Jennings County Redevelopment Commission

Analysis & Recommendations Report

Prepared by:

THE WHEATLEY GROUP

ECONOMIC DEVELOPMENT STRATEGY SPECIALISTS

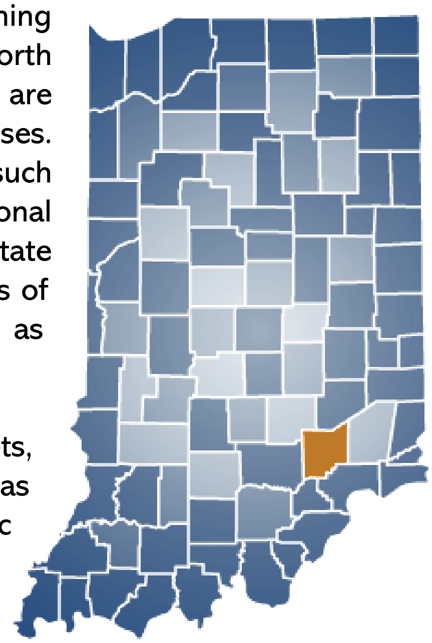
December 2023

Contents

Introduction

Stretching outward over 370 square miles across its northeastern and southwestern corner, Jennings County represents small-town charm with access to nearby big city amenities that is emblematic of south central Indiana. Served by several major thoroughfares – including US Route 50, State Road 3, and State Road 7 – Jennings County is within a short drive (less than 90 minutes) to the urban centers of Indianapolis, Indiana, Cincinnati, Ohio, and Louisville, Kentucky.

Jennings County has only two incorporated communities – Vernon and North Vernon. Although a small town, Vernon acts as the county seat serving as the County's primary government and judicial center. North Vernon is the only incorporated city in Jennings County and boasts a larger population with the County's primary business, industry, and commercial centers.



Jennings County is home to the Muscatatuck Urban Training Center, a 1,000-acre training facility located just outside North Vernon at which various training exercises and scenarios are conducted for homeland security and other similar purposes. Jennings County is also rich in parks and protected areas – such as Big Oaks National Wildlife Refuge, Muscatatuck National Wildlife Refuge, Muscatatuck County Park, and Selmier State Forest. These natural assets contribute to the attractiveness of Jennings County's quality of life value proposition, as well as supporting recreational tourism activities within the region.

To take advantage of the aforementioned community assets, the Jennings County Redevelopment Commission (JCRDC) was established. The appointed body exists to support economic development and redevelopment in the community, setting conditions for growth with tools and programs to be deployed within certain areas of need.

In pursuit of its growth goals, the JCRDC has retained New Albany, Indiana-based economic development and redevelopment consultants, The Wheatley Group, LLC (TWG), to provide a report to refocus Commission efforts in preparation for various opportunities at targeted commercial development areas around the US-50 bypass. The purpose of this report is twofold – to educate and to encourage action. Education is done through the analysis of available data on the community, the Commission, and the development opportunity. It is furthered through the identification of tools and case studies. Collectively, this data informs a set of actionable recommendations that are scalable to support and encourage activity within the opportunity area. Ideally, these recommendations will help achieve economic development goals and lead to further study and planning. Over time, these efforts will develop critical order of magnitude building blocks that establish ideal conditions for community development and investment.

Report Development Process

The report development process took place over a 6-month period beginning in earnest in May 2023 and concluding in December 2023. Following initial engagement between TWG and the JCRDC, a kickoff meeting was held to discuss preliminary data, review the proposed project scope, and confirm the assignment deliverables. Based on the discussion and feedback gleaned during this public kickoff meeting, it was determined TWG would provide a deliverable with an enhanced scope and approach than what was previously considered during the initial proposal. Rather than focusing squarely on development analysis for the opportunity area, this new approach to the deliverable would include the following standalone sections:

- **Baseline Assessment** includes an in-depth demographics review, a general overview of redevelopment and TIF, and a review of JCRDC revenues, obligations, and plans.
- **Redevelopment Tools & Resources** includes a summary overview of incentives and programs utilized to promote economic development and redevelopment growth. This includes examining some nuance into the use of the tools, as well as comparative case studies.
- **Development Analysis** specifically considers the early approaches to marketing and developing portions of the US-50/SR-7 intersection. This includes analyzing the target markets, site massing, and revenue generation potential of core frontage parcels.
- Finally, "**Next Steps" Recommendations** build upon the three previous sections and identify early pathways to prepare the JCRDC for engaging in redevelopment opportunities.

Through this process, TWG has spent time collecting data from standard state and national repositories and the DLGF, as well as locally provided information for County departments. In addition, TWG has employed market-based information from ESRI, and utilized subject-matter software and internal models to provide development capacity and revenue generation estimates. The resulting series of recommendations are project and policy oriented with the intent to guide JCRDC and its project partners.

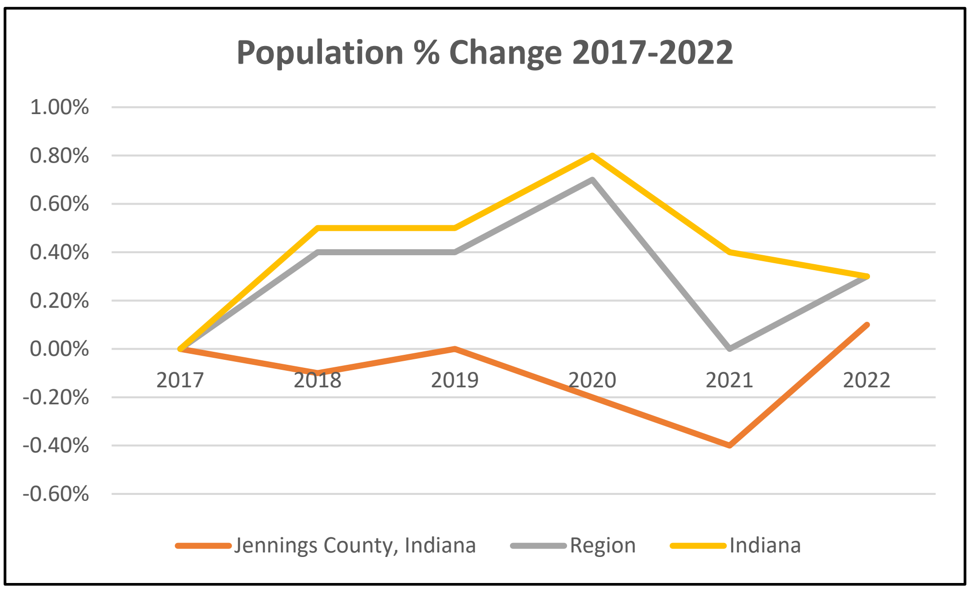
Baseline Assessment

Demographics

The following information has been compiled to present a baseline understanding of the demographics of Jennings County. Like statistics on the back of a baseball card, this information provides a vital understanding of the outsider's perspective of Jennings County's assets and position within south central Indiana.

Population Growth

Based on Census estimates, the 2022 population in Jennings County was 27,536 residents. This figure represents a slight decrease of approximately 150 residents since 2017. Whereas the region has historically mimicked the state's overall growth pattern, Jennings County has often experienced the inverse. Notably, Jennings County's population growth has shown a rebound, with the largest percentage change (increase) occurring between 2021 and 2022.



Source: U.S. Census Bureau, 2023

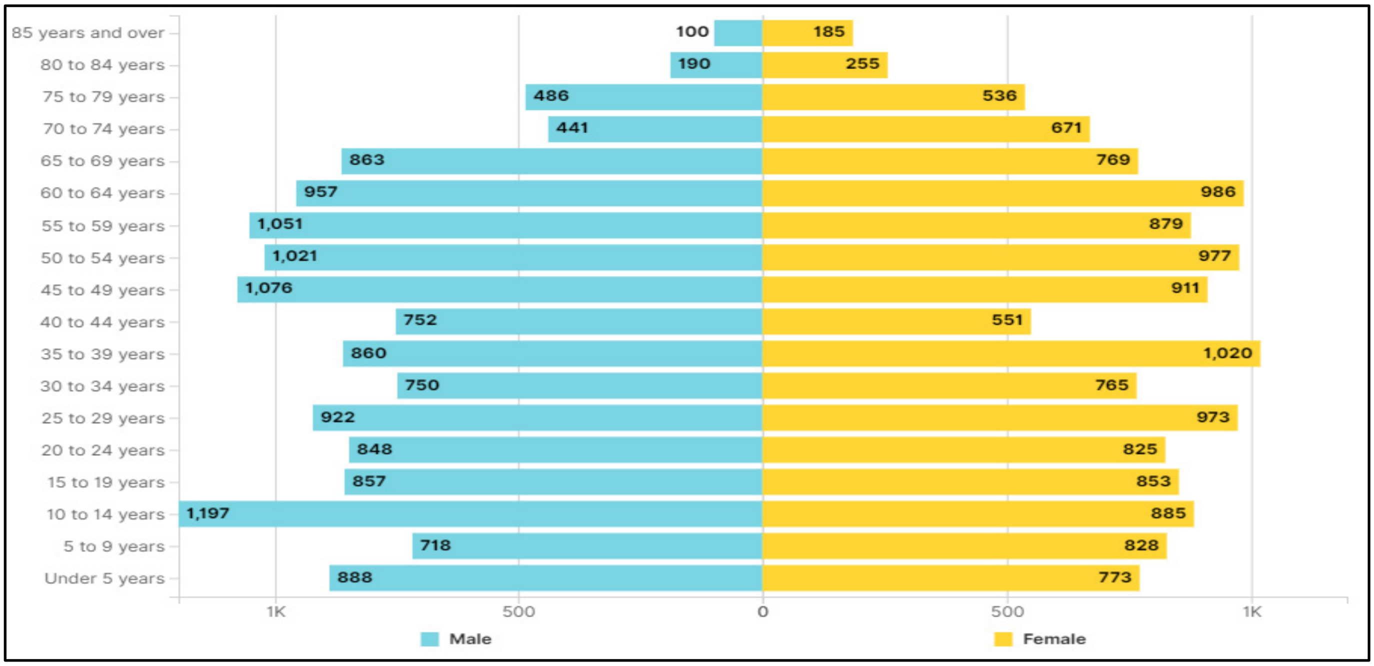
Population Pyramid

Population pyramids are useful graphics because they break down the proportion of males and females in a community, but more important it highlights the distribution of population across various age groups. From an age distribution perspective, an inverted population pyramid points to a demographic imbalance where older populations dominate and suggest higher potential for overall population decline. A more balanced pyramid would reflect a healthier middle population that is capable of sustaining growth and supporting business and industry. A pyramid that slants younger can be a signal of trending long term growth, identifying a community that is viable for families. Understanding the population distribution can be a worthwhile indicator of market potential and economic outlook.

While not a complete inverse pyramid, it should be noted Jennings County is relatively top heavy toward the older ages (above 45 years old) while showing some weakness is those middle pyramid ages (between ages 30 – 44 years old). This suggests some potential for population decline, and potentially some overall difficulty to replace the incomes that exist at the upper portion of the pyramid. Additional investigation is encouraged into the stability of the middle pyramid age group. In light of this information, overall economic and community development strategies should promote education, quality of place, and primary employment opportunities that can retain existing populations and attract younger residents and new incomes.

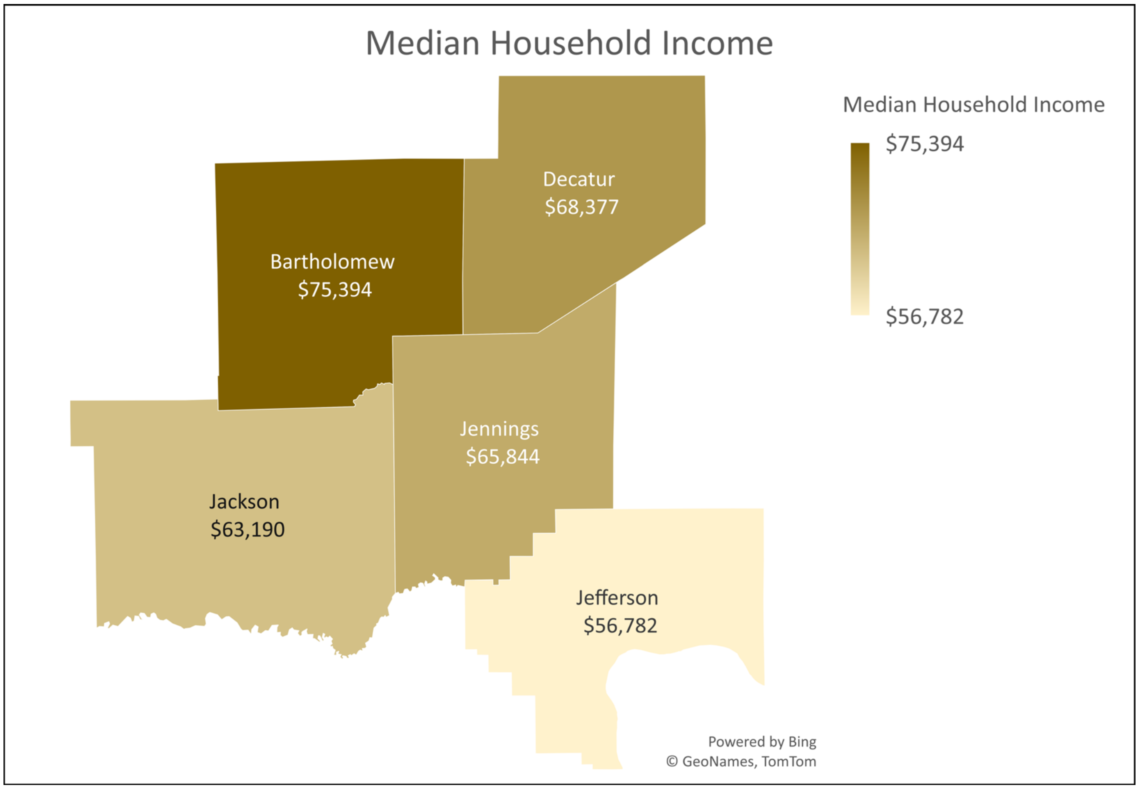
2021 Population Pyramid
JENNINGS COUNTY, INDIANA

Source: U.S. Census Bureau, 2023



Household Income

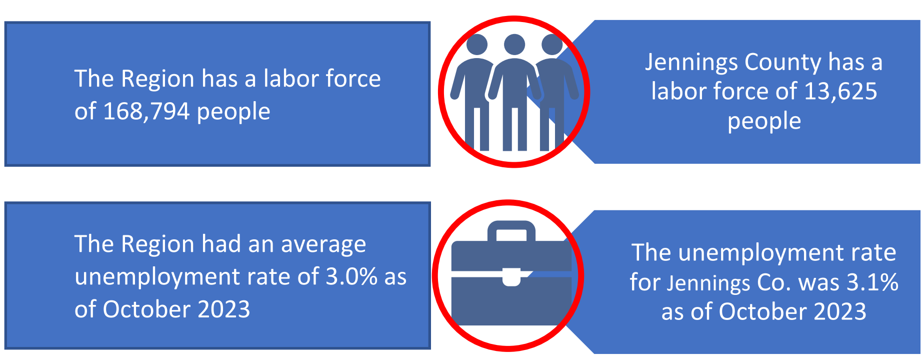
As highlighted in the exhibit further below, Jennings County boasts a competitive median household income when compared to its regional counterparts. In excess of $65,000, this is a regional strength and speaks to both the employee skill levels and access to quality employment opportunities within the region. Jennings County itself has a concentration of high-paying industrial-sector jobs that complement large primary employment sectors. Furthermore, median family income for Jennings County is up from $61,610 reported in 2020. In a time where labor is more mobile than ever, this high average household income is important from a talent attraction and retention perspective. And like most of south central Indiana, the dollar can go a little further in Jennings County. Affordable quality of life coupled with sustainable employment opportunities can encourage investment in housing growth and density levels that often beget new commercial growth.



Source: U.S. Census Bureau, 2023

Labor Force

Jennings County has a labor force of over 13,000 people. With Jennings County's unemployment rate at 3.1% (October 2023), attracting and growing businesses becomes challenging – a condition that is presently experienced at a state and national level. Supporting the addition of single and multifamily offerings, coupled with quality of place initiatives, could effectuate the availability of a larger labor pool. Jennings County should consider support of residential growth efforts as they arise.



Source: Indiana Department of Workforce Development, Labor Market Review, October 2023

Commuting Patterns

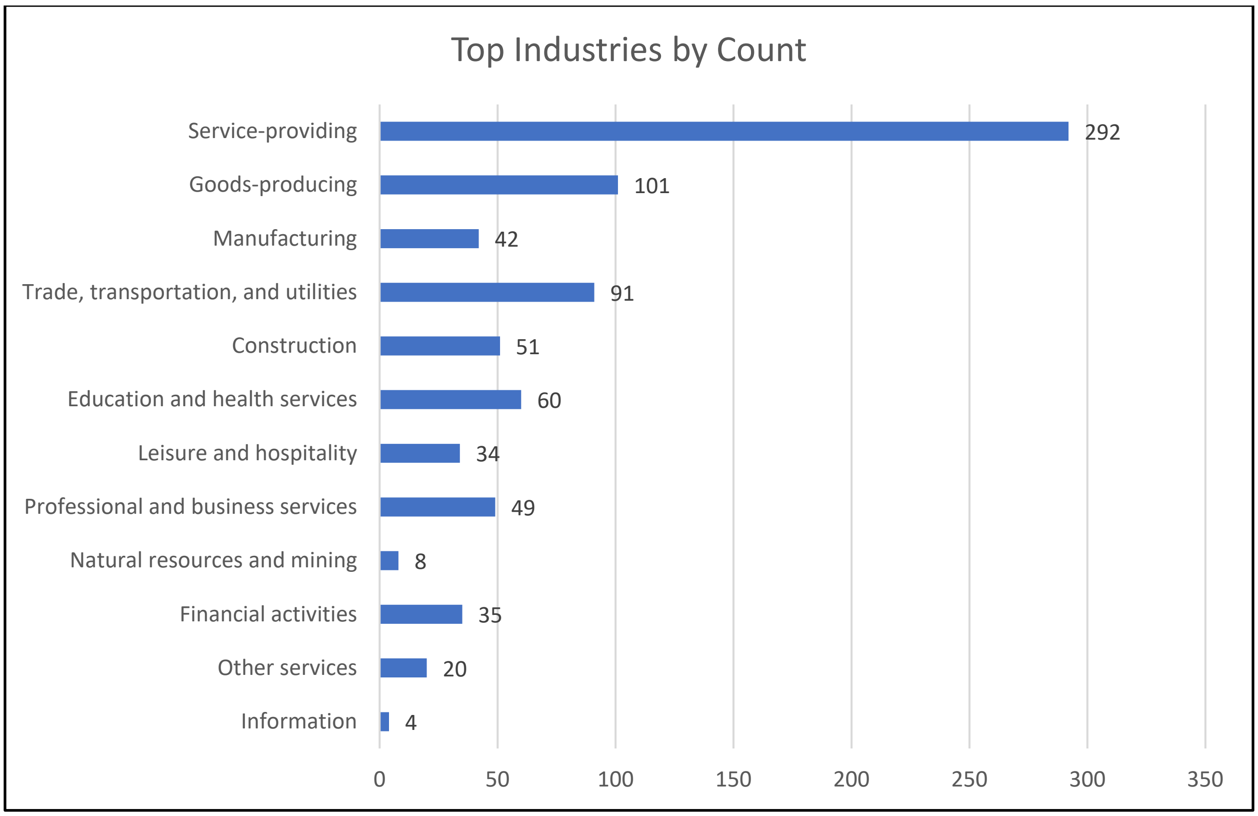
Jennings County enjoys a strong labor force retention rate with a significant majority of its labor force staying within the County for primary work opportunities. In fact, approximately 73% of workers both live and work in Jennings County, whereas 27% of the labor force lives in Jennings County and chooses to work in another county or state. Of those choosing to travel outside the County for work, the most popular destinations are as follows:

- Bartholomew County – 12.2%
- Jackson County – 8.4%
- Jefferson County – 1.4%
- Decatur County – 1.1%
- Marion County – 0.9%

Source: Indiana Department of Workforce Development

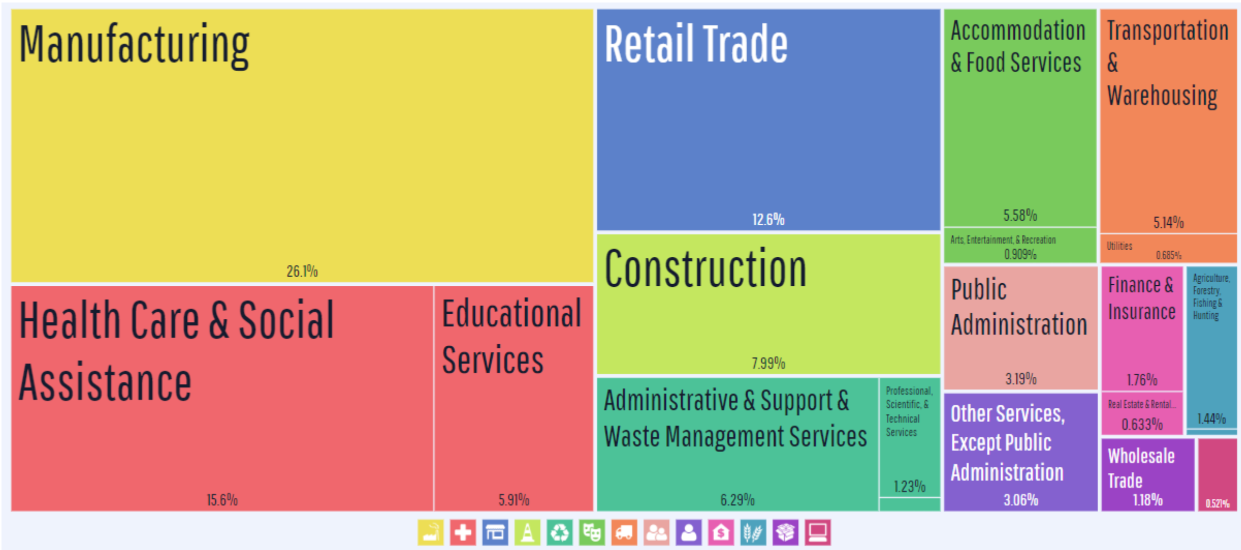
Industry Composition

When considering Jennings County's industries, it should be noted service-providing companies reign supreme in total number of establishments. When considering this data, it should be balanced against employment composition, and how that compares to national averages.



