaging (Facebook, Twitter, mobile apps, etc.) 					



Marketing and Communications (cont.)					
STRATEGY	PRIORITY PRIMARY- SECONDARY	TIMEFRAME (SHORT- MEDIUM- LONG-TERM)	PRIMARY RESPONSIBLE PARTY	SECONDARY RESPONSIBLE PARTY	OUTSIDE RESOURCE
3. Redesign Washington Economic Development website (not the Daviess Economic Development Corporation website).	Primary	Short	Mayor	City Council, Daviess County Economic Development Corporation, Chamber of Commerce, Merchants Association, Public	Professional Consultant
<p><i>The economic development website is most likely going to be the hub for all Washington Economic Development, and it must provide the necessary resources for current and potential members of the community. Your web presence is often your first point of contact with site selectors and potential new businesses and must clearly articulate the information that visitors to the site are seeking.</i></p> <ul style="list-style-type: none"> a. Keep the website current and up to date b. Increase visibility with prominent position on website c. Coordinate with county, regional, state economic development agencies, and utility organizations d. Make information readily available and easy to find including: <ul style="list-style-type: none"> – Due diligence data – Answers to potential questions (FAQ page) – Demographic data for current, past and projections – Workforce data, current and projections – Available properties information cut sheets 					
4. Enhance the use of digital/online communications, newsletter, etc., for dispersing important information.	Primary	Short	Mayor	City Council, Daviess County Economic Development Corporation, Chamber of Commerce, Merchants Association, Public	Professional Consultant
<p><i>Digital communications are likely the most common form of communication for Washington community members. This also allows someone to customize the amount of communications (hourly, daily, weekly, etc.).</i></p> <ul style="list-style-type: none"> a. Establish a current, up to date, calendar online as a comprehensive calendar of events b. Institute use of digital newsletter (and/or other social media) for daily, weekly, or monthly dispersal of important information. c. Use social media for information dispersal <ul style="list-style-type: none"> – Plan for a quarterly distribution – Allow individuals to sign up online to receive the distribution d. Communicate all press releases about economic development, breaking news, road closures, etc. 					
5. Remain active with Regional Planning Groups.	Secondary	Long	Mayor/Ron Arnold	City Council, Daviess County Economic Development Corporation	None
<ul style="list-style-type: none"> a. City should remain active in local/regional planning groups a. City should remain active in local/regional/state economic development groups b. City Council consider financial support of regional/local planning groups c. Evansville-Crane-I-69 Innovation Consortium, I-67 Planning Group, Radius Indiana d. City should remain active in coordination 					



Governmental Processes and Policies

STRATEGY	PRIORITY PRIMARY- SECONDARY	TIMEFRAME (SHORT- MEDIUM- LONG-TERM)	PRIMARY RESPONSIBLE PARTY	SECONDARY RESPONSIBLE PARTY	OUTSIDE RESOURCE
1. Create a single point of contact for economic development efforts focused on Washington.	Primary	Short	Mayor	City Council, Daviess County Economic Development Corporation, Building Commissioner	
<p><i>A single point of contact for economic development efforts offers an efficient, proactive, and accessible partner for community and economic development.</i></p> <p>a. Coordinate efforts with DCEDC as primary economic development partner and regional liaison</p>					
2. Adopt the Washington I-69/US 50 Land Use Plan into the Comprehensive Plan.	Primary	Short	Mayor	City Council, Plan Commission	
<p><i>It is important to adopt the Washington I-69/US 50 Land Use Plan into the Updated Comprehensive Plan to maximize the investment of the strategies into the operational planning of the community. This approval validates and accepts the plan into current and proactive planning and community development practices.</i></p> <p>a. Follow standard City processes and public hearing schedules for plan approval</p>					
3. Conduct an internal analysis and establish criteria and processes for incentive policies, tax abatement and the potential for a pre-approved abatement districts.	Primary	Short	Mayor	City Council, Plan Commission, Daviess County Economic Development Corporation	Professional Consultant
<p><i>It is important for Washington leadership to understand the criteria regarding incentives, abatement, and applicability. Understanding these criteria needs to be established prior to the marketing or communication of such incentives.</i></p> <p>a. Establish internal criteria and guidelines for the review of incentives:</p> <ul style="list-style-type: none"> – Applicable to new businesses – Applicable to existing businesses – Applicable to downtown businesses 					
4. Implement fast-track approval (streamline) process for qualified projects.	Primary	Short	Mayor	City Council, Plan Commission	
<p><i>It is important for Washington leadership to know how and when to use a streamlined process in case the opportunity presents itself. While fast tracking may not be suitable for all projects, a streamlined approach will be valuable for all projects and parties involved.</i></p> <p>a. Review current process to identify areas of improvement in the speed of review</p> <p>b. Coordinate pre-application meetings to address potential issues prior to filing</p> <p>c. Develop an internal review committee of appropriate staff and Council members to review time-sensitive projects</p>					



Governmental Processes and Policies (cont.)