Source: Indiana Department of Workforce Development

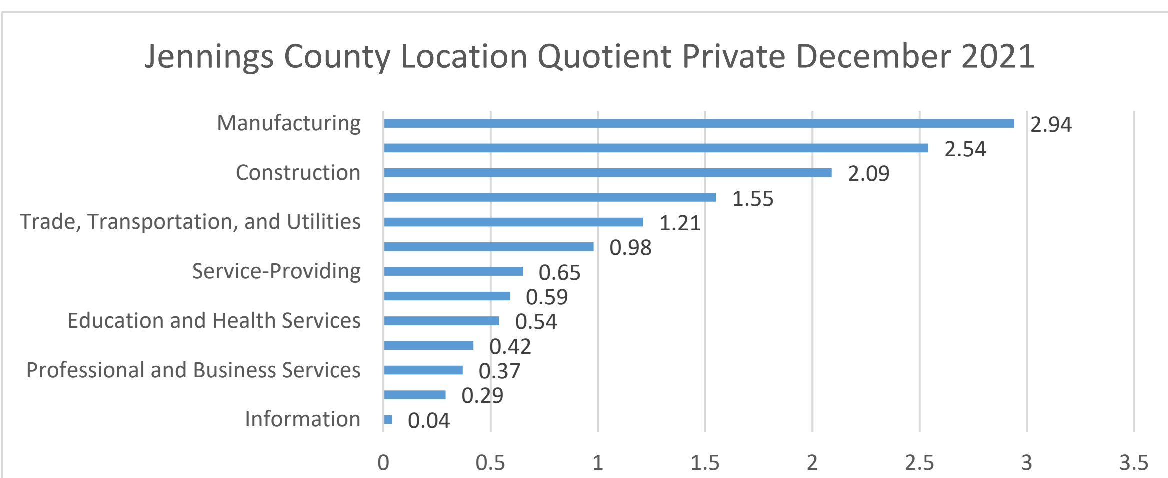
Employment Composition



Source: Data USA – Jennings County

Location quotients (LQs) are used to compare the concentration of employment of an industry sector within a specific geographic area to the concentration of that industry sector nationwide. An LQ of 1 means the industry has the same share of its area employment as it does in the United States. An LQ greater than 1 indicates an industry with a greater share of the local area employment than the nation. The opposite is true for a LQ below 1. Jennings County has five (5) industries with an LQ above 1: **Manufacturing**; **Goods-Producing**; **Construction**; **Natural Resources & Mining**; **Trade, Transportation, and Utilities**.

This data highlights the importance industrial employment plays in the overall Jennings County economy, particularly from the perspective of where disposable incomes are generated. Retention of industries with this level of employment concentration becomes

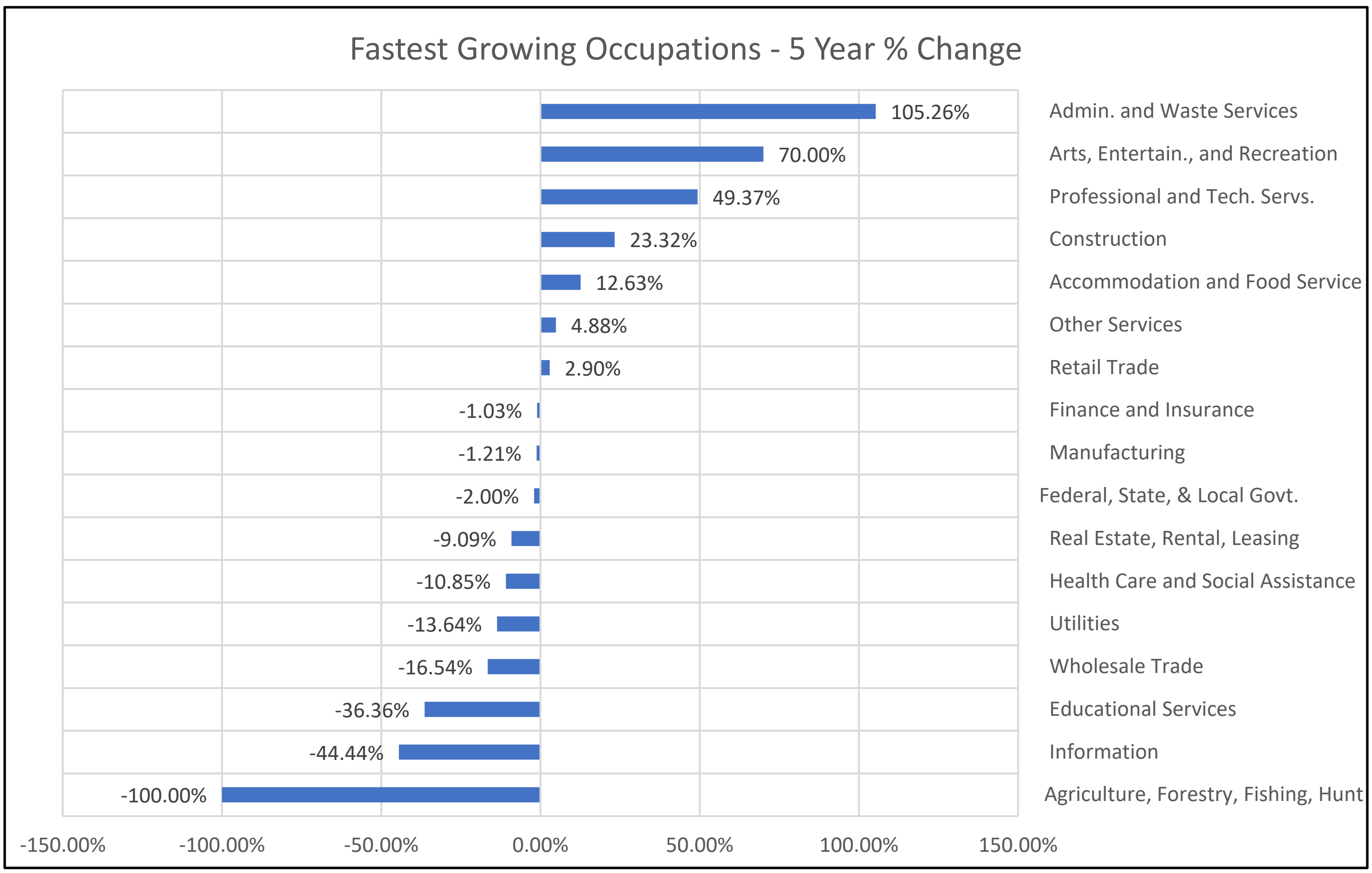


Source: U.S. Bureau of Labor Statistics

imperative. Continuing investments are encouraged in workforce training to keep the employment within this sector on the leading edge.

Identifying growing occupations can indicate potential opportunities for growth and expansion. It can also be a sign of overall industry health, wealth, and trending. Growing industries can allude to the overall growth of a community. When reviewing growth sectors, it is critical to understand modest gains within a category of historically weak employment can lead to exacerbated conclusions. As such, these growth sectors should command greater study and scrutiny.

Nonetheless, Jennings County continues to show positive growth in primary job sectors like: **Administrative and Waste Services**; **Art, Entertainment, and Recreation**; and **Professional and Technical Services**. These jobs are accompanied by traditional skilled and white-collar jobs. The diversity of growth across semi-skilled and skilled employment opportunities is also encouraging.



Source: Indiana Department of Workforce Development

Redevelopment Overview

The purpose of this section is to provide a brief overview of the roles and responsibilities of the Redevelopment Commission in the State of Indiana. This includes identifying common redevelopment projects and initiatives, while also providing a cursory review, for reference, of basic TIF concepts and TIF mechanics.

Generally, a community's redevelopment commission is tasked with the following general directives:

- **Investigate, survey, and study areas that need redevelopment**
- **Study and combat the factors causing an area to need redevelopment**
- **Select and acquire areas needing redevelopment**

The redevelopment commission's actions to tackle these directives are guided by the commission's economic development plan. This plan accompanies the establishment documents for each TIF District that the respective commission oversees. The economic development plan describes the goals, initiatives, and projects for the TIF District.

The economic development plan generally starts as a broad and intentionally vague document, but it should be regularly revisited and amended by the commission as activities become more specific in pursuit of redevelopment goals. Although it is a small, appointed body, redevelopment commissions have the ability to further a variety of community and economic development projects and should be viewed as a primary partner for growth within the community it serves.

Common redevelopment activities include a litany of tasks associated with, but not limited to, the bulleted list below. When pursuing these tasks, associated activities should be within, benefit, or serve the specific TIF District. Common activities include:

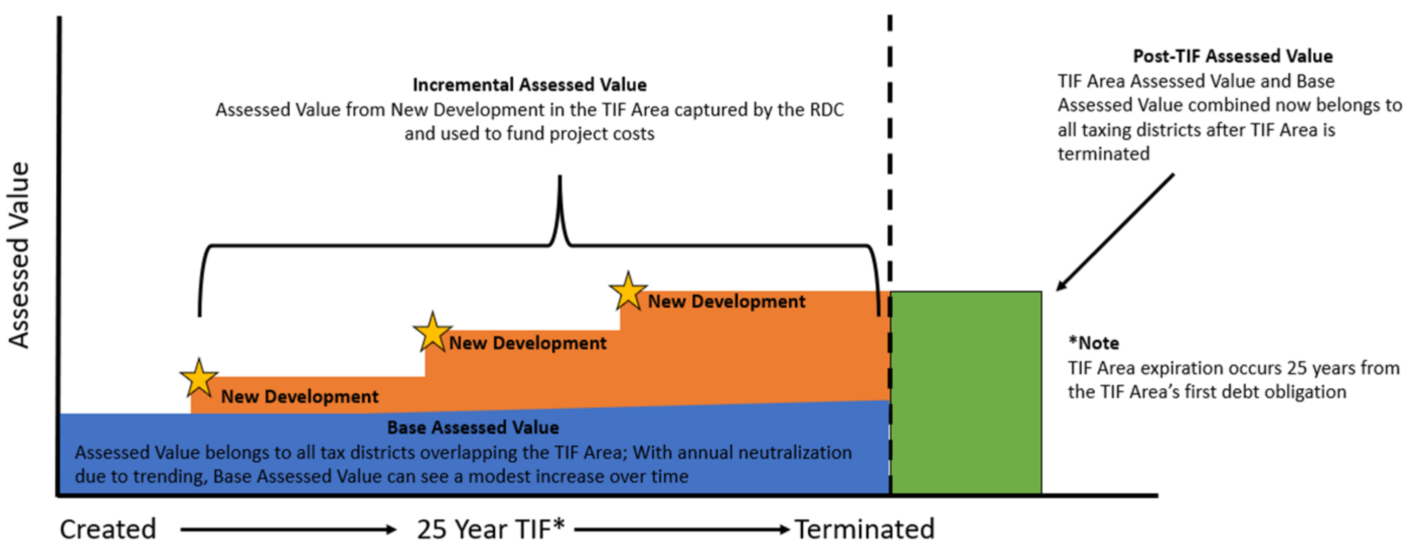
- **Rehabilitation, improvement, and extension of utilities**
- **Constructing public improvements. This can include parks, parking facilities, roadways, sidewalks, and trails.**
- **Acquisition and disposition of property (including land and buildings) needed for redevelopment or economic development purposes. Indiana code provides clear guidance on how these activities are to be performed.**
- **Constructing public facilities including police stations, fire stations, and other municipal buildings**
- **With certain limitations, provide development incentives to support private capital investment. These strategies will be covered in more detail within this document.**
- **With certain limitations, partnering with local school corporations on eligible projects, programs, and expenses. Indiana code provides clearer definitions on this approach, as well as annual funding constraints.**

- **Paying other expenses (like professional services) incurred by the redevelopment commission for local public improvements that are within, or serve, the allocation area. This can include consultants, financial advisors, attorneys, architects, and engineers.**
- **Reimbursing the "unit" for expenditures made by it for local public improvements. Notably, if other funds are used to advance a redevelopment project, the commission can reimburse these funds with TIF revenue as it is generated and available.**

A redevelopment commission primarily uses TIF revenue as its primary funding source for capital improvement projects. TIF revenue is generated by the increase in assessed value within an identified allocation area (TIF district). When a TIF district is established, the redevelopment commission specifically identifies the property parcels it wishes to include for potential incremental revenue capture. Ideally these are sites identified for redevelopment, targeted for future growth, and are in alignment with the comprehensive plan and land use strategy.

Upon confirmation of the TIF district, a “Base Assessed Value” will be established equal to the assessed value of the parcels within the district as of January 1st of the establishment year. As annual assessments occur, new incremental assessed value (above and beyond the base) is captured on parcels within the district. This incremental assessed value is multiplied by the tax rate and delivered to the redevelopment commission as revenue twice a year – typically in June and December. A TIF district generally has a 25-year lifespan from the date of its first obligation.

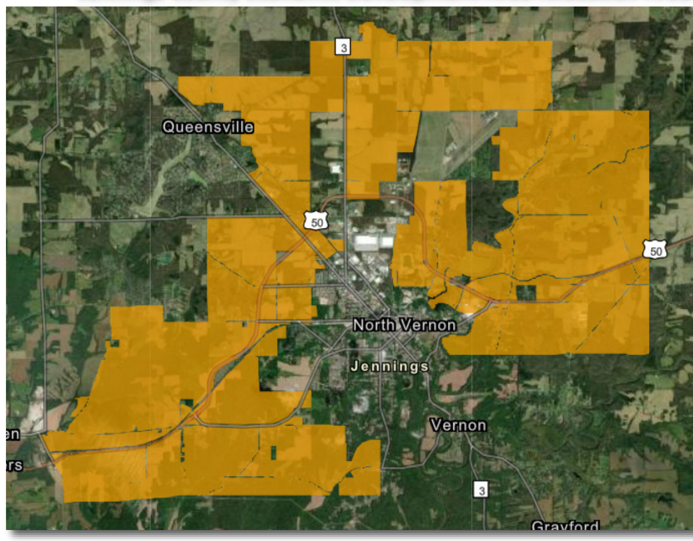
The exhibit below provides a general graphical representation of how TIF revenue is captured from new developments over the district’s full lifespan.

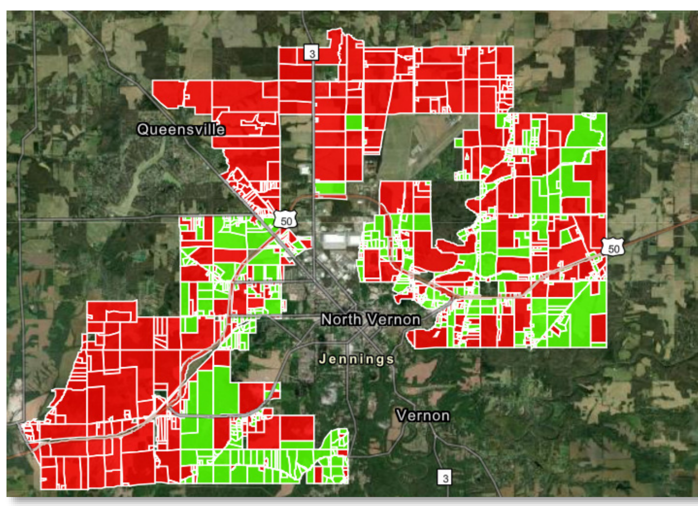


JCRDC Overview

The Jennings County Redevelopment Commission oversees a single large, diversified economic development area (TIF District). This TIF District encompasses approximately 1,000 separate parcels of land (963 for property tax Pay Year 2024). The TIF District generally surrounds the northern, eastern, and western corporate boundaries of the City of North Vernon, including parcels adjacent to major County thoroughfares – notably the US-50 bypass areas and northern SR-3.

Jennings County Economic Development Area Allocation Area





Jennings County Economic Development Area Allocation Area by revenue generation. Within this exhibit, the GREEN parcels are identified as "contributing" incremental assessed value and the RED parcels are considered "non-contributing" and provide $0 in annual incremental assessed value to the TIF District.

The TIF District was established in 2013 by the JCRDC. The parcels comprising the district are largely agricultural, residential, or exempt. It is noted the district has been previously reduced from the 2013 establishment to eliminate some of the "non-producing" parcels from the overall economic development area. This is noteworthy, as TIF revenue is not generated by residential property in commercial TIF Districts, exempt property will not generate new assessed value, and agricultural property is largely limited and impacted by overall land values. The second exhibit appearing on this page highlights the revenue generation within the TIF District on a parcel-by-parcel basis. Further analysis of the incremental revenue generation reveals that approximately 79% of the incremental assessed value within the TIF District is generated by just seven (7) distinct parcels. These seven parcels are the only parcels that generate at least $100,000 in incremental assessed value on their own. This counters the diversified nature of the TIF, as the contributing parcels are few by comparison. Approximately 13% of parcels within the TIF District generate positive revenue, and approximately half of the assessed value comes from two taxpayers – Rose Acre Farms and Casey's General Store. This lack of assessed value depth can present some risk in debt capacity, and it would ultimately impact strategic decisions by the JCRDC in its approach to supporting redevelopment. To maintain revenue, it is important to monitor activities of the largest revenue generating parcels. Changes to property and physical structures could lead to a more dramatic shift in available revenue.

Debt and Revenue

The JCRDC has encumbered a single debt obligation, issued in 2013. The final payment on this note is slated for July 2038. Without further amendment of the TIF District, the area as it stands today would expire in 2038 aligning with the amortization schedule (highlighted in the exhibit to the right) for the obligation. This means the likely final collection year of the TIF District would occur in property tax Pay Year 2039. Per the amortization schedule provided to the DLGF, this obligation appears to have a remaining balance of less than $200,000.00 at the close of the 2023 calendar year.

JCRDC Debt – Remaining Amortization Schedule

Amortization Schedule					
Date	Principal	Interest	Period Total	Fiscal Total	Remaining Balance
1/15/2024	$25,000	$5,680	$30,680		$185,000
7/15/2024	$25,000	$5,105	$30,105	$60,785	$160,000
1/15/2025	$25,000	$4,530	$29,530		$135,000
7/15/2025	$5,000	$3,955	$8,955	$38,485	$130,000
1/15/2026	$5,000	$3,840	$8,840		$125,000
7/15/2026	$5,000	$3,713	$8,713	$17,553	$120,000
1/15/2027	$5,000	$3,585	$8,585		$115,000
7/15/2027	$5,000	$3,458	$8,458	$17,043	$110,000
1/15/2028	$5,000	$3,330	$8,330		$105,000
7/15/2028	$5,000	$3,203	$8,203	$16,533	$100,000
1/15/2029	$5,000	$3,075	$8,075		$95,000
7/15/2029	$5,000	$2,935	$7,935	$16,010	$90,000
1/15/2030	$5,000	$2,795	$7,795		$85,000
7/15/2030	$5,000	$2,655	$7,655	$15,450	$80,000
1/15/2031	$5,000	$2,515	$7,515		$75,000
7/15/2031	$5,000	$2,375	$7,375	$14,890	$70,000
1/15/2032	$5,000	$2,235	$7,235		$65,000
7/15/2032	$5,000	$2,083	$7,083	$14,318	$60,000
1/15/2033	$5,000	$1,930	$6,930		$55,000
7/15/2033	$5,000	$1,778	$6,778	$13,708	$50,000
1/15/2034	$5,000	$1,625	$6,625		$45,000
7/15/2034	$5,000	$1,473	$6,473	$13,098	$40,000
1/15/2035	$5,000	$1,320	$6,320		$35,000
7/15/2035	$5,000	$1,155	$6,155	$12,475	$30,000
1/15/2036	$5,000	$990	$5,990		$25,000
7/15/2036	$5,000	$825	$5,825	$11,815	$20,000
1/15/2037	$5,000	$660	$5,660		$15,000
7/15/2037	$5,000	$495	$5,495	$11,155	$10,000
1/15/2038	$5,000	$330	$5,330		$5,000
7/15/2038	$5,000	$165	$5,165	$10,495	$0

In recent years the TIF District has experienced some minor revenue volatility resulting from the reduction of parcels within the district. This action aligns with the reduction of approximately $2 million in assessed value and approximately $40,000.00 in annual revenue. Estimated revenue collections are projected to exceed $116,000.00 for property tax Pay Year 2023. A modest increase in overall assessed value is projected for property tax Pay Year 2024. Using current tax rates, the revenue for Pay Year 2024 could exceed $117,000.00. It should be noted this annual revenue figure is subject to some volatility. In the event there is an overall appreciation of assessed value in Jennings County as a whole, this could have a tangible impact on the applicable tax rate that could affect revenue even as assessed value grows within the TIF District.

Economic Development Plan Objectives

As previously defined, the Economic Development Plan (or ED Plan) is a component of the establishment of any TIF District. The ED plan provides the objectives that generally guide the activities of a redevelopment commission – namely the projects and investments to be considered by the commission to the benefit of the economic development area.

The JCRDC created its ED Plan along with the establishment of the TIF District in 2013. The summarized intent of the plan, and the establishment of the TIF District, is to support economic development and community development priorities, and provide an enhancement to these opportunities. There are specific references within the ED Plan that the JCRDC has a role to develop and implement fiscally responsible economic development incentives to attract new investments that are of a scale and scope that is in harmony with the growth goals of Jennings County. These programs and incentives are to support job growth, private capital investment, and the improvement of infrastructure systems serving the community. Notably, time is spent within the plan outlining the partnership between JCRDC and the Jennings County Economic Development Commission, Inc. (JCEDC), with JCRDC enhancing the JCEDC's ability to compete for economic development opportunities through incentives and public infrastructure investment.

More specifically, the ED Plan goes into high-level detail on the types of projects that will comprise the plan. As with similar sections, the plan focuses on programs and policies that support new growth, job creation, and capital investment. This includes acknowledging potential improvements in transportation and utility infrastructure, as well as the need for developing low impact economic development policies. Additionally, the ED Plan mentions the promotion of business retention and expansion practices for existing industry in the County, as well as improving the inventory of economic development sites. These activities again allude to the JCRDC's position as a support mechanism for the JCEDC's activities and objectives, and other community development aspects that aid in uplifting Jennings County. This includes addressing brownfields or mitigation of environmental impacts, supporting workforce development and "skill-up" training, and the attraction of health and life science facilities to the benefit of the community.

The vast majority of the projects mentioned within the ED Plan allude to preparing for, and responding to, new growth along the US-50 corridor, including the bypass area. Notable projects include generally responding to roadway improvements within the County's thoroughfare plan, roadway rehab and reconstruction, and intersection improvements to support increased flow of traffic for commercial and industrial users. Utility improvements (namely sanitary and water infrastructure) within the ED Plan focus on system improvements, offering TIF to reduce the impact to community utility users and ratepayers. The ED Plan makes specific mention of the importance of industrial employment in the County as a primary driver of the local economy, and once again places significance on existing business expansion.

With great similarity to other new TIF Districts, the JCRDC ED Plan is written in general terms to provide the commission maximum flexibility in its activities. That said, the ED Plan is a living document that should be revisited regularly to ensure it is in alignment with the commission, County, and JCEDC's goals. From a redevelopment perspective, there has been some evolution in the guiding philosophies of economic development. Lately, a premium is placed on commercial and residential development and placemaking. This is seen as critical to providing and retaining a consistent skilled workforce for the community's primary employers. As trends change and the local economy responds, the JCRDC is encouraged to revisit the ED Plan for amendment, and to ensure its policies, programs, and projects are in alignment with its opportunities and objectives.

Redevelopment Tools & Resources

Tools, Incentives & Programs

The purpose of this section is to identify and define a collection of options, avenues and alternatives that could be utilized for furthering economic development and redevelopment initiatives. With projects of scale, incentives often become critical in the formation of the development's overall financing package. Often, the redevelopment commission is viewed as a partner to defray certain offsite or onsite development expenses. This partnership could include delivering equity to a development project through bonding net present value property tax revenue, or contributing available revenues to address other site challenges (e.g. inferior site conditions like access limitations, utility extensions, soil conditions, drainage retention/detention, etc.).

This section paints these redevelopment tools with broad brushstrokes, while also providing some strategic nuance. The identified tools are meant to be resources for consideration, discussion, and potential application. Providing incentives to achieve growth and development will not be a "one size fits all" approach. The appropriate incentive mix is a function of project impacts and project need, and availability is typically influenced by the project's potential for tax generation, job creation, and the developer's risk tolerance for the project.

The following programs can add to the depth of the JCRDC toolbox, and when deployed appropriately they can provide the flexibility needed to encourage and support growth across a variety of sectors.

Tax Increment Financing (TIF)

Tax Increment Financing is a local government tool for economic development and redevelopment which captures increases in taxable assessed value in a defined allocation area. The tax revenue resulting from this increase in assessed value is utilized to spur redevelopment activities, typically by financing public infrastructure improvements and directly supporting development as an incentive. IC 36-7-14 is the authorizing statute that governs the use of TIF by a redevelopment commission, and there are a variety of strategies that can be utilized to encourage private capital investment. The activities of the redevelopment commission, and the use of TIF within a particular district, are further outlined within the commission's ED Plan. TIF projects are often financed through the use of cash on hand or bonds supported by the growth in incremental assessed value. A TIF bond is a debt obligation supported by the pledge of future tax revenue resulting from investment within an allocation area.

Common TIF Strategies:

Infrastructure Improvements – Development projects may require the extension, improvement, or installation of public infrastructure to accommodate growth and capital investment. A redevelopment commission may choose to provide these public realm improvements to support the project.

Land Acquisition and Disposition – With the intent to bring development to a certain area, the redevelopment commission may consider the acquisition of certain parcels of land and the eventual disposition of the parcels for redevelopment. Indiana statute must be reviewed and followed to guide these activities.

Environmental Clean-up and Site Readiness – Once property has been acquired, a redevelopment commission may choose to invest funds in the property to address any existing environmental issues, demolition or other pre-development obstacles at the site.

TIF Injection Bond Incentive – A developer may request direct public financial support to assist with a private development project. Under certain conditions redevelopment commissions can invest TIF funds into the development capital stack to incentivize the investment and offset costs and risk associated with the proposed project. This is typically done through a TIF bond supported by the project's estimated assessed value. Additional security can be provided through the negotiated terms within a formal development agreement between the parties involved, as well as a minimum taxpayer agreement.

"Developer-Purchased" TIF Bond – The developer-purchased TIF bond is an alternative incentive to a developer to encourage capital investment. In this scenario, the developer "buys" the bonds issued by the redevelopment commission. Rather than a cash commitment directed into the project, this strategy essentially offers the developer a long-term tax abatement for the length of the obligation, as the property taxes paid by the developer from the project go directly to pay for the bond that is already owned by the developer.

While this incentive does not reduce the upfront costs related to financing the development, the developer-purchased TIF bond can yield significant operational savings for the bondholder that can increase the overall profitability of the development.

Property Tax Abatement

Authorized under IC 6-1.1-12.1, property tax abatement is the phasing in of property taxes resulting from increases in assessed value from capital investment over a determined period of time. Tax abatement is one of local government's primary tools to incentivize capital investment and job growth within its boundaries, and it is traditionally used for new real property improvements, new buildings, and new equipment. Typically, when tax abatement is approved, the period for abatement is up to 10 years for real property and up to 5 years for personal property, and the phase-in schedule can be determined by the governing body. The governing body can also levy limited annual administrative compliance fees for the abatement recipients based on savings. This is typically agreed upon within the approving resolution.

Two types of abatements exist – Economic Revitalization Area (ERA) abatement and Economic Development Target Area (EDTA) abatement.

ERA – The ERA is a legal description of real estate parcel(s) which grants the use of tax abatement within a defined area. The ERA is considered on the basis of the parcel(s) becoming undesirable for, or impossible of, normal development and occupancy. The ERA must be established before the governing body can approve the abatement request. ERA abatements are often used with industrial and manufacturing operations, or with other non-retail office or commercial uses.

EDTA – Similar to the ERA, an EDTA is a specific geographic territory that has become undesirable or impossible for normal development and occupancy because of a lack of development, cessation of growth, deterioration of improvements or character of occupancy, age, obsolescence, substandard buildings, or other factors that have impaired values or prevent a normal development of property or use of property. The EDTA designation is approved in conjunction with the establishment of the ERA, expanding abatement eligibility to eligible retail establishments, restaurants, and residential facilities.

The EDTA requires recommendation by an economic development commission and final approval via ordinance. EDTAs may only cover up to 15% of the geographic area of the municipality.

Local Income Tax (LIT)

Local income tax reform in Indiana has combined the local income tax formerly known as CEDIT with other local income tax rates. Originally earmarked for economic development expenses, CEDIT revenues were flexible and were often utilized for many local government purposes. Now within LIT, revenue shares can be directed toward economic development projects identified and defined within a capital improvement plan. An economic development project is further defined in IC 6-3.6-2-8, while IC 6-3.6-10 more specifically defines how these revenues can be used. Due to the flexibility of these funds, communities can capitalize economic development programs that encourage capital investment and job creation.

Economic Development Agreements

Certain projects may seek special incentive considerations above and beyond the standard due to certain market risk factors or extreme amounts of concentrated capital investment. In these instances, the developer or project owner may request incentive options in the form of bond issuances or aggressive abatement deduction schedules. In response, the community may request the developer or project owner participate in an Economic Development Agreement (EDA) in exchange for the incentive. This agreement is common, and it will clearly identify the roles and responsibilities of the parties in the project. EDAs often include items like:

- ✓ Minimum private investment commitments
- ✓ Property development commitments
- ✓ Annual payments and contributions to the community outside the levy
- ✓ Minimum tax payment guaranty
- ✓ Compliance provisions that would result in additional payments or suspension of the incentives

- ✓ Commitments by the developer or project owner not to challenge assessments, permit fees, and local development procedures

Build Operate Transfer (BOT)

IC 5-23 is a statute that permits a political subdivision to enter into an agreement with an operator for the acquisition, planning, design, development, reconstruction, repair, maintenance, or financing of any public facility on behalf of the governmental body. The statute is commonly known as Build Operate Transfer, or BOT.

The BOT provides a qualifications-based project selection, development, and financing mechanism coupled with a guaranteed project price. BOT represents an alternative to the typical design/finance/bid/build process. BOTs can offer an efficient design and development process with competitive financing terms, built-in cost savings from value engineering, and risk mitigation.

Under the statute, the governmental body enters into a public-private agreement with a development partner (operator) to provide an identified service to the governmental body. This service can come in a variety of forms, and traditionally in the form of some deliverable, most often a public facility or infrastructure improvement.

Redevelopment Tax Credit (RTC)

The Redevelopment Tax Credit is a development incentive offered by the Indiana Economic Development Corporation (IEDC) that is enhanced by local project support. While a redevelopment commission or the local unit does not award the RTC, it should be familiar with the program and how local project support can play a role as development match to encourage IEDC partnership.

The RTC provides an incentive to developers for investments in the redevelopment of vacant land and buildings, as well as brownfields. Established by IC 6-3.1-34, the incentive comes in the form of an assignable income tax credit to encourage companies and developers to invest in projects that redevelop communities, improve quality of place, and build physical assets and capacity at the local level. The credit value is derived from qualified investments in the redevelopment of a qualified site or building that meets size and scale requirements. The IEDC requires application by the developer, and the ability to exhibit local support, as it evaluates the project based on its potential impact on the local community and positive return on investment for Indiana. The RTC is enhanced for projects within qualified New Markets Tax Credit and/or Opportunity Zone tracts.

Case Studies

The following case studies are intended to highlight the role of redevelopment commissions in securing large scale capital investment, as well as how the use of available tools and programs contributes to bringing the respective projects to fruition. Each case study will reveal different manners in which the redevelopment commission acted as a vital partner with the private development entity to address community priorities.

Town of Sellersburg: Industrial development leads to commercial infrastructure

Project Overview

Silver Creek Logistics Park, Sellersburg

With immediate proximity to I-65 and I-265, and minutes from downtown Louisville, the Louisville Muhammad Ali International Airport, and River Ridge Commerce Center, a site within the Town of Sellersburg garnered interest from an out-of-state developer seeking to construct Class 'A' industrial facilities. The site selected was challenged by limited access from a two-lane portion of US-31, limited sewer and drainage capacity, and required wetland mitigation. To overcome these development obstacles, Sellersburg's redevelopment commission supported the use of real property tax abatement (approved by the town council) within the TIF district, and the redevelopment commission contributed up to $250,000 in TIF revenue to support the developer's installation of ingress and egress improvements along US-31.This support resulted in the construction of approximately 1 million square feet of modern tilt-up industrial space across two buildings – amounting to an estimated $50 million in private investment. Upon completion of construction and assessment of the new buildings, the redevelopment commission had generated enough bonding capacity to direct its new revenue toward infrastructure improvements in the commercial portion of the TIF district.

Camp Run Parkway, Sellersburg

With this revenue, the redevelopment commission celebrated the completion of Camp Run Parkway in 2023. The $4 million ½ mile roadway extension that provides access to approximately 100 acres of commercially zoned property off I-65's Exit 9. The property is identified as the community's new "town center" district – a mixed use district that will support the development of retail, commercial, restaurant, and a wide variety of residential development typologies.

Through these developments the town now maintains revenue for cash on hand expenditures and bonding capacity for future public infrastructure investments.

City of Charlestown: Reimagining a prominent gateway

Project Overview

The City of Charlestown is among the more rural bedroom communities of Louisville. Bordering River Ridge Commerce Center, the city is known for its schools, and a great cost of living close to regional employment centers. For years the city was plagued by a dilapidated eastern gateway at the intersection of SR-3 and SR-62 that was not indicative of the character and amenities the community offered to current and future residents. To address this, Charlestown's redevelopment commission acquired nearly 10 acres of gateway land littered with depreciated structures, demolished the structures, and cleared the site for RFP disposition and redevelopment.

Forest Edge Apartments Groundbreaking, Charlestown

Through the disposition process, the redevelopment commission identified a development partner capable of delivering a $40 million multifamily facility to breathe new life into the corridor and provide much needed density to support new commercial and retail development. The project boasts 200 new units – a mix of one, two, and three bedrooms – and modern resort-style amenities that include an activated pool and pool deck and community spaces.

Forest Edge Rendering, Charlestown

In addition to contributing TIF funds to support the site preparation for development, the redevelopment commission provided the developer $2.5 million in bond proceeds as equity based on a portion of the net present value of future TIF revenue from the project. The project was placed in its own "single site" TIF district, and the additional revenue captured beyond the debt obligation will go toward public improvements in the residential and commercial areas immediately adjacent to the site.

Clark County: Major industry attracted to blighted former military property

Project Overview

Long vacant, and a remnant of the former Indiana Army Ammunition Plant in nearby Charlestown and Jeffersonville, the 1,500 acre “Rocket Plant” property sat dormant, aside from passive farming and private hunting.

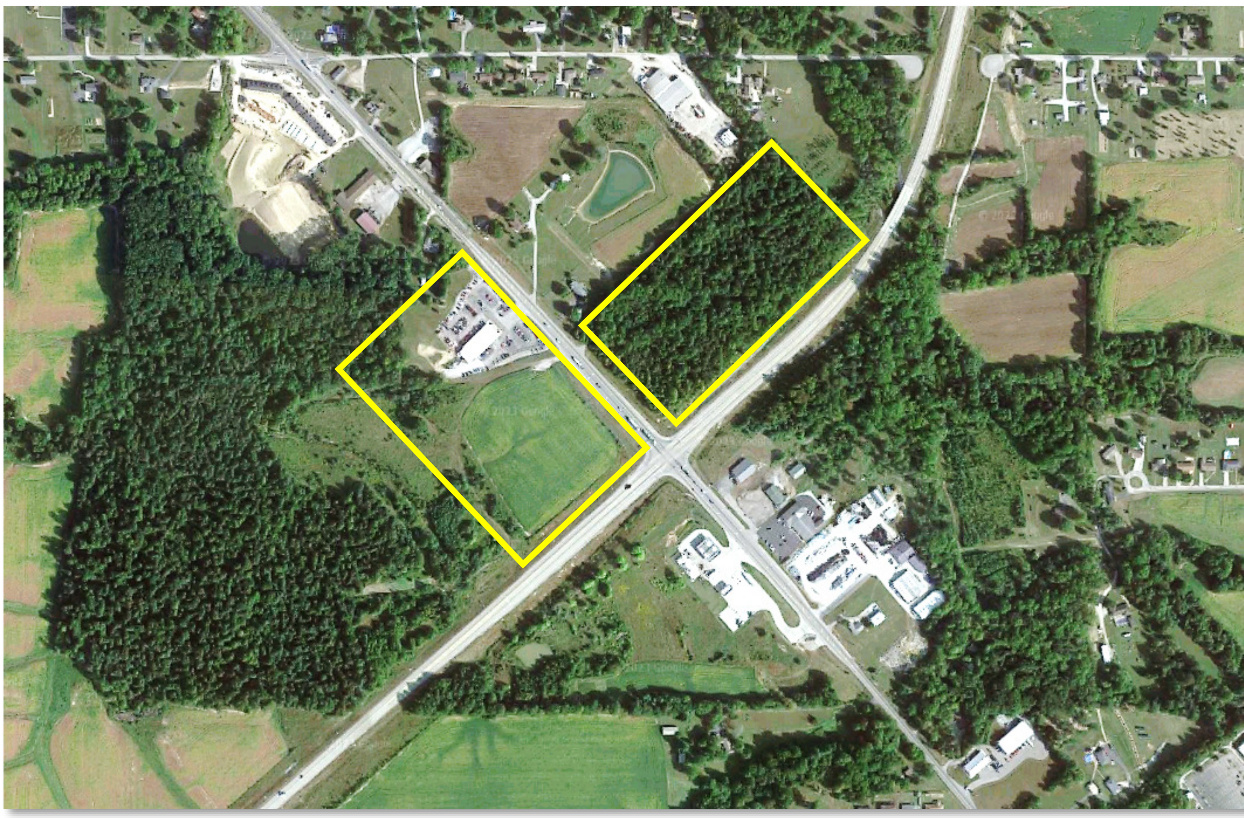
The site was identified by global spirits producer Sazerac as a new location for a major expansion that could include elements of bottling, processing, and warehousing. The massive expansion is expected to include hundreds of jobs and an investment of nearly $1 billion upon completion. The site is challenged by its rural location, and underserved by most utilities that terminate nearly 5 miles south on SR-62 near the entrance to the Charlestown State Park.

Sazerac Site, Clark County

With the extreme site development costs facing Sazerac, Clark County was determined to find a way to support the development and secure the job creation and investment with limited financial resources. One of the tools deployed by Clark County was the creation of a “single-site” TIF district for the project site, coupled with the issuance of a developer-purchased bond. In this scenario, Sazerac as the bondholder would receive an annual reimbursement of a portion of its property taxes due, while the County would maintain a portion of the TIF revenue upside generated to support other local infrastructure projects in the area. With this incentive structure, Sazerac receives an operational benefit for the term of the bond – similar to a long-term tax abatement – while the County and redevelopment commission did not have to commit cash on hand or issue debt supported by, or encumbering, a larger diversified TIF district.

Development Analysis: US-50/SR-7

Land development today involves a rigorous, comprehensive set of evaluations and approvals involving multiple parties in both the private and public sectors. This section begins to address these items in the form of a pre-development assessment for the opportunity located at the US-50 and SR-7 intersection. This site has been identified as a primary development target by the JCRDC, and it has been the subject of private development interest in recent years. The real estate within this opportunity area is largely privately-owned, and development of scale would require coordination between the developer(s), property owner(s), and the various boards and commissions overseeing development in Jennings County.



The intent of this section is to prepare the JCRDC for the development opportunity. At a high level, this assessment will highlight the following:

- Property development process and development considerations
- Tapestry segmentation and market potential (for Jennings County) using ESRI data
- Example site massing analysis and zoning overview for the opportunity area
- Example TIF revenue modeling for the opportunity area

Pre-development Evaluation Overview

The outline below represents a high-level sequencing of the basic considerations that need investigation during the pre-development due diligence process. For JCRDC, and their partners, these considerations should guide property investigation activities in preparation of developer engagement. With the intent to kickstart redevelopment investment within the TIF District, having a general understanding of the acquisition and development process is important to identifying, prioritizing, and creating risk mitigation strategies that could become part of the overall JCRDC agenda.

Initial Development Considerations

These preliminary considerations are built around gaining a better understanding of, and defining, the characteristics of the developable parcel(s). Additionally, these steps help to determine what, if any, encumbrances are associated with the proposed property.

- **Obtain Title Work for the Property**
    - Do any easements or covenants exist on this property?
    - Has the owner put any conditions on the property?
    - Will right-of-way dedication be required?

- **Perform American Land Title Association (ALTA) Land Title Survey for the Property**
    - Determine the gross size of the developable area
    - Do any physical encroachments from neighboring properties exist?
    - Do power lines or transmission lines cross the property?
    - Do any water, sewer, gas, or telecommunications lines cross the property?
    - Is any portion of the property within a regulated floodplain?

- **Obtain Jurisdictional Maps for the Property, including Zoning Maps**
    - Determine which governmental entities have jurisdiction over the property
    - What is the existing zoning for the property?
    - What is the frontage and depth relative to the roads?
    - Is there an overlay regulation district?

- **Obtain Utility Maps**
    - Are utilities available from government entities, or other providers?
    - Is there utility capacity available to serve the property?
    - Is there utility service to the property, or do the utilities need to be extended?
    - Will utility relocation be required?

Intermediate Development Considerations

Continuing with site investigation, it is important to gain a deeper understanding of any physical site characteristics that may impede development. With the help of various professional service providers, these intermediate activities can identify conditions that could require remedy. In the event obstacles are identified, developers often seek outside (public) resources to address these conditions before ground can be broken.

- **Identify and Investigate any Environmental Conditions**
    - Do any perceived environmental issues exist on and/or near the property?

- Has a Phase I Environmental Assessment been completed?
- Is a Phase II Environmental Assessment required, or has one previously been completed?
- Do hazardous materials exist that will require clean-up/disposal?
- Will the property be suitable for the proposed future use IF any/all environmental issues have been mitigated?

- **Identify and Investigate any Historical Significance Related to the Property**
  - Has any of the property been classified as historically or archaeologically significant?
  - Is the property located within the local historic district?

- **Identify and Investigate Existing Soil/Subsurface Conditions**
  - Determine the previous/current use of the property
  - Has any subsurface investigation been conducted to determine if the soil is suitable for the proposed development/buildings?
  - Will existing soils need to be removed/will new soil need to be brought in?
  - Does bedrock exist on the property? If so, how deep is it?
  - Will any portion of the site need to be raised or lowered?