STRATEGY	PRIORITY PRIMARY- SECONDARY	TIMEFRAME (SHORT- MEDIUM- LONG-TERM)	PRIMARY RESPONSIBLE PARTY	SECONDARY RESPONSIBLE PARTY	OUTSIDE RESOURCE
5. Enhance policies and practices that encourage the PUD process.	Primary	Short	Mayor	City Council, Plan Commission	
<p><i>PUDs are a common approach to development that allows the community to exercise greater flexibility in securing the types of development projects desired by the community. It is important to develop policies and practices that encourage this approach to remain competitive as well as ensuring the highest levels of development quality and creativity.</i></p> <ul style="list-style-type: none"> a. Encourage flexibility and design creativity regarding standards b. Maintain consistency with underlying plan as appropriate c. Focus on the goal of great development throughout the community and apply that goal to all development review 					
6. Compare content and format of current zoning ordinance to support economic development standards of the I-69/US 50 Land Use Plan.	Primary	Short	Mayor	City Council, Plan Commission	Professional Consultant
<p><i>Zoning regulations that are supportive of the planned land uses will offer maximum benefit over the long term.</i></p>					
7. Make modifications to current zoning ordinance format, where appropriate, based on the review of Strategy 6 above.	Secondary	Medium	Mayor	City Council, Plan Commission	Professional Consultant
<p><i>A format for zoning regulations using form-based code is used by many communities to effectively managing the type and quality of development. This may be a suitable option for Washington.</i></p>					
8. Monitor implementation of development to ensure consistency of zoning and building codes.	Secondary	Medium	Building Commission	City Council	
<p><i>Without consistent, current enforcement of zoning and building codes, the effectiveness is reduced and the Washington brand is compromised.</i></p> <ul style="list-style-type: none"> a. Ensure a staff focus on code review and enforcement b. Schedule regular inspections for all sections of City to ensure a consistent implementation of policies 					
9. Develop a schedule to evaluate the TIF district for potential expansion and/or contraction of current boundary.	Secondary	Short	Daviess County Economic Development Corporation, Mayor	City Council, Plan Commission, Daviess County Economic Development Corporation	
<p><i>It is important to maximize the effectiveness of the TIF district. There may be areas adjacent to the current TIF boundaries that would positively contribute to the TIF while others have a less positive impact. It is also important to remember this is a long-term strategy, so the benefits should be seen over the long term, not just the immediate future.</i></p>					



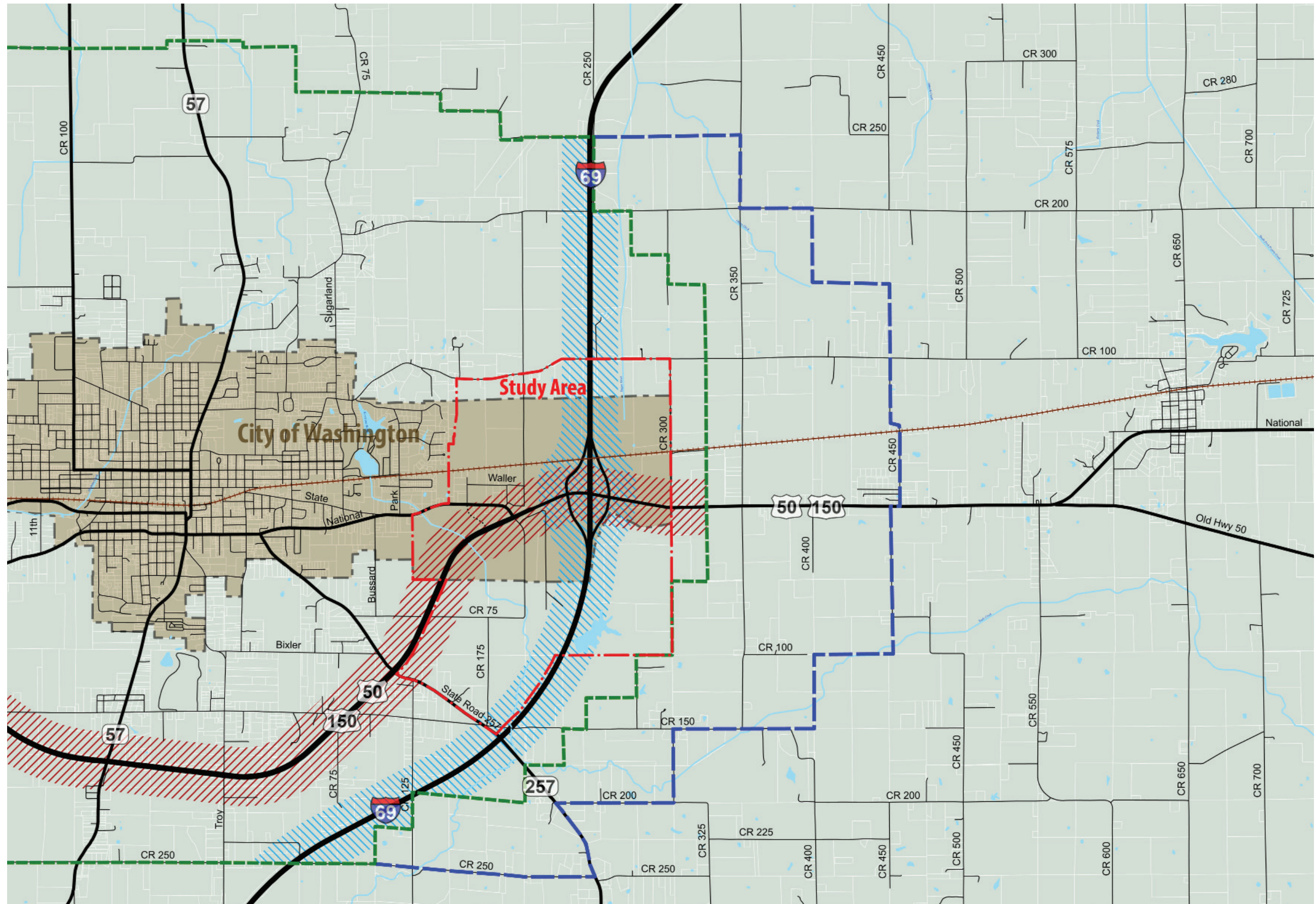
Governmental Processes and Policies (cont.)