Advanced Development Considerations

The following tasks are more advanced and will assist government officials, commissions, and economic development professionals when engaging with developers or considering development within the proposed development area.

- **Develop and/or Review Concept Plans, Site Plans, and Advanced Feasibility Analysis for End Use**
- **Identify Sources and Uses for Local Capital Improvements**
- **Prepare for Developer Engagement; Consider Targeted RFPs and Site Analysis Collateral**
- **Consider Local Development Support (financial and political); Identify Available Tools**
- **Identify and Prepare Pathways for Local Technical Review – Property or Development Plan Review**
- **Identify Local, State, and Federal Permits Required**
- **Identify and Map Re-zoning Pathways, if necessary**
- **Evaluate Development Construction Financing Options and Alternatives**

Some of the identified tasks result in potential action items for the JCRDC. From order of magnitude pre-development tasks that could be funded with TIF to developing a local property pre-development checklist (a template has been provided within the document's Appendix) to inventory potential developable properties, the JCRDC can utilize these considerations to guide their level of involvement within the overall development timeline.

ESRI Data Review

ESRI is a geographic information systems (GIS) software program that couples mapping with demographic location intelligence. ESRI builds upon the "back of the baseball card" analogy and provides a deeper dive into consumer data, preferences, and tendencies. This data is often helpful to developers and brokers when evaluating the market potential of an area. Through this data, general assumptions can be made that ultimately drive project feasibility and end-user success.

Within this section, specifically, a summary of Jennings County's "Top 3" market tapestry segments is provided, as well as a review of the County's market potential indicators. Market tapestry segments are general population groupings based on consumer behaviors, geographic locations, and other socioeconomic characteristics. Coupled with the County's market potential and spending habits of the current population, this data can inform site location and outreach marketing opportunities to a more targeted audience.

The three primary market tapestry segments in Jennings County account for approximately 74% of its population. The top 3 segments are identified within ESRI as **Southern Satellites** (35.5%), **Salt of the Earth** (23.1%), and **Down the Road** (15.6%). The socioeconomic characteristics of these segments are further described in the following exhibits.

Market Tapestry Segmentation: Southern Satellites

Southern Satellite's are not unique to Jennings County. It is one of 67 unique segments defined by ESRI for the United States. The infographic below highlights the general set of assumptions for the Southern Satellite's segment from a national perspective. Note the

WHO ARE WE?

Southern Satellites is the second largest market found in rural settlements but within metropolitan areas located primarily in the South. This market is typically slightly older, settled married-couple families, who own their homes. Two-thirds of the homes are single-family structures; almost a third are mobile homes. Median household income and home value are below average. Workers are employed in a variety of industries, such as manufacturing, health care, retail trade, and construction, with higher proportions in mining and agriculture than the US. Residents enjoy country living, preferring outdoor activities and DIY home projects.

OUR NEIGHBORHOOD

- About 78% of households are owned.
- Married couples with no children are the dominant household type, with a number of multigenerational households (Index 112).
- Most are single-family homes (67%), with a number of mobile homes (Index 509).
- Most housing units were built in 1970 or later.
- Most households own one or two vehicles, but owning more than three vehicles is common (Index 144).

SOCIOECONOMIC TRAITS

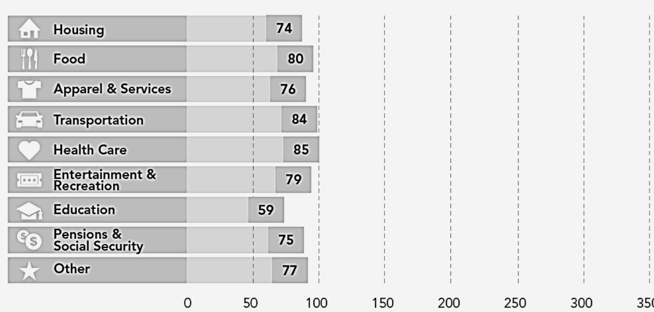
- Education: almost 40% have a high school diploma only (Index 140); 45% have college education (Index 73).
- Labor force participation rate is 59.1%, slightly lower than the US.
- These consumers are more concerned about cost rather than quality or brand loyalty.
- They tend to be somewhat late in adapting to technology.
- They obtain a disproportionate amount of their information from TV, compared to other media.

MARKET PROFILE (Consumer preferences are estimated from data by MRI-Simmons.)

- Usually own a truck; likely to service it themselves.
- Frequent the convenience store, usually to fill up a vehicle with gas.
- Typical household has a satellite dish.
- Work on home improvement and remodeling projects.
- Own a pet, commonly a dog.
- Participate in fishing and hunting.
- Prefer to listen to country music and watch CMT.
- Read fishing and hunting and home service magazines.
- Partial to eating at low-cost family restaurants and drive-ins.
- Use Walmart for all their shopping needs (groceries, clothing, pharmacy, etc.).

AVERAGE HOUSEHOLD BUDGET INDEX

The index compares the average amount spent in this market's household budgets for housing, food, apparel, etc., to the average amount spent by all US households. An index of 100 is average. An index of 120 shows that average spending by consumers in this market is 20 percent above the national average. Consumer expenditures are estimated by Esri.



TAPESTRY™ SEGMENTATION
esri.com/tapestry

specific consumer preferences and socioeconomic traits that appear, and how this information is helpful when considering development or tenancy within the market. Over one-third of the Jennings County population falls within this particular segment.

Market Tapestry Segmentation: Salt of the Earth

Salt of the Earth is another unique tapestry segment defined by ESRI for the United States. Nearly one-quarter of the Jennings County population falls within this particular segment. Salt of the Earth shares many similarities to Southern Satellites, particularly in employment backgrounds and market profiles. Consumers within the Salt of the Earth segment tend to be a little further along in life and careers when compared to Southern Satellites. Both are common rural segments found within southern and midwestern geographies. The infographic below highlights the general set of assumptions of the Salt of the Earth segment from a national perspective.

WHO ARE WE?

Salt of the Earth residents are entrenched in their traditional, rural lifestyles. Citizens here are older, and many have grown children that have moved away. They still cherish family time and also tending to their vegetable gardens and preparing homemade meals. Residents embrace the outdoors; they spend most of their free time preparing for their next fishing, boating, or camping trip. The majority has at least a high school diploma or some college education; many have expanded their skill set during their years of employment in the manufacturing and related industries. They may be experts with DIY projects, but the latest technology is not their forte. They use it when absolutely necessary, but seek face-to-face contact in their routine activities.

OUR NEIGHBORHOOD

- This large segment is concentrated in the Midwest, particularly in Ohio, Pennsylvania, and Indiana.
- Due to their rural setting, households own two vehicles to cover their long commutes, often across county boundaries.
- Homeownership rates are very high (Index 133). Single-family homes are affordable, valued at 25% less than the national market.
- Nearly two in three households are composed of married couples; less than half have children at home.

SOCIOECONOMIC TRAITS

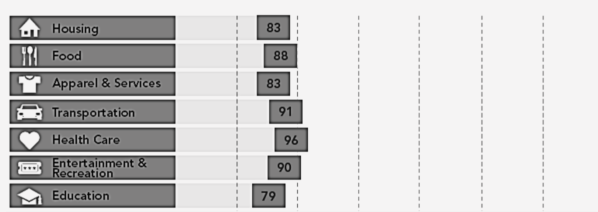
- Steady employment in construction, manufacturing, and related service industries.
- Completed education: 40% with a high school diploma only.
- Household income just over the national median, while net worth is nearly double the national median.
- Spending time with family is their top priority.
- Cost-conscious consumers, loyal to brands they like, with a focus on buying American.
- Last to buy the latest and greatest products.
- Try to eat healthy, tracking the nutrition and ingredients in the food they purchase.

MARKET PROFILE (Consumer preferences are estimated from data by MRI-Simmons.)

- Outdoor sports and activities, such as fishing, boating, hunting, and overnight camping trips, are popular.
- To support their pastimes, truck ownership is high; many also own an ATV.
- They own the equipment to maintain their lawns and tend to their vegetable gardens.
- Residents often tackle home remodeling and improvement jobs themselves.
- Due to their locale, they own satellite dishes and have access to high-speed internet connections like DSL.
- These conservative consumers prefer to conduct their business in person rather than online. They use an agent to purchase insurance.

AVERAGE HOUSEHOLD BUDGET INDEX

The index compares the average amount spent in this market's household budgets for housing, food, apparel, etc., to the average amount spent by all US households. An index of 100 is average. An index of 120 shows that average spending by consumers in this market is 20 percent above the national average. Consumer expenditures are estimated by Esri.



TAPESTRY™ SEGMENTATION
esri.com/tapestry

Market Tapestry Segmentation: Down the Road

Representing approximately fifteen percent of Jennings County's population, Down the Road is another semi-rural market segment common in the South, West, and Midwest. Employment backgrounds and market profiles for this segment overlap the previous two, although this segment is slightly lower income by comparison. Notably, all segments tend to gravitate to outdoor recreational activities, with primary employment within manufacturing or trade sectors. The infographic below highlights the general set of assumptions of the Down the Road segment from a national perspective.

WHO ARE WE?

Down the Road is a mix of low-density, semirural neighborhoods in large metropolitan areas; half are located in the South, with the rest primarily in the West and Midwest. Almost half of householders live in mobile homes; more than two-fifths live in single-family homes. These are young, family-oriented consumers who value their traditions. Workers are in service, retail trade, manufacturing, and construction industries, with higher proportions in agriculture and mining, compared to the US.

OUR NEIGHBORHOOD

- Nearly two-thirds of households are owned.
- Family market, primarily married couples or single-parent households (Index 145).
- Close to half of all households live in mobile homes (Index 780).
- Four-fifths of households were built in 1970 or later.
- About 32% of homes are valued under $50,000.

SOCIOECONOMIC TRAITS

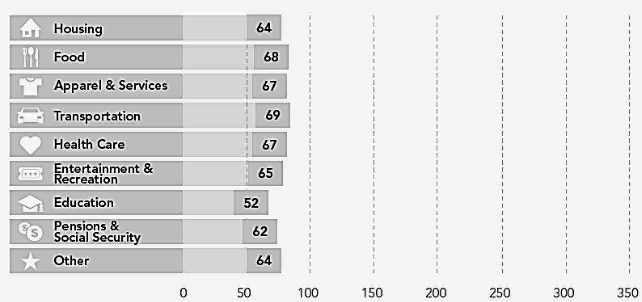
- Education completed: 36% with a high school diploma only, 41% with some college education or a degree.
- Labor force participation rate is 59.0%, slightly lower than the US.
- Family-oriented, outgoing consumers; they place importance on preserving time-honored customs.

MARKET PROFILE (Consumer preferences are estimated from data by MRI-Simmons.)

- Purchased a used vehicle in the past year, likely maintaining the vehicle themselves.
- Routinely stop by the convenience store to purchase gas, groceries, and snacks.
- Participate in fishing and hunting.
- Use the internet to stay connected with friends and play online video games.
- Listen to the radio, especially at work, with a preference for rap, R&B, and country music.
- Enjoy programs on Investigation Discovery, CMT, and Hallmark, typically watching via satellite dish.
- Often prepare quick meals, using packaged or frozen dinner entrees.
- Favorite fast food: burgers and pizza.
- Frequent Walmart Supercenters, Walgreens, dollar stores, Kmart, and Big Lots for all their shopping needs (groceries, clothing, pharmacy, etc.).

AVERAGE HOUSEHOLD BUDGET INDEX

The index compares the average amount spent in this market's household budgets for housing, food, apparel, etc., to the average amount spent by all US households. An index of 100 is average. An index of 120 shows that average spending by consumers in this market is 20 percent above the national average. Consumer expenditures are estimated by Esri.



TAPESTRY SEGMENTATION
esri.com/tapestry

Market Potential Index (MPIs)

MPIs are driven by spending habits of a certain population and geography. They help predict market demand, as well as saturation, of certain retail and commercial segments, and can guide additional investigation. MPIs are typically a comparison of geographic spending and demand, with the number "100" representing the national average. The geography's proximity to 100 represents the overall strength of the market's spending potential, and provides a general understanding of an end user's potential for success within the market.

Before diving into the MPIs, taking a look at Jennings County's current Spending Potential Index from ESRI acts as a good starting point. The exhibit below highlights the Spending Potential Index, which is household-based and represents the amount spent for a product or service relative to a national average of "100". The closer the number is to 100 for a commercial sector, or in instances where the number can exceed 100, represent sectors where spending is the strongest within Jennings County.

Spending Potential Index

Financial		**Apparel and Services**	72
Value of Stocks/Bonds/Mutual Funds	65	Men's	71
Value of Retirement Plans	71	Women's	72
Value of Other Financial Assets	65	Children's	76
Vehicle Loan Amount excluding Interest	85	Footwear	71
Value of Credit Card Debt	76	Watches & Jewelry	68
Health		Apparel Products and Services (1)	70
Nonprescription Drugs	88	**Computer**	
Prescription Drugs	92	Computers and Hardware for Home Use	67
Eyeglasses and Contact Lenses	79	Portable Memory	71
Home		Computer Software	66
Mortgage Payment and Basics (11)	73	Computer Accessories	70
Maintenance and Remodeling Services	75	**Entertainment & Recreation**	77
Maintenance and Remodeling Materials (12)	90	Fees and Admissions	65
Utilities, Fuel, and Public Services	81	Membership Fees for Clubs (2)	68
Household Furnishings and Equipment		Fees for Participant Sports, excl. Trips	66
Household Textiles (13)	72	Tickets to Theatre/Operas/Concerts	66
Furniture	76	Tickets to Movies	62
Rugs	73	Tickets to Parks or Museums	75
Major Appliances (14)	81	Admission to Sporting Events, excl. Trips	72
Housewares (15)	72	Fees for Recreational Lessons	55
Small Appliances	71	Dating Services	59
Luggage	70	TV/Video/Audio	80
Telephones and Accessories	72	Cable and Satellite Television Services	84
Household Operations		Televisions	77
Child Care	67	Satellite Dishes	75
Lawn and Garden (16)	83	VCRs, Video Cameras, and DVD Players	71
Moving/Storage/Freight Express	69	Miscellaneous Video Equipment	65
Housekeeping Supplies (17)	78	Video Cassettes and DVDs	71
Insurance		Video Game Hardware/Accessories	75
Owners and Renters Insurance	87	Video Game Software	73
Vehicle Insurance	80	Rental/Streaming/Downloaded Video	74
Life/Other Insurance	80	Installation of Televisions	60
Health Insurance	82	Audio (3)	71
Personal Care Products (18)	72	Rental and Repair of TV/Radio/Sound Equipment	100
School Books and Supplies (19)	74	Pets	83
Smoking Products	95	Toys/Games/Crafts/Hobbies (4)	77
Transportation		Recreational Vehicles and Fees (5)	82
Payments on Vehicles excluding Leases	84	Sports/Recreation/Exercise Equipment (6)	72
Gasoline and Motor Oil	82	Photo Equipment and Supplies (7)	68
Vehicle Maintenance and Repairs	78	Reading (8)	69
Travel		Catered Affairs (9)	64
Airline Fares	64	**Food**	75
Lodging on Trips	74	Food at Home	76
Auto/Truck Rental on Trips	68	Bakery and Cereal Products	76
Food and Drink on Trips	72	Meats, Poultry, Fish, and Eggs	76
		Dairy Products	75
		Fruits and Vegetables	73
		Snacks and Other Food at Home (10)	77
		Food Away from Home	73
		Alcoholic Beverages	69

***Source*: Esri forecasts for 2023 and 2028; Consumer Spending data are derived from the 2019 and 2020 Consumer Expenditure Surveys, Bureau of Labor Statistics.**

While the majority of the sectors within the Index above display potential that is less than the national average, the areas that perform best in Jennings County are still noteworthy as they highlight the areas with the most demand. Notably, from a consumer goods perspective, healthcare items performed quite well. This could infer additional demand for healthcare services and/or stores with dedicated pharmacies or clinics. Other commercial sectors of strength include home maintenance and remodeling, which could lead to specialty stores beyond standard big boxes. Also, automotive expenditures showcased relative strength, including financing and purchases, maintenance, and fuel. In a complimentary vein, at least as it relates to convenience stores with fuel, spending potential on tobacco products was amongst the strongest performers. An additional takeaway is the strength of food retailers is roughly seventy-five percent of the national average. This may be due to lack of options or oversaturation within certain segments.

An area that likely requires additional study is hospitality. The use is encouraged by the Legacy Sports Group's recent recreation facility study, and the expansion of hospitality would certainly be complimentary to that end use. With a strong manufacturing sector in the County, and proximity to other major regional employers and service providers, it is possible enough demand generators exist at present to warrant at least a modest expansion of national hotel flags beyond the existing in-market representation. Ideally an immediate market could exist for an additional Upper Midscale hotel option. The Upper Midscale level, as defined by hotel travel data leader Smith Travel Research (or STR) includes the following national brands: **Best Western Plus, Cobblestone, Comfort Inn/Suites, Drury Inn/Suites, Fairfield Inn, Hampon Inn, and Holiday Inn/Express**. If hospitality is deemed to be an attractive redevelopment opportunity, it is recommended that JCRDC engage a specialist to conduct a hotel feasibility analysis that further examines existing market demand and operating conditions.

Following the review of the Spending Potential Index for Jennings County, we dig deeper into the overall potential of the market for commercial and retail growth using the MPIs as a guide. Similar to the Spending Potential Index, MPIs measure the likelihood of the households in a trade area – in this instance Jennings County – to exhibit certain consumer behaviors or purchasing patterns compared to the US average. Retail markets that exhibit an MPI greater than the US average (of 100) highlight the goods, services, or products that are most used or most "in-demand" within the trade area. This should help refine retail and commercial redevelopment targets for Jennings County based on current data. The full retail MPI detail appears within the Appendix of this document. The takeaways within this section focus strictly on the retail MPIs in excess of the national average.

Apparel

All apparel purchase behaviors either met or exceeded the national average. Products within this consumer category include clothing, jewelry, and shoes. Men's and women's clothing demand exceeded the national average. Depending on the type of apparel purchased, this behavior could support a variety of specialty stores and retailers.

Automotive

While recent automobile purchases lag slightly behind the national average, ownerships and leases outpace the national average. Couple this with above average demand for automotive parts and maintenance, as well as fuel purchases, and support appears for quick service centers, auto parts stores, and fuel centers.

Convenience Stores

Several MPIs indicate the demand for quality convenience stores in Jennings County. Purchase behaviors for soft drinks, brewed coffee, milk, and tobacco products all exceed the national average. Additionally, Jennings County's consumers show a general strength in shopping at convenience stores, buying gas specifically at convenience stores, and spending over $50.00 per month at a convenience store. These behaviors align with recent commercial interests and investments within JCRDC's TIF District and the US-50 bypass area.

Grocery

Consumer behaviors highlight the relative strength of grocery staple items. While this is not extreme, general purchases of milk, bread, turkey, and chicken do exceed the national average. Considering some of the other convenience store staples have some grocery crossover, continuing to investigate limited-service and small-scale grocery options could be an intriguing strategy. This could require additional market outreach and study.

Healthcare

MPIs indicate potential for doctor visits, while spending potential is higher for pharmaceuticals. An aforementioned demand for photo printing aligns within demand for specialty pharmaceutical stores. Strategies may also be developed around attracting specialty care and clinic-style healthcare offices.

Home Improvement

In another instance where market potential and spending potential align, Jennings County appears to have demand for home improvement items and appliance purchases. While the County boasts a distribution center for Lowe's, there could be an actual market for niche, specialty, or larger box home improvement stores.

Pets

Jennings County households boast much higher than average ownership characteristics for both dogs and cats. As such, this could indicate a market need for pet stores and pet supplies. This may include retailers that have some overlap with other identified market demands, or this could include mid-box national brand retailers to serve market needs.

Restaurants

Jennings County showcases strong market demand for restaurants, including eat-in and drive-thru style fast food. Even with existing options in the market, demand is greater than the national average, which does contradict spending potential data.

Gaps in existing brands should be identified, and the sector should be monitored for national brands that appear to have a growth trajectory, especially ones considering secondary and tertiary markets. With the growth in, and demand for, coffee, this could be another sector to target.

Development Program Massing & Zoning Review

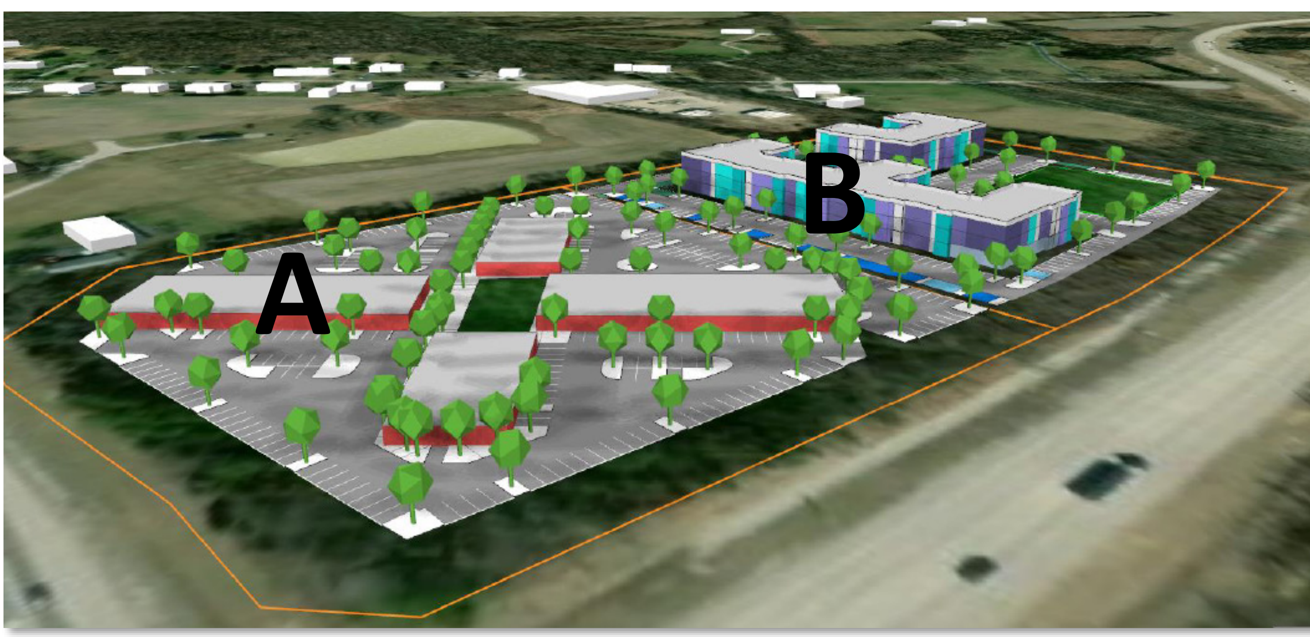
Encouraged by proposed development interest in the US-50/SR-7 corridor, TWG focused on creating example development scenarios for the area that includes and immediately surrounds the Rudicel and Elsner parcels. These frontage parcels are the two most accessible and viable from an immediate commercial development scenario, with both receiving private development interest in recent years. Their proximity to the US-50 bypass intersection creates a unique opportunity which has been specifically targeted in two recent site feasibility assessments (Legacy Sports Group study and IEDC's Strategic Site Initiative project).

Considering this development potential, TWG created massing alternatives for the Rudicel and Elsner parcels that contemplate commercial, hospitality, retail, and recreation uses. This massing exercise tests the density of the proposed sites, while establishing the base square footage assumptions for the revenue modeling that appears in the following section. In addition to informing revenue potential, the purpose of this exercise is to provide a better spatial understanding of maximizing each site for private development within existing zoning constraints. JCRDC likely has a role in development coordination as new opportunities arise.

Within this analysis, the Elsner parcel is further described as Sites A & B with mixed retail/commercial and hospitality uses. The Rudicel parcel is referred to as Site C, which considers a large recreation use that aligns with the Legacy study, and additionally as a retail/commercial alternative identified as Site C.2.

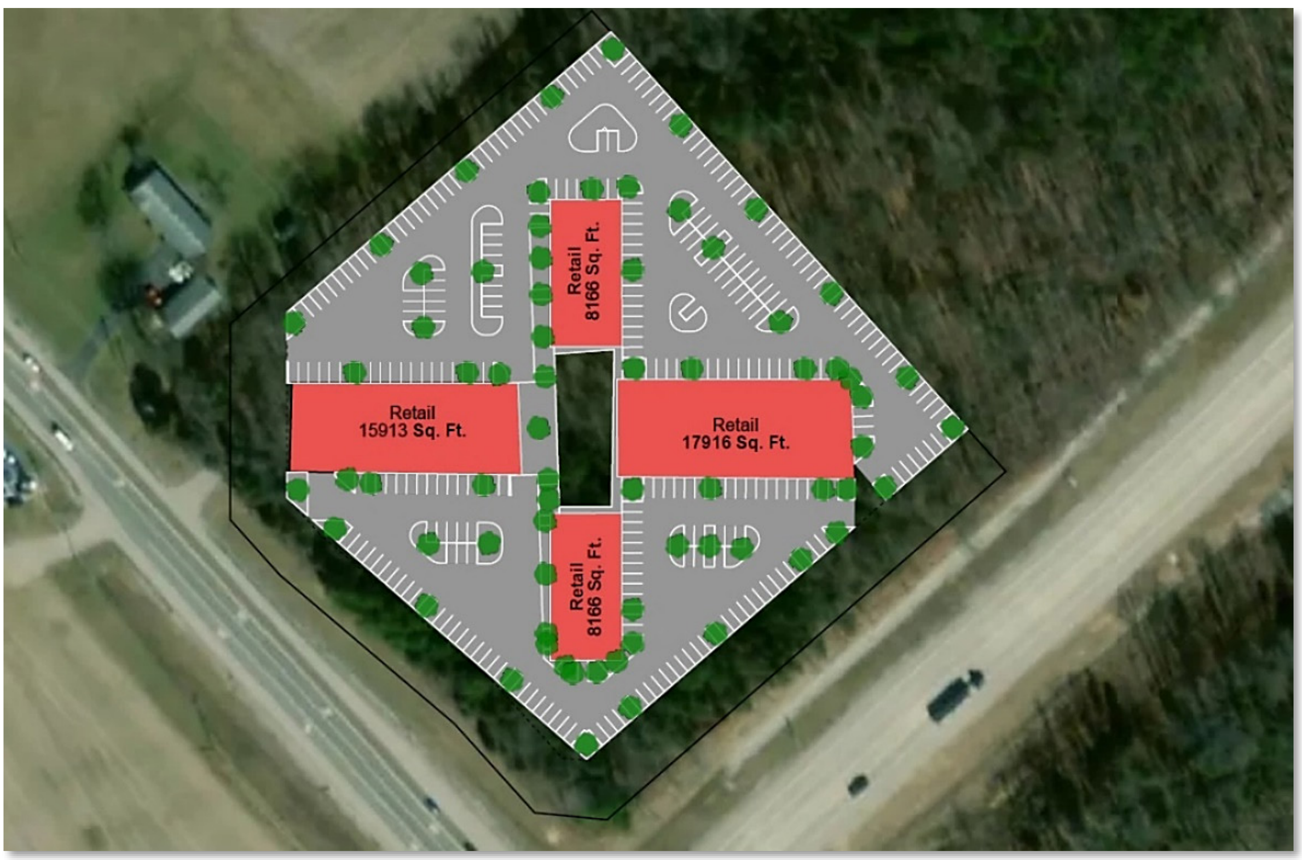
Site A Details

Location and Site Description



Site A is located at the northeast corner of SR-7 and US-50 and is approximately 6.32 acres. Site A is part of the larger 12.88-acre Elsner parcel, which in this exercise is proposed as split to facilitate commercial and hospitality uses. Site A is mostly square and heavily vegetated, with some clearing activities underway. Grading changes are present throughout the site, which will require further evaluation from a pre-development due diligence standpoint.

The site is outside the floodplain and Federal sources indicate no presence of site constraints that would require mitigation like wetlands or blueways. While not shown on the conceptual site layout, access to the property would likely need to be off SR-7, with as much distance from the signalized intersection with US-50 as possible. Through this exercise, INDOT has indicated potential for access restrictions through the corridor in proximity of the signalized intersection. Traffic improvements to US-50, and associated driveway permits, would require advanced discussion and coordination once a true site plan is developed. INDOT district staff have placed an emphasis on maintaining the flow of traffic and reducing opportunities for stacking within this corridor. Any development on this parcel should consider on and offsite access improvements within the overall development plan.



Development Program

The conceptual site layout for Site A follows existing C-PB (Commercial Planned Business) setbacks, which range between 25 – 50 feet. These setbacks are large, and significantly restrict the amount of usable space unless parking areas are not required to follow setbacks. If a variance is granted to reduce setbacks, the development program can achieve more developable areas to accommodate both parking and buildable areas. This increase in density would allow for more new assessed value to be generated on a per acre basis, which can help offset potential infrastructure and access improvements expense.

Building Area & Land Use: 50,000 square feet of single-story commercial spread across four buildings.

Parking: 303 stalls provided. At 50,000 square feet and 1 stall per 200 square feet of floor area required, a minimum total parking requirement of 248 stalls is accommodated by this proposed development program. Adjusting the setbacks and parking ratio may result in the site supporting a higher density of building area.

Open Space: Approximately 10,000 square feet of open space is being preserved in the center of the site. Additionally, the areas within the setbacks around the perimeter of the site create an opportunity for additional open space. Open space for this site may need to also serve as stormwater management. Preserving additional space around the perimeter or increasing the central green space may be necessary to satisfy local zoning standards. A further understanding on the overall site requirements for stormwater management may have a material impact on the overall development layout and buildable areas. Preserving open space within this development program is an attempt to acknowledge this potential constraint.

Desktop Zoning Review

The subject property is currently zoned PUD, shown on the zoning map as PDMX. The PUD has not been reviewed as part of this analysis, and the analysis was based on treating the property as commercially zoned (C-PB).

General processes for development approval likely include a site development plan review, assuming no variances or rezoning is necessary. Once this step is complete the applicant can pursue a Location Improvement Permit (LIP). After receipt of the LIP the applicant can work towards building permit procurement, as well as satisfying other required elements such as a driveway permits and/or utility tap permit(s).

Site B Details

Location and Site Description

Site B is located at the northeast corner of SR-7 and US-50 and is approximately 6.56 acres. Site B is the other portion of the larger 12.88-acre Elsner parcel. Site B is mostly square and heavily vegetated. There are grading changes throughout the site which will need further evaluation. The section of the site is also outside the floodplain and Federal sources indicate no presence of wetlands or blueways. With shared access through Site A, Site B will be dependent on future coordination with INDOT for shared ingress/egress points off SR 7.

Development Program

The conceptual site layout for Site B follows existing C-PB (Commercial Planned Business), which again includes the larger 25 – 50 foot setbacks. Like Site A, the setbacks need to be considered in the overall development program to maximize development areas.

Building Area & Land Use: 143,097 square feet of three-story hotel spread across two buildings, totaling 265 hotel rooms. This density could be increased or decreased through building floor adjustments, as parking around the area can support changes in either direction. This end use was considered in consideration of the Legacy Sports Group study. As an alternative to hospitality use, this site plan could be altered to accommodate a garden-style (multi-building) multifamily development. A multifamily development of this scale would likely yield approximately half as many rental living units as can be accommodated with the smaller room footprint of a hospitality use. Similar style scale and financing gap economics would come into play for either end use. And Site A's end use could be changed to accommodate the ultimate end use that achieves the scale and returns ultimately required by a development partner.

Parking: 286 stalls provided. 1.5 stalls per every 1 hotel room results in a total parking requirement of 398, which is not met by this plan. Adjusting the setbacks or allowing parking in the setbacks may resolve the parking demand deficiency without the need to decrease the building density. Careful consideration would need to be given to parking requirements for the end use balanced against the overall density to be achieved by the proposed project.

Open Space: Approximately 30,000 square feet of open space is being preserved in the east corner of the site. Additionally, the areas within the setbacks around the perimeter of the site create an opportunity for open space. Open space for this site may need to accommodate onsite stormwater management, or additional parking.

As this is a significant amount of open space – approximately 10% of site – it could be repositioned for additional programming. Depending on the overall needs of this open space within the development pattern, this area could potentially be resized to allow for a higher density of development on the site.

Desktop Zoning Review

As with Site A, the subject property is currently zoned PUD, shown on the zoning map as PDMX. The PUD has not been reviewed as part of this analysis, and the analysis was based on treating the property as commercially zoned (C-PB).

General processes for development approval likely include a site development plan review, assuming no variances or rezoning is necessary. Once this step is complete the applicant can pursue a Location Improvement Permit (LIP). After receipt of the LIP the applicant can work towards building permit procurement, as well as satisfying other required elements such as a driveway permits and/or utility tap permit(s).

<u>Site C & C.2 Details</u>

Location and Site Description

Site C and C.2 alternative is located at the northwest corner of SR-7 and US-50 and is approximately 7.06 acres. This site is part of a much larger Rudicel tract, which is approximately 49 acres. The front 7 acres are the most feasible for development given its adjacency to a major intersection. The front portion of the tract is unencumbered by floodplain, blueway, or wetlands like the rear of the tract. Like Sites A & B, the property access will need to be from SR-7, which may require coordination from an adjacent landowner just to the north of the subject site along SR 7. Access will also require coordination with INDOT to reduce conflict points and keep a consistent flow of traffic along SR-7. Further study and coordination with INDOT on potential intersection improvements at US-50 and SR-7 are encouraged to accommodate additional development at this location and on adjacent parcels. Leadership on these improvements would likely need to be caused by the JCRDC.

Development Program

The conceptual site layouts for Site C and C.2 follow existing C-PB (Commercial Planned Business) setbacks, which range between 25-50 feet. As previously noted, these setbacks are large, and can significantly restrict the amount of usable space, unless parking areas are not required to follow setbacks.

For the proposed Site C land use – which is consistent with the Legacy Sports Group study or a large "big box" user – the parking supply will be very important to the overall success of the facility. Availability of parking may seriously restrict how large the overall facility and surrounding ancillary development can be.

The development pattern proposed for Site C.2 – which follows a more typical "small box" retail development pattern – lessens the significance of the parking demand to some degree.

Building Area & Land Use (Site C): Referencing the facility examples in the Legacy Sports Group report, the building in this scenario is proposed as an 85,000 square foot single-story facility. This will result in a smaller facility when compared to some of the examples included in the aforementioned report. The building size is again limited by setbacks and

required parking. Incorporating more of the full 49-acre site may be worthwhile in that it could allow more space for parking and a larger building or multiple buildings. As previously mentioned, this may result in new challenges that will require advanced design considerations, such as addressing and mitigating existing wetlands and/or floodplains.

Parking (Site C): 360 stalls provided. 1 stall per 200 square feet of floor area results in a total parking requirement of 421, which is not being met by this plan. Adjusting the setbacks or allowing parking in the setbacks may resolve the parking demand deficiency without the need to decrease the building density. However, the building density and parking density may need to be increased to facilitate a successful project. Allowing parking in the setbacks or expanding further into the remaining 42 acres may be a necessity.

Open Space (Site C): No open space has been shown for this site. With the adjacent 42 acres, it is assumed open space and drainage can be accommodated offsite while not severely limiting total building density. If the facility is entirely dedicated to recreation, open space may not be necessary. If the facility is a large scale commercial or retail user, open space may be an important consideration.

If outdoor space is desired or needed for more athletic facilities, it will be necessary to extend into the remaining 42 acres.

Building Area & Land Use (Site C.2): As a development alternative, C.2 considers a multi-building retail complex filled with "small box" and strip space to maximize the buildable area of the same footprint used in Site C. This example development scenario includes 60,000 square feet of single-story commercial and retail space spread across four buildings.

Parking (Site C.2): 282 stalls provided. At 60,000 square feet and 1 stall per 200 square feet of floor area results in a total parking requirement of 305, which is not being met by this plan. However, the layout result for this site does not efficiently use the full site. Space is available for additional parking, which will compensate for the existing 23 stall deficit. Adjusting the setbacks and parking ratio may result in the site supporting a higher density of building area.

Open Space (Site C.2): Approximately 12,000 square feet of open space is being preserved in the northwest corner of the site. Additionally, the areas within the setbacks around the perimeter of the site create an opportunity for additional open space. Open space for this site may need to serve as stormwater management, which could also impact the overall building layout. Preserving additional space around the perimeter or increasing the corner green space may be necessary to satisfy local zoning standards.

Desktop Zoning Review

The subject property is currently zoned Commercial, shown on the zoning map as C. The zoning ordinance does not contain a general "C" district. It is unclear how this property will be treated since the zoning map does not align with the zoning ordinance in this regard.

Seeking clarity on the zoning for this site will be imperative to the overall approach to development and engaging with developers. For the purpose of this analysis the C-PB district was used.

The general process for approval will likely include a site development plan review, assuming variances or rezoning is not necessary. Once this step is complete the applicant can pursue a Location Improvement Permit. After receipt of the LIP the applicant can work towards building permit procurement as well as satisfying other required elements such as a driveway permit or sewer tap permit.

Revenue Modeling

The information within this section provides a more detailed analysis of the property tax generation potential for Site configurations A & B on the Elsner property and Site configurations C & C.2 on the Rudicel property.

Using the massing scenarios presented in the previous section as the development program assumptions, our team began to analyze the potential tax increment revenue for the various components. As JCRDC becomes more comfortable with the potential revenue generation for this type of development, it can help inform the preparation of project strategies as actual or similar projects come to shape.

While the development scenarios are only meant to be examples of what could be, it also introduces development concepts on the sites that may require JCRDC's leadership in bringing these types of projects to fruition. Captured tax increment through real property improvements will likely need to provide the financial horsepower to fund necessary infrastructure improvements, access improvements, or development incentives to spur development within this corridor. As TIF becomes available, it often becomes the obvious capital improvement fund at the County's disposal to provide this level of support.

TIF Generation: Sites A & B

In the development scenario provided, Site A is marked by 50,000 square feet of retail/commercial space spread across four separate buildings ranging in size from approximately 8,000 square feet to approximately 18,000 square feet. Site B includes approximately 143,000 square feet of hospitality space, which is compatible with 265 rooms. It should be noted again, these dimensions simply maximize the site, and they are not intended to represent overall market absorption, which would require further study.

To calculate potential revenue generation from these developments, TWG utilized regional comps (primarily from Clark County) to capture new and modern post-construction assessed values. These comps were then averaged to create a "per square foot" value for the retail area in Site A and the hospitality area in Site B.

Sites A & B – TIF Revenue Generation

	Existing Assessed Value	Existing Taxes Generated	New Commercial AV	Incremental AV	Total AV	Total Taxes	Increment
Base	$19,000.00	$355.38	$ -	$ -	$19,000.00	$355.38	$ -
Hotel (Site B)	$ -	$ -	$13,205,817.32	$13,205,817.32	$13,205,817.32	$247,001.61	$247,001.61
Retail (Site A)	$ -	$ -	$7,575,430.48	$7,575,430.48	$7,575,430.48	$141,690.85	$141,690.85

Based on these development assumptions, total buildout of the development program of Sites A & B could result in annual incremental revenue in excess of $388,000.00 (using regional square footage assessed value assumptions). Full buildout of the 12.88-acre Elsner parcel has the potential to increase JCRDC's annual TIF revenue by over 330% per annum.

TIF Generation: Site C and C.2 Alternative

Two development scenarios were considered for the portion of the Rudicel parcel utilized for this exercise. The first development scenario contemplates the construction of a multi-sport recreation facility similar to what is identified within the Legacy Sports Group study. The 84,000 square foot building is a unique facility. To ascertain a reasonable assessed value comp, facilities in Carmel, Westfield, Noblesville, and Pendleton, Indiana were

researched for per square foot values. In the event a project of this nature proceeds, further discussion with the County's municipal financial advisor would be encouraged.

The second development scenario is marked by approximately 60,000 square feet of small box or retail strip space across four buildings. These buildings range in size from just under 13,000 square feet to approximately 18,000 square feet. Similar regional comps were used for this scenario as were used for Site A's retail value.

The figure below highlights the incremental revenue generated through these two alternatives. It should be noted that changes in use and square footage can have a material impact on the revenue generated. Nonetheless, each use generates more revenue per annum than is currently received within the entire TIF District.

	Existing Assessed Value	Existing Taxes Generated	New Commercial AV	Incremental AV	Total AV	Total Taxes	Increment
Base	$95,300.00	$1,782.49	$ -	$ -	$19,000.00	$1,782.49	$ -
Sports Facility (Site C)	$ -	$ -	$6,725,413.92	$6,725,413.92	$6,725,413.92	$125,792.14	$125,792.14
Retail (Site C.2)	$ -	$ -	$9,321,663.10	$9,321,663.10	$9,321,663.10	$174,352.39	$174,352.39

Sites C & C.2 – TIF Revenue Generation

"Next Steps" Recommendations

To close out this report, TWG has developed a series of recommendations based on the information gleaned during the various discovery phases of this project. These recommendations take the form of both operational best practices and pre-development tasks. The purpose of these recommendations is to prepare JCRDC for more intense redevelopment activities. They ensure JCRDC remains compliant with state statues, lay the groundwork for local partnerships, establish parameters for project involvement, and identify areas of potential study – all with the intent of creating conditions for attracting private capital investment. Collectively, these recommendations build a foundation that can guide a plan of action for JCRDC.

Redevelopment Commission Operating Recommendations

The following recommendations are meant to provide guidance to JCRDC on the operation of its day-to-day board business. The purpose is to position the board, and its revenue sources, for success. Additionally, they begin to establish ongoing and annual management policies. These recommendations are independent of any future project or development opportunities and revolve around how the commission interacts with the community partners and its TIF.

Reporting Requirements

Various levels of reporting are required of a redevelopment commission, typically regarding commission activities, revenues collected, and use of funds. The following tasks have statutory elements as required by the DLGF, as well as elements to further promote transparency.

- In addition to providing and uploading the annual report (Gateway TIF Management Report) each April (April 15th) for the previous year, a redevelopment commission is also required to produce an annual presentation during a public meeting covering largely the same detail. It is recommended the JCRDC begin to implement the annual presentation within its calendar of events. While not a requirement, JCRDC is encouraged to mail notice of this annual presentation to each of the overlapping taxing units of the TIF District.

- A new statutory requirement, effective January 1, 2024, requires redevelopment commissions to present the Gateway TIF Management Report to the unit's fiscal body at a public meeting. The JCRDC should consider this new reporting requirement as part of its calendar of events. For efficiency, it may make sense to use this presentation as the forum for the aforementioned annual presentation too.

- A new statutory requirement, effective January 1, 2024, requires redevelopment commissions to develop and file an annual spending plan for the following calendar year with the unit's executive and fiscal body, and the DLGF. Per statute, this spending plan must be adhered to for any commission-maintained fund. Additional guidance is expected throughout 2024 for the spending plan to be filed by December 2024 for 2025. DLGF will be required to report on redevelopment commissions that do not meet the filing requirements. It is recommended JCRDC monitor developments related to the spending plan and adhere to the filing requirements. JCRDC is encouraged to stay engaged with its municipal financial advisor to develop the spending plan.