STRATEGY	PRIORITY PRIMARY- SECONDARY	TIMEFRAME (SHORT- MEDIUM- LONG-TERM)	PRIMARY RESPONSIBLE PARTY	SECONDARY RESPONSIBLE PARTY	OUTSIDE RESOURCE
10. Extend overlay zone district to study area to apply same high level standards as the corridor.	Secondary	Short	Daviess County Economic Development Corporation, Mayor	City Council, Plan Commission, Daviess County Economic Development Corporation	

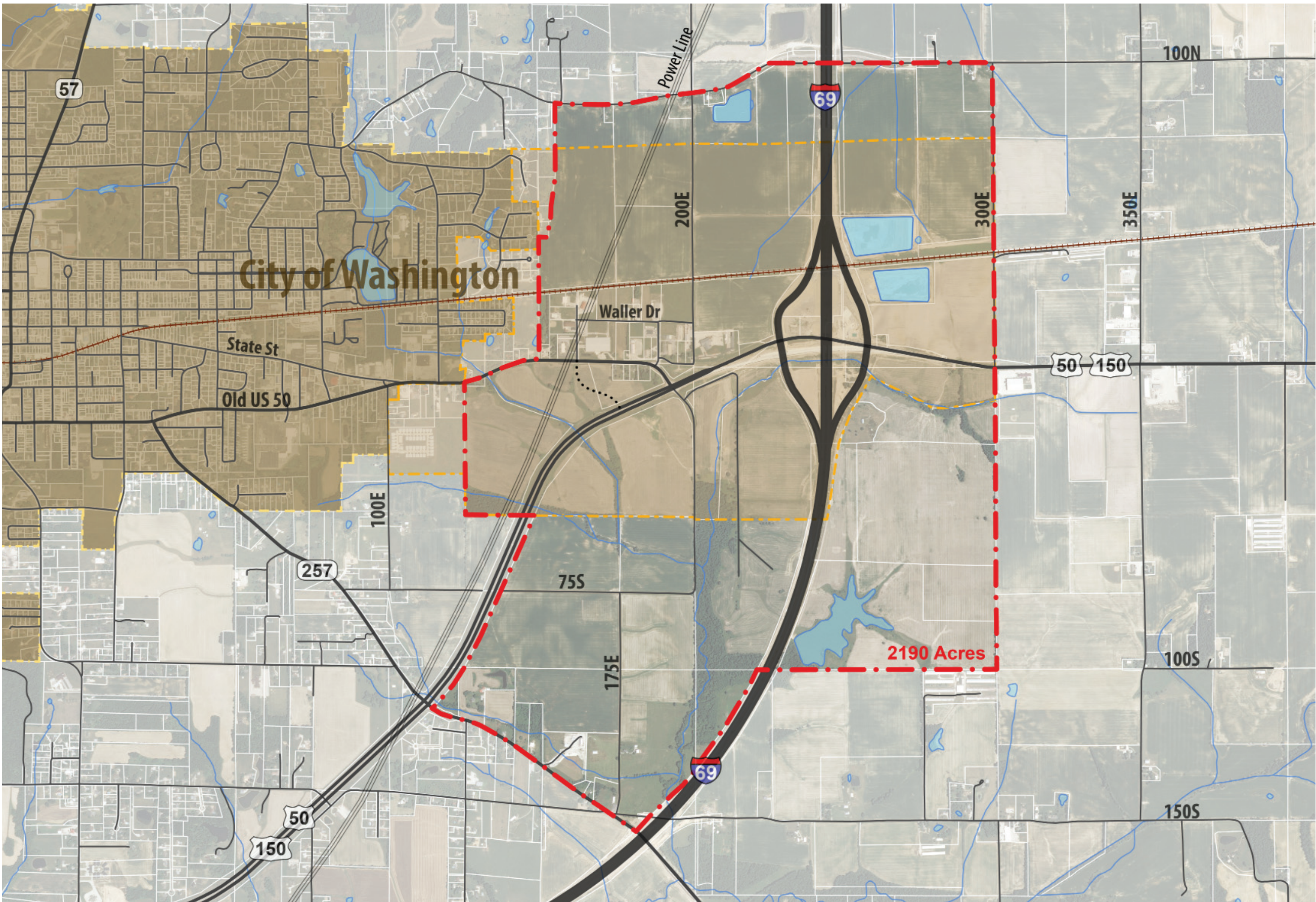
Much of the study area and developable area around the interchange is visible from the interstate and US 50 but is outside of the enforcement of the I-69 Corridor Overlay District. To ensure consistency in site and design standards, the entire study area would benefit from comprehensive overlay district guidelines.