- DLGF provides an online public portal to view and review data related to TIF Districts in Indiana. A component of this portal is uploading documents related to a community's TIF District. This includes a repository for the TIF District's establishment documents, economic development plans, and amending documents.

  During the course of this engagement, it was noted that information gaps exist in this portal. While the original declaratory and confirmatory resolutions are accessible, along with the original parcel list and economic development plan, the data does not reflect amendments to the TIF District that would include the recent "trimming" of parcels from the original district. For posterity, it is imperative the documents are uploaded and easily accessible for future commissions. It is recommended JCRDC cause these data gaps to be remedied. Additionally, JCRDC is encouraged to maintain a local electronic file set of these documents to easily share with consultants and professional service providers as projects may dictate.

Administrative Guidance

The following recommendations are intended to guide administration and management of redevelopment activities. JCRDC is an appointed board tasked with overseeing community redevelopment, which can become a strenuous task as revenues rise and project activity grows. Developing a basic administrative framework can ensure consistent accountability and management of JCRDC's agenda, capable of moving tasks forward as the commission itself changes and evolves.

- With the level of project engagement required for a high functioning redevelopment commission to oversee the execution of its priorities, the JCRDC may consider formally engaging an administrator to manage various commission tasks. In absence of a formal fulltime county administrator or redevelopment director, the local economic development organization (or LEDO) is often the entity filling this role.

  In this situation the redevelopment commission still provides the ultimate oversight of its direction and action plan, while the LEDO provides the commission with day-to-day technical skill, "boots on the ground" project engagement, the management of vendor relationships and scopes of work, ensuring reporting requirements are met, and providing administrative support for meetings. Having this level of support can be invaluable to the evolution of a part-time commission into a high functioning commission. It also has the potential to positively impact overall project activity and promote an environment of accountability between the two entities. It is advised JCRDC consider expanding its relationship with JCEDC to assist in the performance of these functions.

- Even as an appointed membership, the role of the redevelopment commission in project development is important. Redevelopment commissions have the ability to positively impact the delivery of capital projects and improvements within a community. With local funds always limited, TIF revenue has the potential to fill gaps, investigate opportunities, and overcome obstacles. With new statutory requirements related to the creation of an annual spending plan, and its own revenue in limited supply, JCRDC is encouraged to create guidelines on how it evaluates and prioritizes projects. While plans are always subject to change, this can unify JCRDC around targeted investments and initiatives, allowing the commission to become a proactive partner in economic development and redevelopment. In the establishment of these operating guidelines, it is important for JCRDC to consider project roles, responsibilities, and the overall flow of projects among and between its project partners and professional service providers.

- During the creation of this document, it was noted the JCRDC Economic Development Plan has not been amended or updated since it was drafted in 2013. In light of the previous recommendation, JCRDC is encouraged to review the contents of the document and ensure the redevelopment activities within the Economic Development Plan still align with the priorities of the commission and the community. Where necessary, these activities should be amended and refined. Many things have changed over the last decade, and JCRDC finds itself as a likely partner to pursue redevelopment of scale in the County. With new state initiatives revolving around the READI program, housing, and infrastructure, JCRDC should consider itself a primary stakeholder to help leverage project dollars into more significant capital investment.

TIF District Maintenance

JCRDC oversees a large and diversified TIF District with nearly 1,000 individual parcels. As the revenue generated within the allocation area is derived by the parcel values, having an intimate familiarity with the district is imperative to ensure protection of annual revenues. The TIF District is a living area while it is active, and it should be viewed as such. It can be amended, expanded, reduced, and separated into new districts (following statutory processes). The purpose of the recommendations below is to ensure the district is managed in a manner that is conducive to future project opportunities as they arise, as well as the maintenance and growth of revenues.

- JCRDC is encouraged to constantly and consistently monitor its TIF District and revenue. This is imperative to paying existing obligations and funding other project activities. To do so, JCRDC should maintain regular communication with the Jennings County Auditor's office to review certified assessed values every third quarter of the year and begin to project revenue for the upcoming pay year.

- JCRDC should maintain regular communication with the Jennings County Assessor's office to be in a position to respond to any drastic changes in assessment or impactful property tax appeals within the TIF District.

- JCRDC should also monitor ownership changes, parcel sales, and parcel splits to ensure revenue is not lost and parcels are not removed from the TIF District when parcel information – specifically parcel numbers – change.

- JCRDC should carefully review assessed value attributable to single-family residential within existing TIF Districts. Incremental revenue is typically not received from single-family residential development. Furthermore, homeowner's deductions have the potential to impact the overall value of the parcel and negatively impact the TIF in the long run.

- As development projects begin to take shape, JCRDC should consider further amendment of its TIF District. This includes reducing and expanding the TIF District in a manner that aligns with land use patterns, the County's comprehensive plan, and the Economic Development Plan.

  When appropriate, JCRDC may consider establishing standalone districts for certain projects to achieve longer and more favorable borrowing periods, provide more flexibility for the commission's involvement, and reduce conflict with existing debt obligations.

- In the absence of other project activity, JCRDC should review its annual revenues against its projected amortization schedule for its only existing obligation. JCRDC may consider the impact and ability to retire this debt early, as well as its impact (if any) on the overall TIF District and project prioritization.

Development Preparation Recommendations

The following recommendations are meant to provide pre-development action items for JCRDC for the US-50/SR-7 corridor area. This establishes an operating agenda, with task prioritization at the discretion of JCRDC based on available funding and the level of project activity. These tasks may be the responsibility of JCRDC, its community partners, its professional service providers, property owners, and even developers. Ultimately, the completion of these tasks shall be at the direction of JCRDC with the intent to prepare for, encourage, and support development activity within the TIF District.

Pre-development Due Diligence

These recommendations are intended to provide JCRDC with action items that ensure a certain baseline of property and utility information is available prior to entertaining development opportunities. This basic level of due diligence can inform the need for other local project activities (e.g. infrastructure improvements), and proactively address most standard preliminary development inquiries.

- JCRDC, in conjunction with JCEDC, should create a "pre-development checklist" for the targeted development properties. The checklist should contain site specific details related to zoning, utilities, access, and incentives. This checklist should be fully complete for each property. Upon completion, it can be shared with end user targets in support of outreach efforts. A template for this checklist is available within the Appendix.

During the process of completing the checklist, gaps may be discovered that could lead to specific work items for the commission. Notably, this could include the need for engineering investigation of existing and proposed infrastructure (utility and access) capacities and needed upgrades. These work items should be prioritized based on need and available funding.

- JCRDC, and its representatives, are encouraged to gain a deeper understanding of local zoning and its impact on development. When targeting sites for redevelopment, the commission should confirm proposed future end uses are in harmony with local zoning as well as the County's future land use map as identified within its comprehensive plan. This should be considered with any augmentations made to the structure of the TIF District and Economic Development Plan.

  Additionally, JCRDC is advised to have a conversational understanding of the local entitlement process and how this can impact property development timelines.

- It is recommended JCRDC, directly or through its representatives, actively engage with property owners with developable property within the corridor area. JCRDC should ascertain the willingness and attitude toward development, as well as identify a potential sales price per acre.

  In the event there are data gaps, JCRDC should consider tackling due diligence items that could shorten the overall development timeline. This can include tasks like: ALTA survey, geotechnical analysis, wetland analysis, and environmental analysis.

  If and where it applies, JCRDC may consider pursuing the acquisition of easements and rights of way, options on property, and proactively developing RFPs to solicit commercial and retail interest in the sites.

Outreach Marketing

This series of action items is meant to encourage proactive engagement with the development community regarding opportunities in Jennings County, particularly within the corridor area. Often rural commissions can get caught in a reactive approach to redevelopment, waiting to respond to opportunities instead of seeking them out. These recommendations are focused on reversing that approach.

- To prepare for in-depth discussions with brokers and developers, JCRDC is encouraged to internally discuss its approach to development tools while finalizing its redevelopment toolbox. This should include considerations on how the commission intends to use TIF for development projects, and how it will consider layering TIF with other development tools (READI, abatement, tax credits, etc.).

  JCRDC and JCEDC should have, at a minimum, a conversational understanding of how these tools can be leveraged to encourage redevelopment.

- Armed with completed pre-development checklists and a finalized redevelopment toolbox, JCRDC or its representatives are encouraged to proactively engage with the commercial brokerage and development community. This should include creating electronic site due diligence packages that provide pertinent information about the community, the properties, and the opportunity. Collectively, this information serves as a virtual/desktop site tour and marketing collateral for the contact.

  It is recommended to take a targeted approach to this activity. JCRDC and JCEDC are encouraged to work together to develop a target list of end users, identifying broker relationships and commercial real estate department contacts within these sectors.

- JCRDC and its engineering representatives are encouraged to maintain regular engagement with INDOT's Seymour District office. Through the development of this document, TWG coordinated multiple discussions with INDOT staff regarding the corridor area. Additional coordination on access for commercial use will be imperative and will likely require improvements at the US-50/SR-7 intersection and along the SR-7 approaches.

Further Study

The work is not complete with this document. Through this investigation many stones were overturned. In the process, pathways for further study were discovered as potential next steps to keep the effort moving forward. These will require the engagement of other professional service providers or project partners.

- INDOT secured limited access in the development of the US-50 bypass and its intersection at SR-7. Breaking access restrictions along US-50 for redevelopment will prove difficult, causing commercial access to come from SR-7. To ensure access can be achieved through SR-7, JCRDC is encouraged to engage with a civil engineer to investigate corridor improvements at a schematic level. This should include investigating changes to the intersection, as well as to the SR-7 approaches, for suitable flow of traffic.

- JCRDC should consider engaging a firm with the specific scope of hotel feasibility analysis. This type of analysis should investigate specific sites from the perspective of existing demand generators, vacancy demand based on existing availability, and operational feasibility at the pro forma level. This feasibility analysis should also identify the need for development gaps and subsidies.

- JCRDC may consider a full multidiscipline masterplanning effort for the US-50/SR-7 area. This effort should involve multiple service providers within a team boasting areas of expertise that include land use planning, engineering, market analysis, and economic development. The final deliverable should be an in-depth study complete with site massing, development alternatives backed by market data, engineering analysis from an infrastructure standpoint, prioritization of action steps, and the identification of funding sources to bring the full development to fruition.

Appendix

Report Resources:

- Data USA:
- Esri: data used under license
- Indiana Department of Local Government Finance: https://www.in.gov/dlgf/
- Indiana Department of Workforce Development: https://hoosierdata.in.gov/
- Indiana Gateway: https://gateway.ifionline.org/
- US Bureau of Labor Statistics: https://www.bls.gov/
- US Census Bureau: https://www.census.gov/
- WTH Technology, Inc.: https://jenningsin.wthgis.com/

Pre-development Checklist Template:

Location		
Topic	**Description**	**Notes**
A. Zoning	**Current Zoning:** 1.Briefly describe current zoning 2. Describe any Overlay Districts 3. Does a survey exist? 4. Identify responsible party for zoning confirmation letter 5. Describe special exception or variance processes	
B. Utilities	**Water: Jennings Water, Inc.** 1. Is water stubbed to property? 2. Can a well be used? 3. Who has jurisdiction over water line? 4. What is the size of the water main? 5. What is normal pressure? 6. Will building be required to be sprinkled? 7. Identify distance to nearest hydrant 8. Identify tap fees 9. Identify any existing easements 10. Identify primary contact: **Sanitary: City of North Vernon** 1. Is sanitary stubbed to property? 2. What is the size of the sewer line? 3. Who has jurisdiction over sewer line? 4. If sanitary is unavailable, can septic be used? 5. Identify distance to nearest manhole 6. Identify tap or capacity fees	

	7. Identify any capacity concerns 8. Identify any existing easements 9. Identify primary contact: **Storm Sewer** 1. Is storm sewer stubbed to property? 2. Is storm water detention required? 3. Where will overflow go? 4. Who has jurisdiction over storm sewer? 5. What is the size of the storm sewer? 6. Identify any existing easements 7. Does the property flood? 8. Identify any tap or capacity fees 9. Identify primary contact: **Electric: Duke Energy** 1. Is electric stubbed to property? 2. Is it overhead or underground? 3. Identify voltage/phase 4. Who has jurisdiction over the electricty? 5. Identify any existing easements 6. Identify primary contact: **Gas: Midwest Natural Gas** 1. Is gas stubbed to property? 2. What is the maximum availability? 3. What is the pressure of the line? 4. Identify any existing easements 5. Identify primary contact: **Telecom/Internet:** 1. Is telephone stubbed to property? 2. Is internet stubbed to property? 3. Describe service type/speed 4. Identify any existing easements 5. Idenfity primary contact:		
C. Site Requirements	1. Provide stormwater ordinance 2. Provide landscaping requirements 3. Provide signage ordinance 4. Provide building permit fees 5. Provide plan review process 6. Identify primary contact:		
D. Access			

	1. Identify access jurisdiction 2. Identify access constraints 3. Identify distance requirements for access points 4. Identify any improvements required 5. Describe any pedestrian requirements (sidewalks, etc.) 6. Has a traffic study been completed?	
E. Funding	**<u>Incentives</u>** 1. Describe any available incentive sources (TIF, tax abatement, etc.) 2. Will community consider aid in utility upgrades/extensions? 3. Will community consider aid for access improvements? 4. Will community support property tax deductions? 5. Will community provide funds for development support? 6.. Describe any other available funding mechanisms	

ESRI Tapestry Profile - Southern Satellites:

LifeMode Group: Rustic Outposts

Southern Satellites

10A

Households: 3,856,800

Average Household Size: 2.67

Median Age: 40.3

Median Household Income: $47,800

WHO ARE WE?

Southern Satellites is the second largest market found in rural settlements but within metropolitan areas located primarily in the South. This market is typically slightly older, settled married-couple families, who own their homes. Two-thirds of the homes are single-family structures; almost a third are mobile homes. Median household income and home value are below average. Workers are employed in a variety of industries, such as manufacturing, health care, retail trade, and construction, with higher proportions in mining and agriculture than the US. Residents enjoy country living, preferring outdoor activities and DIY home projects.

OUR NEIGHBORHOOD

- About 78% of households are owned.
- Married couples with no children are the dominant household type, with a number of multigenerational households (Index 112).
- Most are single-family homes (67%), with a number of mobile homes (Index 509).
- Most housing units were built in 1970 or later.
- Most households own one or two vehicles, but owning more than three vehicles is common (Index 144).

SOCIOECONOMIC TRAITS

- Education: almost 40% have a high school diploma only (Index 140); 45% have college education (Index 73).
- Labor force participation rate is 59.1%, slightly lower than the US.
- These consumers are more concerned about cost rather than quality or brand loyalty.
- They tend to be somewhat late in adapting to technology.
- They obtain a disproportionate amount of their information from TV, compared to other media.

TAPESTRY SEGMENTATION
esri.com/tapestry

Note: The Index represents the ratio of the segment rate to the US rate multiplied by 100.
Consumer preferences are estimated from data by MRI-Simmons.

LifeMode Group: Rustic Outposts

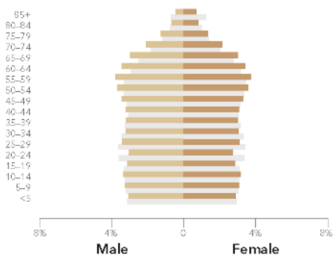
10A Southern Satellites

TAPESTRY SEGMENTATION
esri.com/tapestry

AGE BY SEX (Esri data)

Median Age: 40.3 US: 38.2

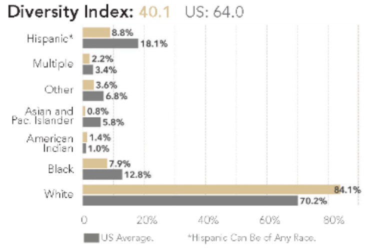
Indicates US



RACE AND ETHNICITY (Esri data)

The Diversity Index summarizes racial and ethnic diversity. The index shows the likelihood that two persons, chosen at random from the same area, belong to different race or ethnic groups. The index ranges from 0 (no diversity) to 100 (complete diversity).

Diversity Index: 40.1 US: 64.0

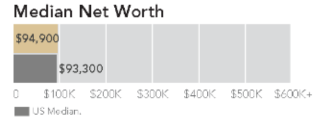


INCOME AND NET WORTH

Net worth measures total household assets (homes, vehicles, investments, etc.) less any debts, secured (e.g., mortgages) or unsecured (credit cards). Household income and net worth are estimated by Esri.

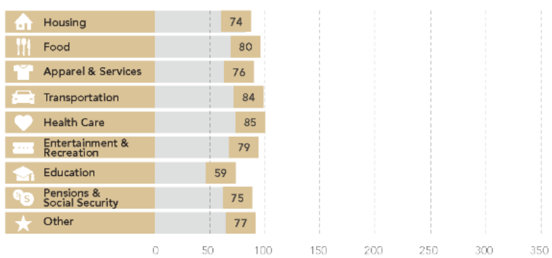
Median Household Income

Median Net Worth



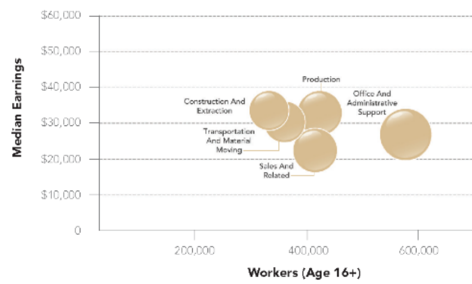
AVERAGE HOUSEHOLD BUDGET INDEX

The index compares the average amount spent in this market's household budgets for housing, food, apparel, etc., to the average amount spent by all US households. An index of 100 is average. An index of 120 shows that average spending by consumers in this market is 20 percent above the national average. Consumer expenditures are estimated by Esri.



OCCUPATION BY EARNINGS

The five occupations with the highest number of workers in the market are displayed by median earnings. Data from the Census Bureau's American Community Survey.



10A

LifeMode Group: Rustic Outposts

Southern Satellites

TAPESTRY SEGMENTATION
esri.com/tapestry

MARKET PROFILE (Consumer preferences are estimated from data by MRI-Simmons.)

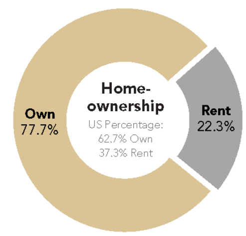
- Usually own a truck; likely to service it themselves.
- Frequent the convenience store, usually to fill up a vehicle with gas.
- Typical household has a satellite dish.
- Work on home improvement and remodeling projects.
- Own a pet, commonly a dog.
- Participate in fishing and hunting.
- Prefer to listen to country music and watch CMT.
- Read fishing and hunting and home service magazines.
- Partial to eating at low-cost family restaurants and drive-ins.
- Use Walmart for all their shopping needs (groceries, clothing, pharmacy, etc.).

HOUSING

Median home value is displayed for markets that are primarily owner occupied; average rent is shown for renter-occupied markets. Tenure and home value are estimated by Esri. Housing type and average rent are from the Census Bureau's American Community Survey.

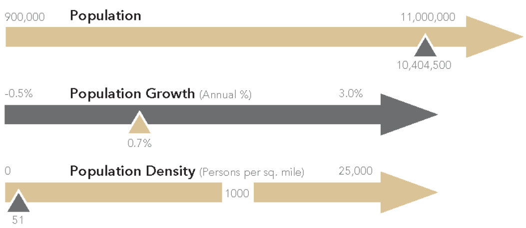
Typical Housing:
Single Family;
Mobile Homes

Median Value:
$128,500
US Median: $207,300



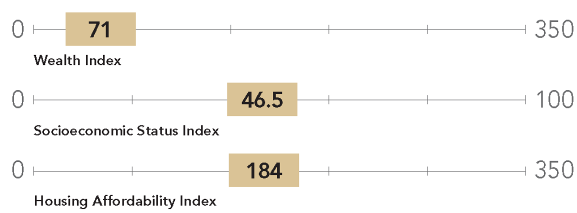
POPULATION CHARACTERISTICS

Total population, average annual population change since Census 2010, and average density (population per square mile) are displayed for the market relative to the size and change among all Tapestry markets. Data estimated by Esri.



ESRI INDEXES

Esri developed three indexes to display average household wealth, socioeconomic status, and housing affordability for the market relative to US standards.



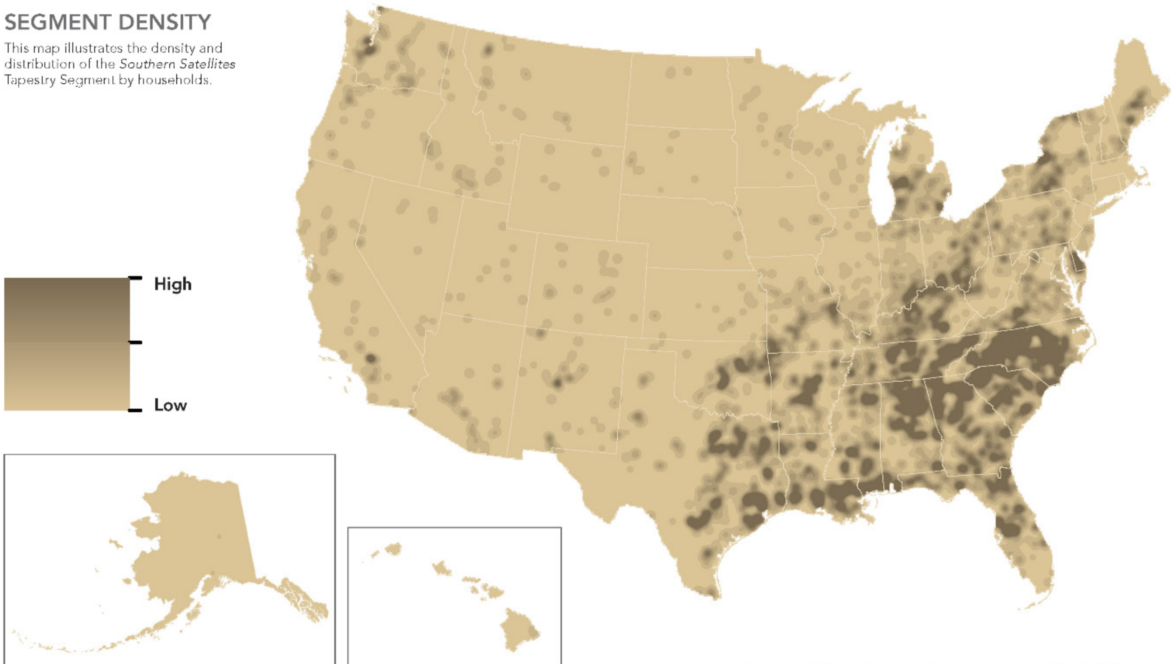
LifeMode Group: Rustic Outposts

10A Southern Satellites

TAPESTRY SEGMENTATION
esri.com/tapestry

SEGMENT DENSITY

This map illustrates the density and distribution of the *Southern Satellites* Tapestry Segment by households.



For more information
1 800 447 9778
info@esri.com
esri.com

<u>ESRI Tapestry Profile - Salt of the Earth:</u>

LifeMode Group: Cozy Country Living

Salt of the Earth

6B

Households: 3,545,800

Average Household Size: 2.59

Median Age: 44.1

Median Household Income: $56,300

WHO ARE WE?

Salt of the Earth residents are entrenched in their traditional, rural lifestyles. Citizens here are older, and many have grown children that have moved away. They still cherish family time and also tending to their vegetable gardens and preparing homemade meals. Residents embrace the outdoors; they spend most of their free time preparing for their next fishing, boating, or camping trip. The majority has at least a high school diploma or some college education; many have expanded their skill set during their years of employment in the manufacturing and related industries. They may be experts with DIY projects, but the latest technology is not their forte. They use it when absolutely necessary, but seek face-to-face contact in their routine activities.

OUR NEIGHBORHOOD

- This large segment is concentrated in the Midwest, particularly in Ohio, Pennsylvania, and Indiana.
- Due to their rural setting, households own two vehicles to cover their long commutes, often across county boundaries.
- Homeownership rates are very high (Index 133). Single-family homes are affordable, valued at 25% less than the national market.
- Nearly two in three households are composed of married couples; less than half have children at home.

SOCIOECONOMIC TRAITS

- Steady employment in construction, manufacturing, and related service industries.
- Completed education: 40% with a high school diploma only.
- Household income just over the national median, while net worth is nearly double the national median.
- Spending time with family is their top priority.
- Cost-conscious consumers, loyal to brands they like, with a focus on buying American.
- Last to buy the latest and greatest products.
- Try to eat healthy, tracking the nutrition and ingredients in the food they purchase.

TAPESTRY SEGMENTATION
esri.com/tapestry

Note: The Index represents the ratio of the segment rate to the US rate multiplied by 100. Consumer preferences are estimated from data by MRI-Simmons.

LifeMode Group: Cozy Country Living

6B

Salt of the Earth

TAPESTRY SEGMENTATION
esri.com/tapestry

AGE BY SEX (Esri data)

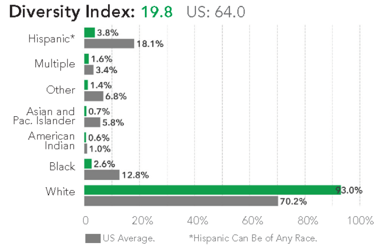
Median Age: 44.1 US: 38.2

Indicates US

RACE AND ETHNICITY (Esri data)

The Diversity Index summarizes racial and ethnic diversity. The index shows the likelihood that two persons, chosen at random from the same area, belong to different race or ethnic groups. The index ranges from 0 (no diversity) to 100 (complete diversity).

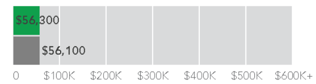
Diversity Index: 19.8 US: 64.0



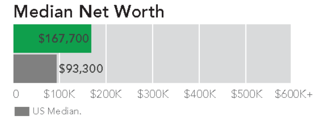
INCOME AND NET WORTH

Net worth measures total household assets (homes, vehicles, investments, etc.) less any debts, secured (e.g., mortgages) or unsecured (credit cards). Household income and net worth are estimated by Esri.

Median Household Income

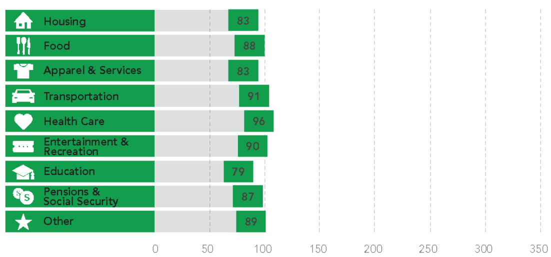


Median Net Worth



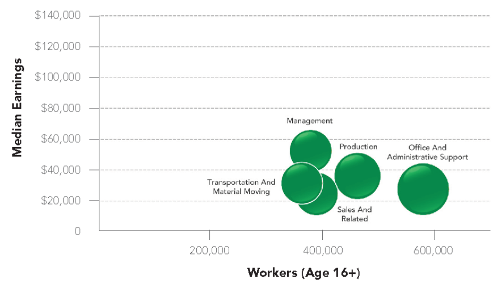
AVERAGE HOUSEHOLD BUDGET INDEX

The index compares the average amount spent in this market's household budgets for housing, food, apparel, etc., to the average amount spent by all US households. An index of 100 is average. An index of 120 shows that average spending by consumers in this market is 20 percent above the national average. Consumer expenditures are estimated by Esri.



OCCUPATION BY EARNINGS

The five occupations with the highest number of workers in the market are displayed by median earnings. Data from the Census Bureau's American Community Survey.



LifeMode Group: Cozy Country Living

6B Salt of the Earth

TAPESTRY™ SEGMENTATION
esri.com/tapestry

MARKET PROFILE (Consumer preferences are estimated from data by MRI-Simmons.)

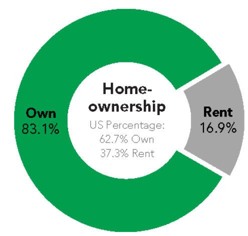
- Outdoor sports and activities, such as fishing, boating, hunting, and overnight camping trips, are popular.
- To support their pastimes, truck ownership is high; many also own an ATV.
- They own the equipment to maintain their lawns and tend to their vegetable gardens.
- Residents often tackle home remodeling and improvement jobs themselves.
- Due to their locale, they own satellite dishes and have access to high-speed internet connections like DSL.
- These conservative consumers prefer to conduct their business in person rather than online. They use an agent to purchase insurance.

HOUSING

Median home value is displayed for markets that are primarily owner occupied; average rent is shown for renter-occupied markets. Tenure and home value are estimated by Esri. Housing type and average rent are from the Census Bureau's American Community Survey.

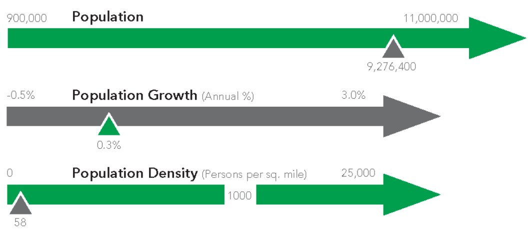
Typical Housing:
Single Family

Median Value:
$154,300
US Median: $207,300



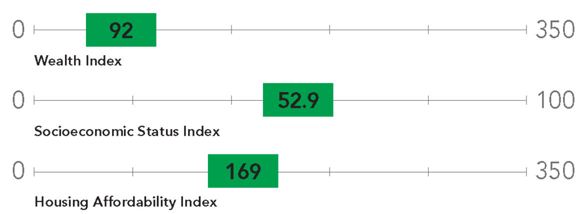
POPULATION CHARACTERISTICS

Total population, average annual population change since Census 2010, and average density (population per square mile) are displayed for the market relative to the size and change among all Tapestry markets. Data estimated by Esri.



ESRI INDEXES

Esri developed three indexes to display average household wealth, socioeconomic status, and housing affordability for the market relative to US standards.



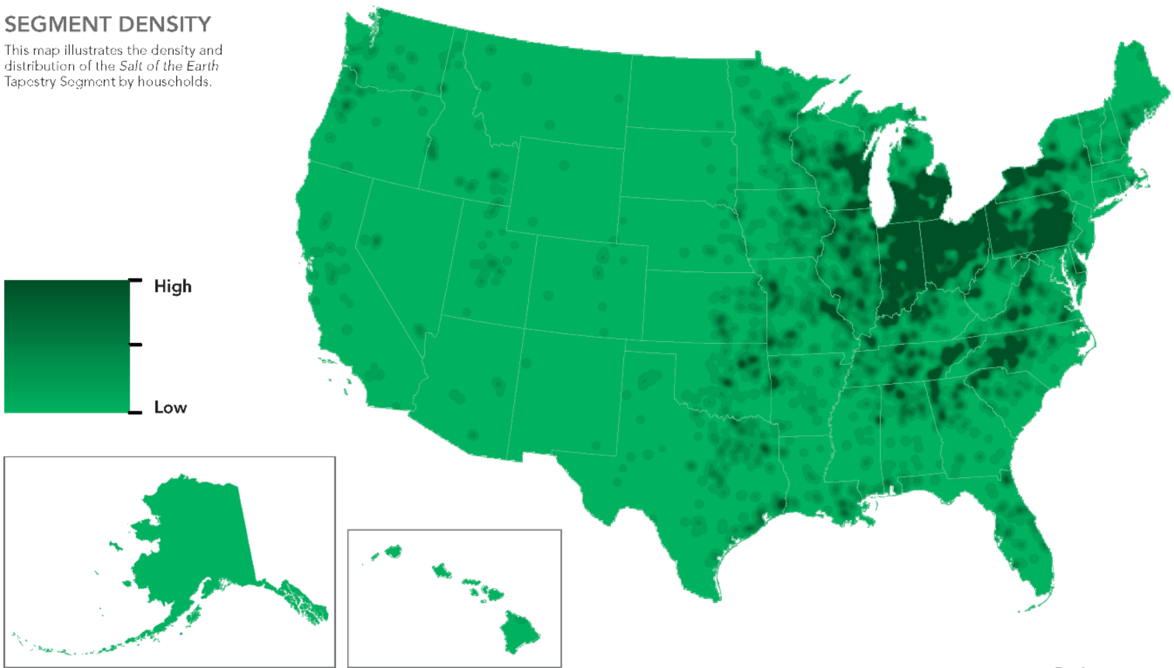
LifeMode Group: Cozy Country Living

6B Salt of the Earth

TAPESTRY SEGMENTATION
esri.com/tapestry

SEGMENT DENSITY

This map illustrates the density and distribution of the *Salt of the Earth* Tapestry Segment by households.



For more information
1 800 447 9778
info@esri.com
esri.com

esri THE SCIENCE OF WHERE®

ESRI Tapestry Profile - Down the Road:

LifeMode Group: Rustic Outposts

Down the Road

10D

Households: 1,406,700

Average Household Size: 2.76

Median Age: 35.0

Median Household Income: $38,700

WHO ARE WE?

Down the Road is a mix of low-density, semirural neighborhoods in large metropolitan areas; half are located in the South, with the rest primarily in the West and Midwest. Almost half of householders live in mobile homes; more than two-fifths live in single-family homes. These are young, family-oriented consumers who value their traditions. Workers are in service, retail trade, manufacturing, and construction industries, with higher proportions in agriculture and mining, compared to the US.

OUR NEIGHBORHOOD

- Nearly two-thirds of households are owned.
- Family market, primarily married couples or single-parent households (Index 145).
- Close to half of all households live in mobile homes (Index 780).
- Four-fifths of households were built in 1970 or later.
- About 32% of homes are valued under $50,000.

SOCIOECONOMIC TRAITS

- Education completed: 36% with a high school diploma only, 41% with some college education or a degree.
- Labor force participation rate is 59.0%, slightly lower than the US.
- Family-oriented, outgoing consumers; they place importance on preserving time-honored customs.

TAPESTRY SEGMENTATION
esri.com/tapestry

Note: The Index represents the ratio of the segment rate to the US rate multiplied by 100. Consumer preferences are estimated from data by MRI-Simmons.

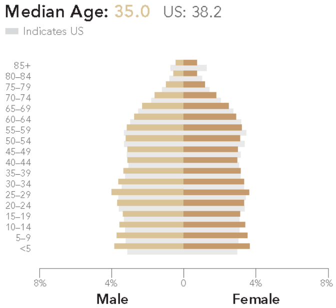
LifeMode Group: Rustic Outposts

10D Down the Road

TAPESTRY SEGMENTATION
esri.com/tapestry

AGE BY SEX (Esri data)

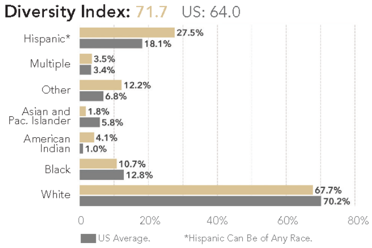
Median Age: 35.0 US: 38.2



RACE AND ETHNICITY (Esri data)

The Diversity Index summarizes racial and ethnic diversity. The index shows the likelihood that two persons, chosen at random from the same area, belong to different race or ethnic groups. The index ranges from 0 (no diversity) to 100 (complete diversity).

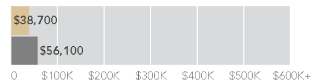
Diversity Index: 71.7 US: 64.0



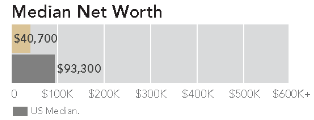
INCOME AND NET WORTH

Net worth measures total household assets (homes, vehicles, investments, etc.) less any debts, secured (e.g., mortgages) or unsecured (credit cards). Household income and net worth are estimated by Esri.

Median Household Income

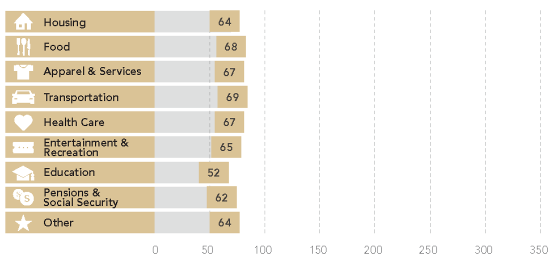


Median Net Worth



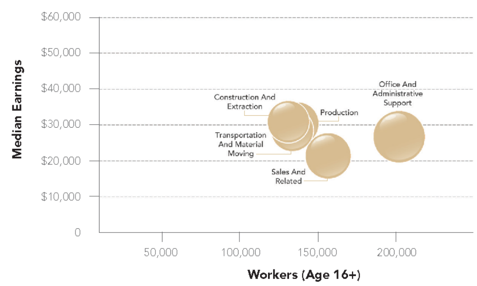
AVERAGE HOUSEHOLD BUDGET INDEX

The index compares the average amount spent in this market's household budgets for housing, food, apparel, etc., to the average amount spent by all US households. An index of 100 is average. An index of 120 shows that average spending by consumers in this market is 20 percent above the national average. Consumer expenditures are estimated by Esri.



OCCUPATION BY EARNINGS

The five occupations with the highest number of workers in the market are displayed by median earnings. Data from the Census Bureau's American Community Survey.



LifeMode Group: Rustic Outposts

10D Down the Road

TAPESTRY SEGMENTATION
esri.com/tapestry

MARKET PROFILE (Consumer preferences are estimated from data by MRI-Simmons.)

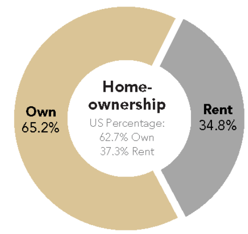
- Purchased a used vehicle in the past year, likely maintaining the vehicle themselves.
- Routinely stop by the convenience store to purchase gas, groceries, and snacks.
- Participate in fishing and hunting.
- Use the internet to stay connected with friends and play online video games.
- Listen to the radio, especially at work, with a preference for rap, R&B, and country music.
- Enjoy programs on Investigation Discovery, CMT, and Hallmark, typically watching via satellite dish.
- Often prepare quick meals, using packaged or frozen dinner entrees.
- Favorite fast food: burgers and pizza.
- Frequent Walmart Supercenters, Walgreens, dollar stores, Kmart, and Big Lots for all their shopping needs (groceries, clothing, pharmacy, etc.).

HOUSING

Median home value is displayed for markets that are primarily owner occupied; average rent is shown for renter-occupied markets. Tenure and home value are estimated by Esri. Housing type and average rent are from the Census Bureau's American Community Survey.

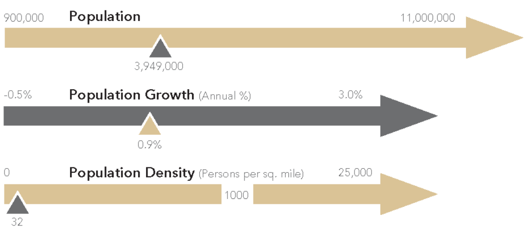
Typical Housing:
Mobile Homes;
Single Family

Median Value:
$89,800
US Median: $207,300



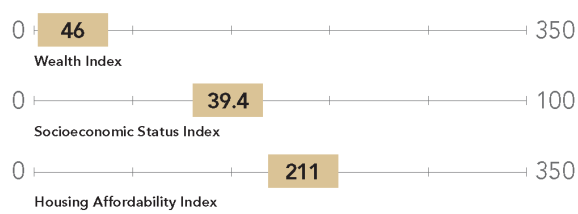
POPULATION CHARACTERISTICS

Total population, average annual population change since Census 2010, and average density (population per square mile) are displayed for the market relative to the size and change among all Tapestry markets. Data estimated by Esri.



ESRI INDEXES

Esri developed three indexes to display average household wealth, socioeconomic status, and housing affordability for the market relative to US standards.



10D

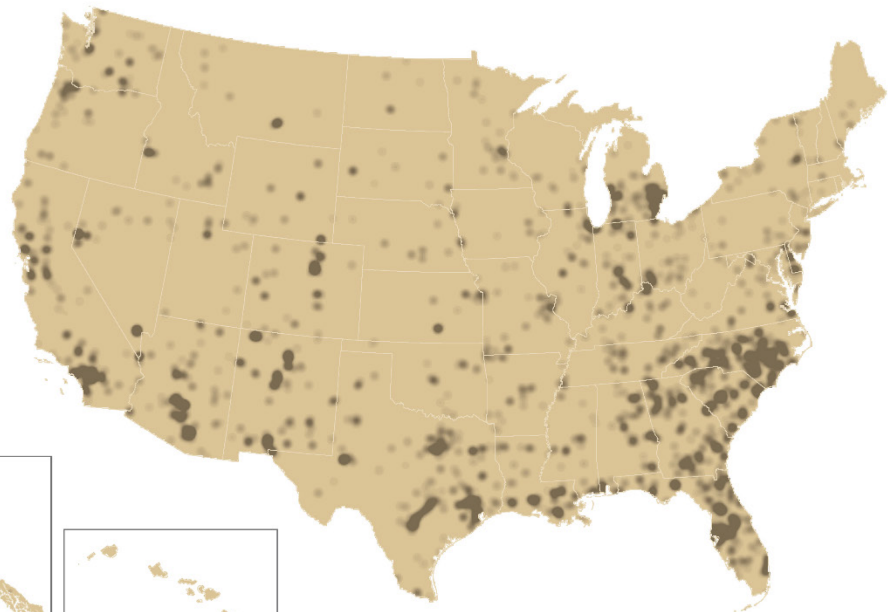
LifeMode Group: Rustic Outposts

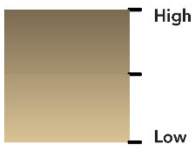
Down the Road

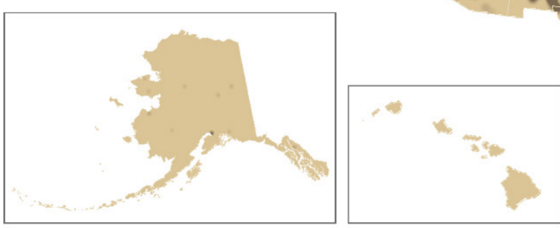
TAPESTRY SEGMENTATION
esri.com/tapestry

SEGMENT DENSITY

This map illustrates the density and distribution of the *Down the Road* Tapestry Segment by households.