APPENDIX

CONTEXT MAP

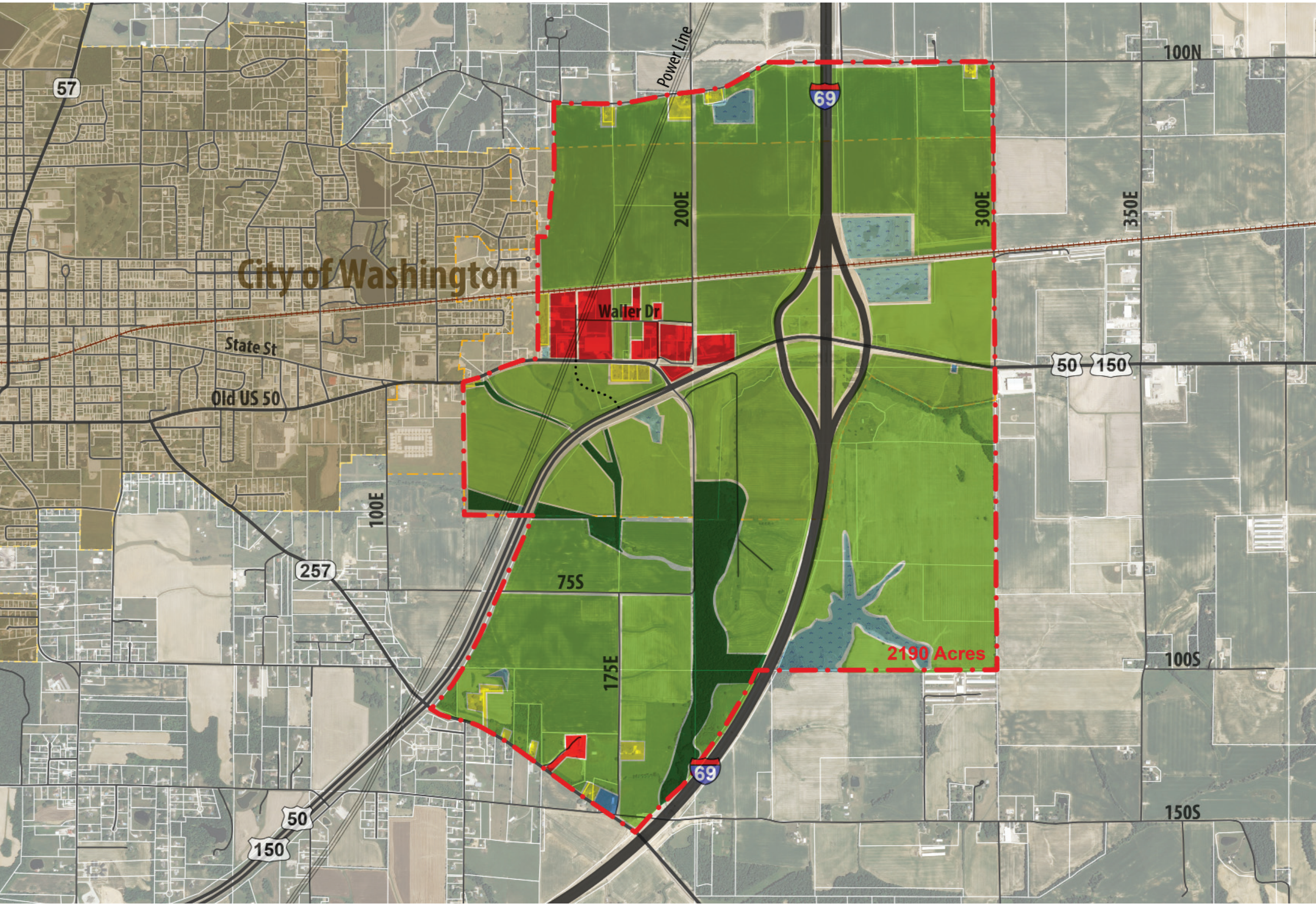


STUDY AREA MAP



- Washington Boundary
- Washington Annex
- Roads
- Railroad
- Open Drainage
- Drainage Basin
- Parcels
- Old US 50 Gateway Dr[†]
- Study Area

[†] 2014 INDOT Project

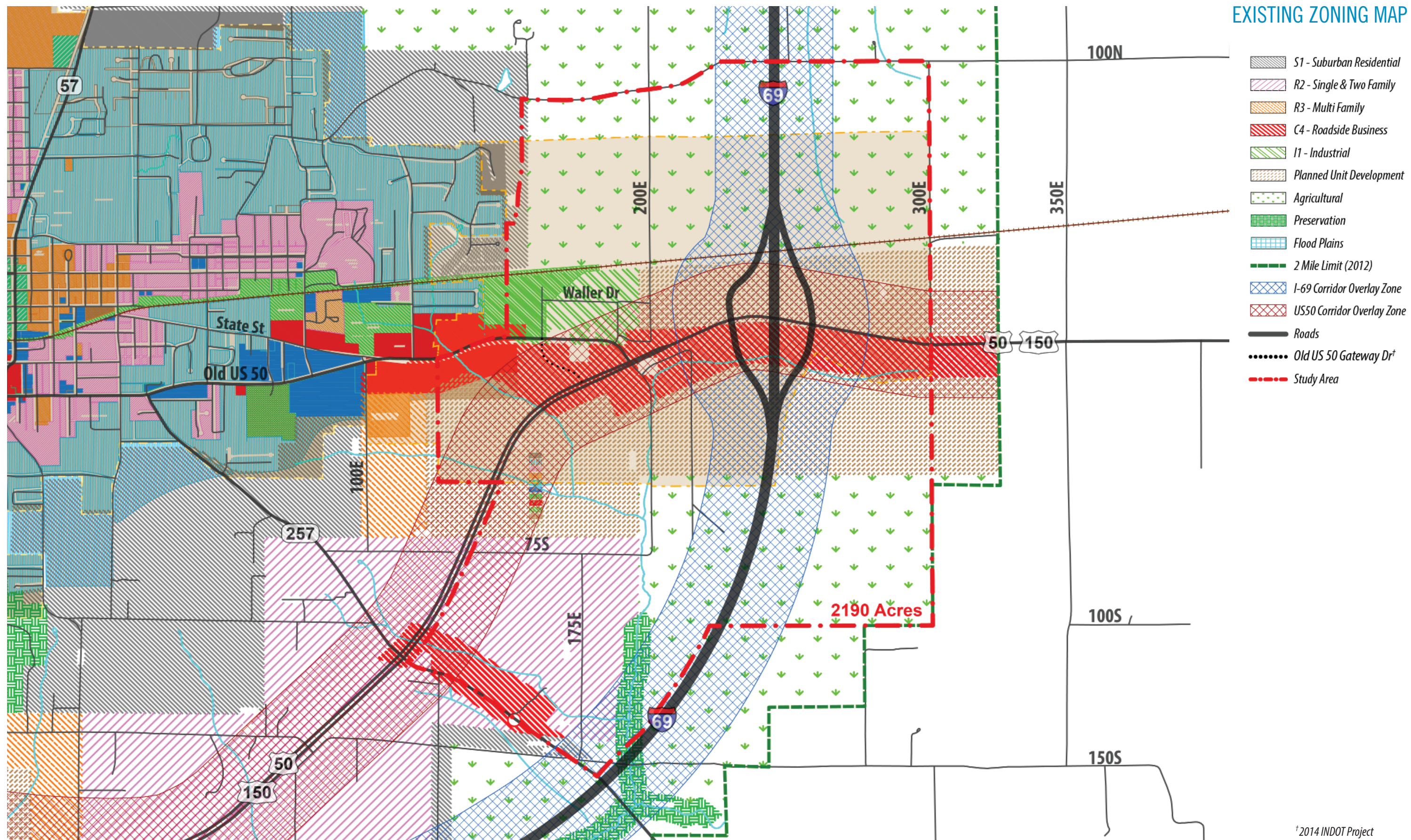


EXISTING LAND USE
MAP

-  Residential
-  Industrial / Commercial
-  Institutional
-  Agriculture
-  Natural Area
-  Drainage / Wetland
-  Roads
-  Old US 50 Gateway Dr[†]
-  Study Area

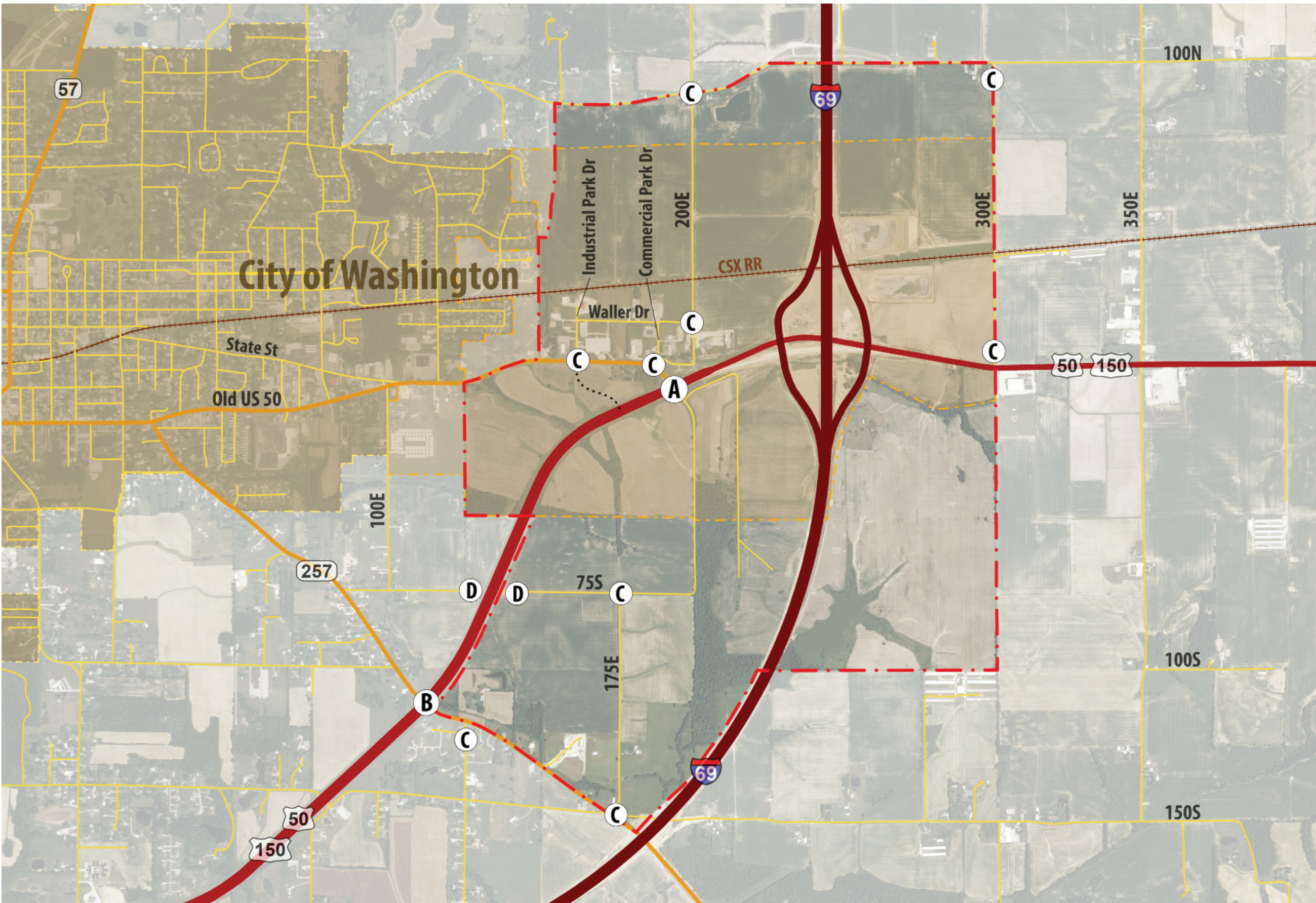
[†] 2014 INDOT Project

EXISTING ZONING MAP



† 2014 INDOT Project

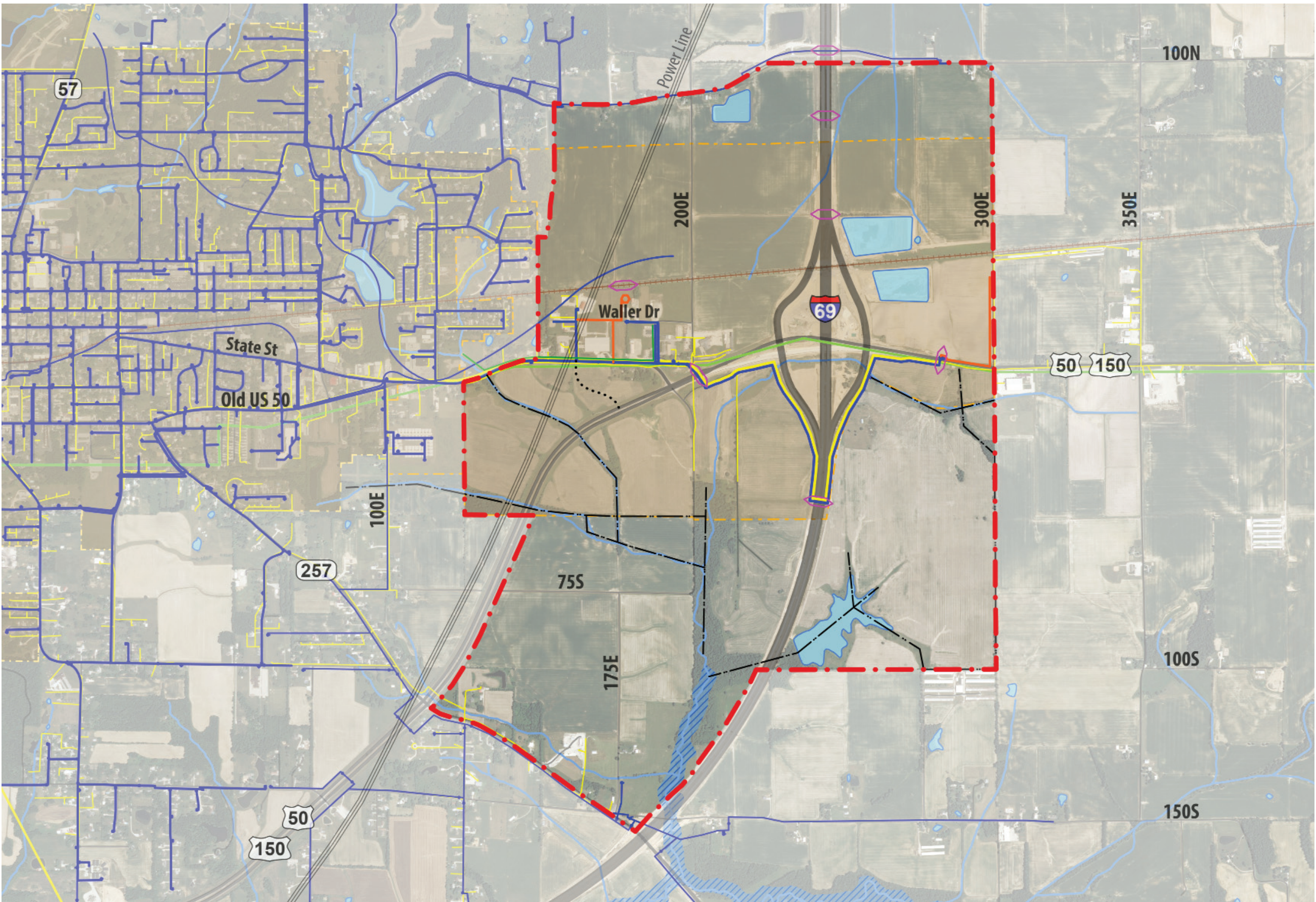
EXISTING
TRANSPORTATION
NETWORK MAP



- (A) Flashing Lights
 - (B) Traffic Signal
 - (C) Stop Signs
 - (D) Dead End
-
- Interstate
 - Highway
 - Arterial
 - Local / Collector
 - Railroad
 - Old US 50 Gateway Dr[†]
 - Study Area

[†] 2014 INDOT Project

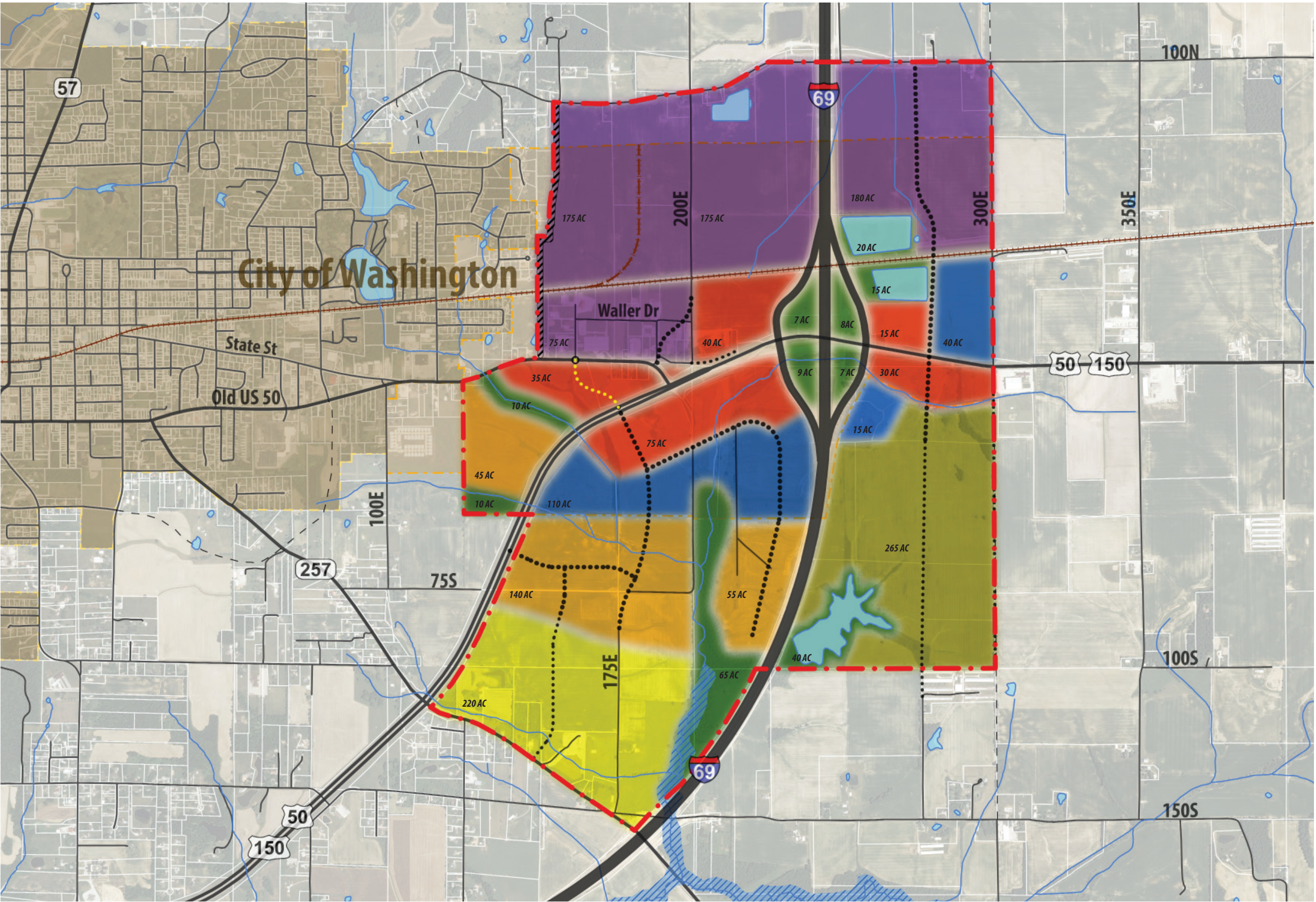
EXISTING
INFRASTRUCTURE MAP



- Existing Water Mains
- Existing Sanitary
- Existing Drainage
- Electric
- Natural Gas Pipe
- Open Drainage
- Drainage Basin
- Flood Zone
- Water Mains*
- Water Storage Tank*
- Steel Casing
- Old US 50 Gateway Dr†
- Study Area

*Currently under construction
†2014 INDOT Project

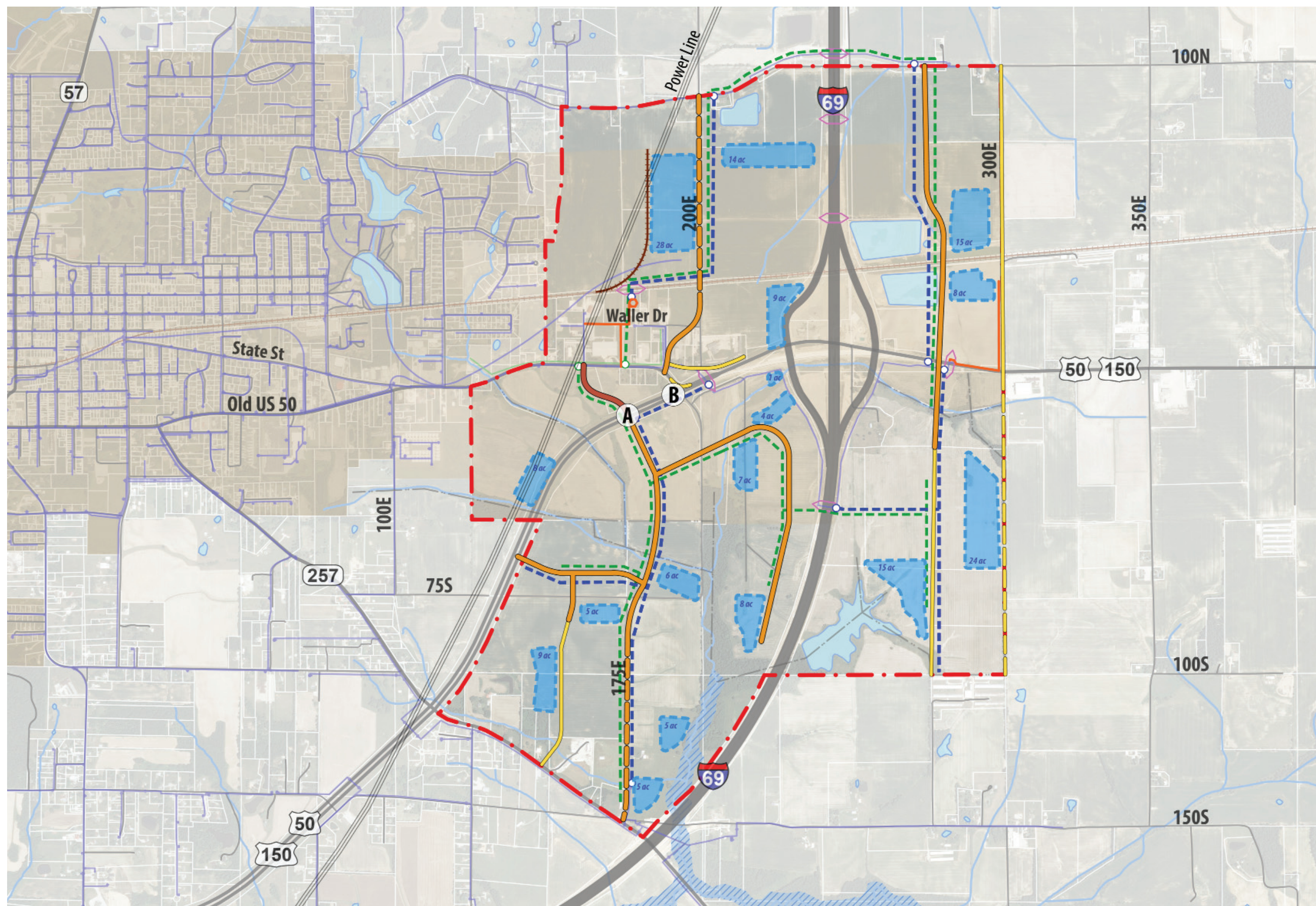
FUTURE LAND USE
MAP






















- Single Family
- Multi-Family
- Commercial
- Office
- Industrial
- Conservation
- Future Development
- Buffer Zone
- Proposed Roads 3 Lane
- Proposed Roads 2 Lane
- Proposed Rail Spur
- Open Drainage
- Drainage Basin
- Flood Zone
- Old US 50 Gateway Dr[†]
- Study Area

[†] 2014 INDOT Project

PROPOSED INFRASTRUCTURE MAP



-  Proposed 2 Lane Road
-  Road Improvements
-  Proposed 3 Lane Road
-  Road Improvements
-  4 Lane Gateway Drive†
-  Proposed Rail Spur
-  Sanitary Main/Connection
-  Water Main/Connection
-  Water Storage Tank*
-  Water Mains*
-  Proposed Detention
-  Existing Water Mains
-  Steel Casing
-  Drainage Basin
-  Open Drainage
-  Flood Zone
-  Study Area
-  Relocated Traffic Signal
-  Right-in from Westbound Only - No access from South

*Currently under construction

† 2014 INDOT Project

DEVELOPMENT AREAS
MAP

Development Areas

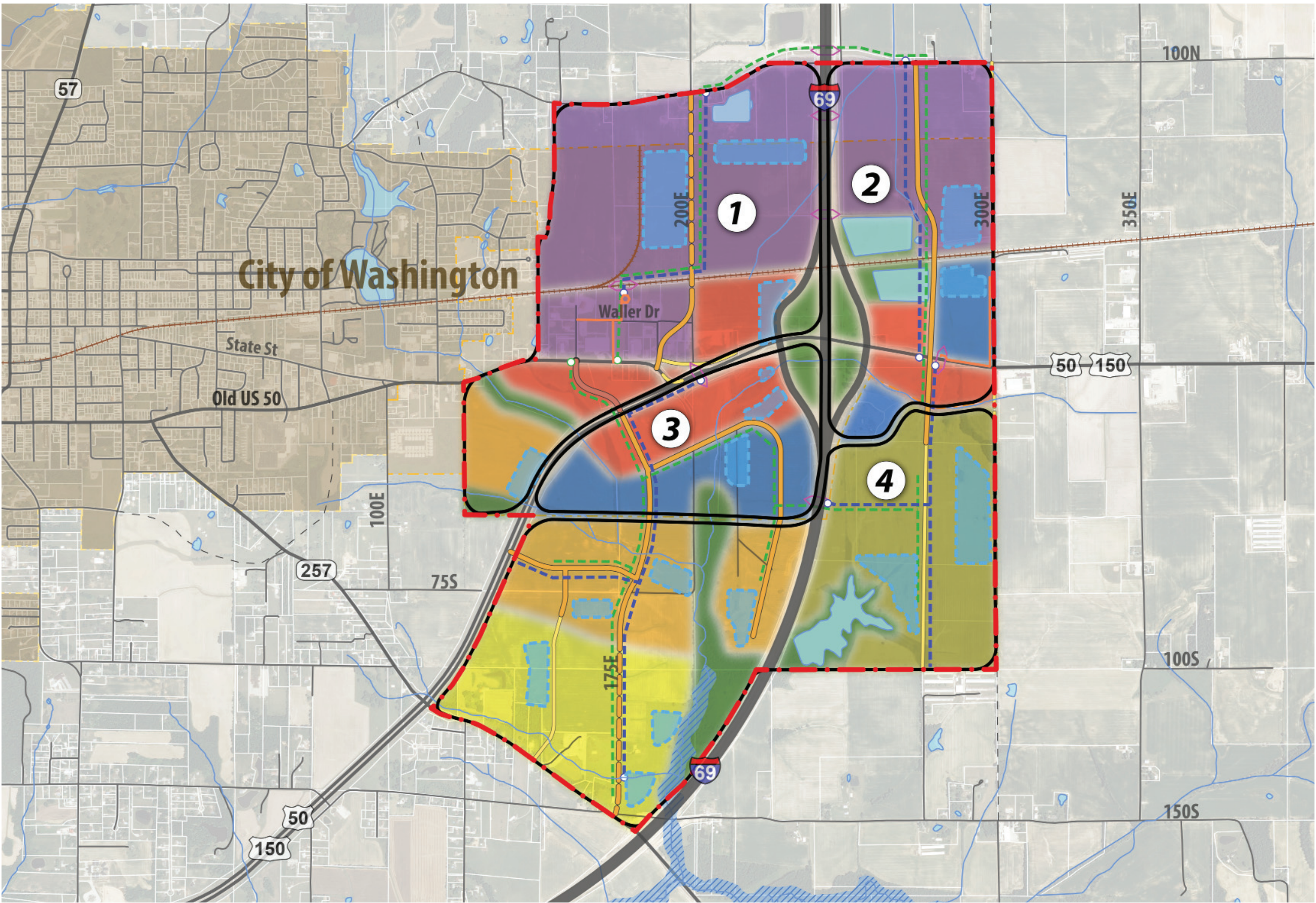
FUTURE LAND USE

- Single Family
- Multi-Family
- Commercial
- Office
- Industrial
- Conservation
- Future Development

PROPOSED
INFRASTRUCTURE

- Proposed 2 Lane Road
- Road Improvements
- Proposed 3 Lane Road
- Road Improvements
- 4 Lane Gateway Drive†
- Proposed Rail Spur
- Sanitary Main/Connection
- Water Main/Connection
- Water Storage Tank*
- Water Mains*
- Proposed Detention
- Existing Water Mains
- Steel Casing
- Drainage Basin
- Open Drainage
- Flood Zone
- Study Area

*Currently under construction
† 2014 INDOT Project





City of Washington

1-69 / US 50 Interchange Land Use Plan - DRAFT

Public Meeting Attendance

November 21, 2013

Name	Association	Email	Phone/Fax	Address
Roger Hellingman	Planning Board			
ERIC BASSON	B.P.W.S. CITY COUNCIL			
David H. ...	CITY			
TOY			
Mike Singleton	Wash. ... City Council			
Douglas ...	WAMU Radio Chairman Board			
Andrew ...	2000 ...			
Gary ...	CITY			
Steve Belcher				



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*Email addresses, phone numbers and addresses have been blocked out for privacy.

**City of Washington****1-69 / US 50 Interchange Land Use Plan - DRAFT****Public Meeting Attendance**

November 21, 2013

Name	Association	Email	Phone/Fax	Address
Blake Chambers	city Council			
	Pan Con W			
Ralph Bragg	City Board			
William Hunsley	Planning Commission			
Terry Winters	Borough Board			
DAN GRESS	PLAN COMM			
Donnie Gress	Don Gress Construction			
DAVE CLARKE				
David Dahl				
Clinton Stenel	Res			
MICHAEL F BOLLAN	RES			
Rex Fleetwood	city of Waverly			

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City of Washington

1-69 / US 50 Interchange Land Use Plan - DRAFT

Public Meeting Attendance

November 21, 2013

Name	Association	Email	Phone/Fax	Address
*David Miller	JAWG Investments			10701 21st Ave NW
Ron Roe	Res			
ROY L WACHTER	RESIDENT			
Norton Brown	C-T			
Mark Clarke				



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