For more information
1 800 447 9778
info@esri.com
esri.com

esri THE SCIENCE OF WHERE®

ESRI Retail Market Potential - Jennings County, Indiana:

Retail Market Potential

Jennings County, IN
Jennings County, IN (18079)
Geography: County

Prepared by Esri

Demographic Summary	2023	2028
Population	27,264	26,862
Population 18+	21,131	20,795
Households	10,533	10,509
Median Household Income	$60,119	$67,566

Product/Consumer Behavior	Expected Number of Adults or HHs	Percent of Adults/HHs	MPI
Apparel (Adults)			
Bought Men`s Clothing/12 Mo	13,330	63.1%	103
Bought Women`s Clothing/12 Mo	11,373	53.8%	104
Bought Shoes/12 Mo	15,699	74.3%	100
Bought Fine Jewelry/12 Mo	4,378	20.7%	101
Bought Watch/12 Mo	2,912	13.8%	100
Automobiles (Households)			
HH Owns or Leases Any Vehicle	9,907	94.1%	103
HH Bought or Leased New Vehicle/12 Mo	1,002	9.5%	94
Automotive Aftermarket (Adults)			
Bought Gasoline/6 Mo	19,775	93.6%	103
Bought or Changed Motor Oil/12 Mo	12,618	59.7%	116
Had Vehicle Tune-Up/12 Mo	5,123	24.2%	98
Beverages (Adults)			
Drank Non-Diet (Regular) Cola/6 Mo	8,954	42.4%	115
Drank Beer or Ale/6 Mo	7,813	37.0%	93
Cameras (Adults)			
Own Digital Point and Shoot Camera/Camcorder	2,317	11.0%	100
Own Digital SLR Camera or Camcorder	2,109	10.0%	92
Printed Digital Photos/12 Mo	5,931	28.1%	104
Cell Phones (Adults/Households)			
Bought Cell Phone/12 Mo	7,516	35.6%	102
Have a Smartphone	19,557	92.6%	99
Have Android Phone (Any Brand) Smartphone	9,858	46.7%	121
Have Apple iPhone Smartphone	9,949	47.1%	83
HH Owns 1 Cell Phone	3,102	29.5%	97
HH Owns 2 Cell Phones	4,270	40.5%	104
HH Owns 3+ Cell Phones	2,976	28.3%	98
HH Has Cell Phone Only (No Landline Telephone)	7,434	70.6%	103
Computers (Households)			
HH Owns Computer	8,442	80.1%	94
HH Owns Desktop Computer	3,924	37.3%	93
HH Owns Laptop or Notebook	6,856	65.1%	92
HH Owns Apple/Mac Brand Computer	1,669	15.8%	65
HH Owns PC/Non-Apple Brand Computer	7,502	71.2%	100
HH Purchased Most Recent Home Computer at Store	3,966	37.7%	97
HH Purchased Most Recent Home Computer Online	2,600	24.7%	90
HH Spent $1-499 on Most Recent Home Computer	1,985	18.8%	119
HH Spent $500-999 on Most Recent Home Computer	2,090	19.8%	98
HH Spent $1K-1499 on Most Recent Home Computer	954	9.1%	75
HH Spent $1500-1999 on Most Recent Home Computer	334	3.2%	69
HH Spent $2K+ on Most Recent Home Computer	350	3.3%	62

Data Note: An MPI (Market Potential Index) measures the relative likelihood of the adults or households in the specified trade area to exhibit certain consumer behavior or purchasing patterns compared to the U.S. An MPI of 100 represents the U.S. average.**Source:** These data are based upon national propensities to use various products and services, applied to local demographic composition. Usage data were collected by MRI-Simmons in a nationally representative survey of U.S. households. Esri forecasts for 2023 and 2028.

September 28, 2023

Retail Market Potential

Jennings County, IN
Jennings County, IN (18079)
Geography: County

Prepared by Esri

Product/Consumer Behavior	Expected Number of Adults or HHs	Percent of Adults/HHs	MPI
Convenience Stores (Adults)			
Shopped at C-Store/6 Mo	14,726	69.7%	109
Bought Brewed Coffee at C-Store/30 Days	2,627	12.4%	103
Bought Cigarettes at C-Store/30 Days	1,943	9.2%	151
Bought Gas at C-Store/30 Days	10,450	49.5%	125
Spent $1-19 at C-Store/30 Days	1,399	6.6%	90
Spent $20-39 at C-Store/30 Days	2,084	9.9%	100
Spent $40-50 at C-Store/30 Days	1,710	8.1%	104
Spent $51-99 at C-Store/30 Days	1,518	7.2%	117
Spent $100+ at C-Store/30 Days	5,809	27.5%	132
Entertainment (Adults)			
Attended Movie/6 Mo	6,914	32.7%	89
Went to Live Theater/12 Mo	967	4.6%	67
Went to Bar or Night Club/12 Mo	3,073	14.5%	90
Dined Out/12 Mo	10,742	50.8%	97
Gambled at Casino/12 Mo	2,122	10.0%	94
Visited Theme Park/12 Mo	2,267	10.7%	92
Viewed Movie (Video-on-Demand)/30 Days	1,792	8.5%	76
Viewed TV Show (Video-on-Demand)/30 Days	1,166	5.5%	73
Used Internet to Download Movie/30 Days	973	4.6%	76
Downloaded Individual Song/6 Mo	3,910	18.5%	92
Used Internet to Watch Movie/30 Days	6,030	28.5%	84
Used Internet to Watch TV Program/30 Days	3,616	17.1%	77
Played (Console) Video or Electronic Game/12 Mo	2,759	13.1%	102
Played (Portable) Video or Electronic Game/12 Mo	1,411	6.7%	101
Financial (Adults)			
Have 1st Home Mortgage	7,596	35.9%	95
Used ATM or Cash Machine/12 Mo	12,965	61.4%	97
Own Any Stock	2,423	11.5%	77
Own U.S. Savings Bonds	1,306	6.2%	87
Own Shares in Mutual Fund (Stocks)	2,288	10.8%	79
Own Shares in Mutual Fund (Bonds)	1,434	6.8%	79
Have Interest Checking Account	8,123	38.4%	98
Have Non-Interest Checking Account	8,275	39.2%	103
Have Savings Account	15,292	72.4%	98
Have 401(k) Retirement Savings Plan	4,966	23.5%	96
Own or Used Any Credit/Debit Card/12 Mo	19,333	91.5%	99
Avg $1-110 Monthly Credit Card Expenditures	2,872	13.6%	119
Avg $111-225 Monthly Credit Card Expenditures	1,526	7.2%	94
Avg $226-450 Monthly Credit Card Expenditures	1,792	8.5%	92
Avg $451-700 Monthly Credit Card Expenditures	1,893	9.0%	97
Avg $701-1000 Monthly Credit Card Expenditures	1,630	7.7%	94
Avg $1001-2000 Monthly Credit Card Expenditures	2,054	9.7%	83
Avg $2001+ Monthly Credit Card Expenditures	1,742	8.2%	75
Did Banking Online/12 Mo	11,650	55.1%	94
Did Banking by Mobile Device/12 Mo	9,532	45.1%	94

Data Note: An MPI (Market Potential Index) measures the relative likelihood of the adults or households in the specified trade area to exhibit certain consumer behavior or purchasing patterns compared to the U.S. An MPI of 100 represents the U.S. average.**Source:** These data are based upon national propensities to use various products and services, applied to local demographic composition. Usage data were collected by MRI-Simmons in a nationally representative survey of U.S. households. Esri forecasts for 2023 and 2028.

September 28, 2023

Retail Market Potential

Jennings County, IN
Jennings County, IN (18079)
Geography: County

Prepared by Esri

Product/Consumer Behavior	Expected Number of Adults/HHs	Percent of Adults/HHs	MPI
Grocery (Adults)			
HH Used Bread/6 Mo	10,030	95.2%	101
HH Used Chicken (Fresh or Frozen)/6 Mo	7,452	70.7%	102
HH Used Turkey (Fresh or Frozen)/6 Mo	1,711	16.2%	110
HH Used Fish or Seafood (Fresh or Frozen)/6 Mo	6,043	57.4%	95
HH Used Fresh Fruit or Vegetables/6 Mo	9,211	87.4%	99
HH Used Fresh Milk/6 Mo	9,118	86.6%	105
HH Used Fish or Seafood (Fresh or Frozen)/6 Mo	6,043	57.4%	71
Health (Adults)			
Exercise at Home 2+ Times/Wk	8,892	42.1%	86
Exercise at Club 2+ Times/Wk	1,831	8.7%	74
Visited Doctor/12 Mo	16,932	80.1%	100
Used Vitamins or Dietary Supplements/6 Mo	13,487	63.8%	97
Home (Households)			
HH Did Home Improvement/12 Mo	4,324	41.1%	104
HH Used Maid/Prof Cln Svc (+ Furn/Carpet)/12 Mo	2,815	26.7%	88
HH Purchased Low Ticket HH Furnishing/12 Mo	2,582	24.5%	100
HH Purchased Big Ticket HH Furnishing/12 Mo	2,898	27.5%	96
HH Bought Small Kitchen Appliance/12 Mo	2,798	26.6%	102
HH Bought Large Kitchen Appliance/12 Mo	1,864	17.7%	109
Insurance (Adults/Households)			
Currently Carry Life Insurance	11,393	53.9%	105
Personally Carry Any Med/Hosp/Accident Insur	17,924	84.8%	99
Homeowner Carries Home/Personal Property Insurance	14,027	66.4%	108
Renter Carries Home/Pers Property Insurance	1,944	9.2%	77
HH Has 1 Vehicle Covered w/Auto Insurance	3,049	28.9%	95
HH Has 2 Vehicles Covered w/Auto Insurance	3,341	31.7%	97
HH Has 3+ Vehicles Covered w/Auto Insurance	3,311	31.4%	119
Pets (Households)			
HH Owns Cat	3,304	31.4%	136
HH Owns Dog	5,485	52.1%	132
Psychographics (Adults)			
Represents adults who "completely agree" with the statement:			
Am Interested in How to Help Env: 4-Agr Cmpl	3,298	15.6%	84
Buying American Is Important: 4-Agr Cmpl	8,515	40.3%	125
Buy Based on Quality Not Price: 4-Agr Cmpl	2,957	14.0%	93
Buy on Credit Rather Than Wait: 4-Agr Cmpl	2,580	12.2%	96
Only Use Coupons Brands Usually Buy: 4-Agr Cmpl	2,289	10.8%	98
Will Pay More for Env Safe Prods: 4-Agr Cmpl	2,059	9.7%	80
Buy Based on Price Not Brands: 4-Agr Cmpl	6,187	29.3%	108
Am Interested in How to Help Env: 4-Agr Cmpl	3,298	15.6%	84
Reading (Adults)			
Bought Digital Book/12 Mo	3,670	17.4%	92
Bought Hardcover Book/12 Mo	5,289	25.0%	92
Bought Paperback Book/12 Mo	6,743	31.9%	94
Read Daily Newspaper (Paper Version)	2,802	13.3%	86
Read Digital Newspaper/30 Days	8,400	39.8%	78
Read Magazine (Paper/Electronic Vers)/6 Mo	17,562	83.1%	95

Data Note: An MPI (Market Potential Index) measures the relative likelihood of the adults or households in the specified trade area to exhibit certain consumer behavior or purchasing patterns compared to the U.S. An MPI of 100 represents the U.S. average.**Source:** These data are based upon national propensities to use various products and services, applied to local demographic composition. Usage data were collected by MRI-Simmons in a nationally representative survey of U.S. households. Esri forecasts for 2023 and 2028.

September 28, 2023

Jennings County, IN
Jennings County, IN (18079)
Geography: County

Prepared by Esri

Product/Consumer Behavior	Expected Number of Adults or HHs	Percent of Adults/HHs	MPI
Restaurants (Adults)			
Went to Family Restrnt/SteakHse/6 Mo	14,449	68.4%	103
Went to Family Restrnt/SteakHse 4+ Times/30 Days	4,482	21.2%	103
Spent $101-200 at Family Restrnt/SteakHse/30 Days	2,096	92.3%	102
Went to Fast Food/Drive-In Rest 9+ Times/30 Days	8,619	40.8%	105
Ordered Eat-In Fast Food/6 Mo	4,826	22.8%	112
Ordered Home Delivery Fast Food/6 Mo	2,210	10.5%	78
Take-Out/Drive-Thru/Curbside Fast Food/6 Mo	13,629	64.5%	110
Ordered Take-Out/Walk-In Fast Food/6 Mo	3,763	17.8%	80
Television & Electronics (Adults/Households)			
Own Tablet	11,313	53.5%	91
Own E-Reader	2,401	11.4%	79
Own E-Reader/Tablet: Apple iPad	5,879	27.8%	75
HH Owns Internet Connectable TV	4,470	42.4%	98
Own Portable MP3 Player	2,350	11.1%	99
HH Owns 1 TV	1,693	16.1%	88
HH Owns 2 TVs	3,011	28.6%	101
HH Owns 3 TVs	2,472	23.5%	102
HH Owns 4+ TVs	2,520	23.9%	106
HH Subscribes to Cable TV	2,888	27.4%	81
HH Subscribes to Fiber Optic TV	238	2.3%	43
HH Owns Portable GPS Device	2,392	22.7%	109
HH Purchased Video Game System/12 Mo	650	6.2%	77
HH Owns Internet Video Device for TV	5,385	51.1%	97
Travel (Adults)			
Took Domestic Trip in Continental U.S./12 Mo	10,891	51.5%	96
Took 3+ Domestic Non-Business Trips/12 Mo	2,863	13.5%	97
Spent $1-999 on Domestic Vacations/12 Mo	2,921	13.8%	101
Spent $1K-1499 on Domestic Vacations/12 Mo	1,242	5.9%	92
Spent $1500-1999 on Domestic Vacations/12 Mo	847	4.0%	105
Spent $2K-2999 on Domestic Vacations/12 Mo	772	3.7%	92
Spent $3K+ on Domestic Vacations/12 Mo	1,269	6.0%	91
Used Intrnt Travel Site for Domestic Trip/12 Mo	948	4.5%	81
Took Foreign Trip (Incl Alaska & Hawaii)/3 Yrs	4,937	23.4%	71
Took 3+ Foreign Trips by Plane/3 Yrs	840	4.0%	55
Spent $1-999 on Foreign Vacations/12 Mo	1,037	4.9%	63
Index: Spent $1K-2999 on Foreign Vacations/12 Mo	555	2.6%	86
Spent $3K+ on Foreign Vacations/12 Mo	568	2.7%	63
Used General Travel Site: Foreign Trip/3 Yrs	753	3.6%	56
Spent Night at Hotel or Motel/12 Mo	9,243	43.7%	97
Took Cruise of More Than One Day/3 Yrs	1,750	8.3%	82
Member of Frequent Flyer Program	3,844	18.2%	66
Member of Hotel Rewards Program	5,436	25.7%	89

Data Note: An MPI (Market Potential Index) measures the relative likelihood of the adults or households in the specified trade area to exhibit certain consumer behavior or purchasing patterns compared to the U.S. An MPI of 100 represents the U.S. average.**Source:** These data are based upon national propensities to use various products and services, applied to local demographic composition. Usage data were collected by MRI-Simmons in a nationally representative survey of U.S. households. Esri forecasts for 2023 and 2028.

September 28, 2023

Smith Travel Research (STR) Hotel Scale List - Upper Midscale:

STR Chain Scales - North America and Caribbean

Upper Midscale cont.

- Best Western Plus
- Boarders Inn & Suites
- Boulders Inn & Suites
- Canalta Hotels
- Centerstone Hotels
- Chase Suites
- City Express
- City Express Plus
- Clarion
- Cobblestone
- Comfort Inn
- Comfort Suites
- Country Inn & Suites
- DoubleTree Club
- Drury Inn
- Drury Inn & Suites
- Drury Plaza Hotel
- Drury Suites
- Exe Hotel
- Fairfield Inn
- GrandStay Hotels
- Hampton
- Hampton
- Holiday Inn
- Holiday Inn Express
- Holiday Inn Select
- Home2 Suites
- Hotel Des Gouverneurs
- IFA
- Inns North
- Isle of Capri
- Lexington
- Mama Shelter
- Mercure
- Monte Carlo Inn
- MOXY
- My Place
- OHANA
- Oxford Suites
- Park Inn
- Phoenix Inn
- Princess
- Quality
- Real Inn
- Red Lion Hotel
- Rodd Hotel
- Shilo Inn
- Sonesta ES Suites
- TownePlace Suites
- Trademark Hotel
- Collection
- Tryp by Wyndham
- Van der Valk
- Wyndham Garden Hotel
- Yotel

Midscale

- 3 Palms
- A Victory
- AmericInn
- Aristos Hotel
- Baymont
- Best Western
- BlueBay
- Cabot Lodge
- Canadas Best Value Inn
- Candlewood Suites
- Catalonia
- City Express Suites
- ClubHouse
- Crystal Inn
- Delfin Hotel
- FairBridge Inn
- Fiesta
- Fiesta Inn
- Gamma by Fiesta inn
- GuestHouse Inn
- Hawthorn Suites by
- Wyndham
- Hoteles Vista
- ibis
- ibis Styles
- InnSuites Hotel
- La Quinta Inns & Suites
- Lakeview
- Loyalty Inn
- Maeva
- MainStay Suites
- Oak Tree Inn
- Palace Inn
- Quality Inn
- Ramada
- Real de Minas
- Red Lion Inn & Suites
- Rode Inn
- Sandman
- Settle Inn
- Sleep Inn
- Sol
- SureStay Plus
- SureStay Signature
- Collection
- Tru by Hilton
- Uptown Suites
- Vagabond Inn
- Vista
- Wingate by Wyndham

Economy

- Affordable Suites of
- America
- America`s Best Inn
- Americas Best Value Inn
- AmeriVu Inn & Suites
- Budget Host
- Budget Suites of
- Budgetel
- City Express Junior
- Country Hearth Inn
- Crossland Economy
- Studios
- Days Inn
- Downtowner Inn
- Econo Lodge
- Extended Stay America
- E-Z 8
- Family Inn
- Good Nite Inn
- Great Western
- GreenTree Inn
- Home Inn
- Home-Towne Suites
- Hoteles Serena
- Howard Johnson
- InTown Suites
- Jameson Inn
- Key West Inn
- Knights Inn
- Lite Hotels
- Master Hosts Inns
- Masters Inn
- Microtel Inn & Suites
- by Wyndham
- Motel 6
- National 9
- One Hoteles
- Passport Inn
- Pear Tree Inn
- Red Carpet Inn
- Red Roof Inn
- Rodeway Inn
- Savannah Suites
- Scottish Inn
- Select Inn
- Studio 6
- Suburban Extended Stay
- Sundowner
- Toyoko Inn
- Tune Hotel
- Vienna 3hao
- Z
- Zest Hotel
- Zleep

Target Industries – Jennings County Economic Development Commission

Following a discussion with the executive director of Jennings County EDC, further study was performed on potential target industries for Jennings County considering its proclivity for manufacturing employment and the nature of its skilled labor force. This data can be used as a supplement to new business attraction activities, which can lead to additional growth within the study area. The following target industry segments were selected based on the Jennings County EDC's identified target industries and location-based assets supported by the area's location quotients. While business attraction efforts should not be limited solely to these sectors, they were chosen to support the mission of the Jennings County EDC. And play to the area's strengths. Economic factors and trends impacting these segments should be monitored as well.

Motor Vehicle Manufacturing

The Motor Vehicle Manufacturing sector comprises establishments primarily engaged in (1) manufacturing complete automobiles, light duty motor vehicles, and heavy-duty trucks (i.e., body and chassis or unibody) or (2) manufacturing motor vehicle chassis only. Jennings County is targeting highly skilled workers in industries that play to its advantages. The following sectors are the detailed industry sectors of the motor vehicle manufacturing industry. These sectors, on the leading edge of skill and craftsmanship, are the perfect fit for the County.

NAICS codes comprising this industry sector include:

- 336111 – Automobile Manufacturing
- 336112 – Light Truck and Utility Vehicle Manufacturing
- 336120 – Heavy Duty Truck Manufacturing
- 3361 – Motor Vehicle Manufacturing

Machinery Manufacturing

Industries in the Machinery Manufacturing subsector create end products that apply mechanical force, for example, the application of gears and levers, to perform work. Some important processes for the manufacture of machinery are forging, stamping, bending, forming, and machining that are used to shape individual pieces of metal. Processes, such as welding and assembling are used to join separate parts together. Although these processes are similar to those used in metal fabricating establishments, machinery manufacturing is different because it typically employs multiple metal forming processes in manufacturing the various parts of the machine. Moreover, complex assembly operations are an inherent part of the production process. In general, design considerations are very important in machinery production. Establishments specialize in making machinery designed for particular applications. Three industry groups consist of special purpose machinery--Agricultural, Construction, and Mining Machinery Manufacturing; Industrial Machinery Manufacturing; and Commercial and Service Industry Machinery Manufacturing. Aiding to

Jennings County's already successful manufacturing sector, new manufacturing industries will add to the economic ecosystem.

NAICS codes comprising this industry sector include:

- 3332 – Industrial Machinery Manufacturing
- 3333 – Commercial and Service Industry Machinery Manufacturing
- 3334 – Ventilation, Heating, Air-Conditioning, and Commercial Refrigeration Equipment Manufacturing
- 3335 – Metalworking Machinery Manufacturing
- 3336 – Engine, Turbine, and Power Transmission Equipment Manufacturing
- 3339 – Other General Purpose Machinery Manufacturing

Aerospace Product and Parts Manufacturing
This industry comprises establishments primarily engaged in one or more of the following: (1) manufacturing complete aircraft, missiles, or space vehicles; (2) manufacturing aerospace engines, propulsion units, auxiliary equipment or parts; (3) developing and making prototypes of aerospace products; (4) aircraft conversion (i.e., major modifications to systems); and (5) complete aircraft or propulsion systems overhaul and rebuilding (i.e., periodic restoration of aircraft to original design specifications). The Aerospace Product and Parts Manufacturing can aid in diversifying and broadening the manufacturing and technical sectors in Jennings County.

NAICS codes comprising the beverage processing industry sector include:

- 33641 – Aerospace Product and Parts Manufacturing
- 336411 – Aircraft Manufacturing
- 336412 – Aircraft Engine and Engine Parts Manufacturing
- 336413 – Other Aircraft Parts and Auxiliary Equipment Manufacturing
- 336414 – Guided Missile and Space Vehicle Manufacturing
- 336415 – Guided Missile and Space Vehicle Propulsion Unit and Propulsion Unit Parts Manufacturing
- 336419 – Other Guided Missile and Space Vehicle Parts and Auxiliary Equipment Manufacturing

Agriculture & Construction Machinery Manufacturing
This industry comprises establishments primarily engaged in manufacturing one or more of the following: (1) farm machinery and equipment, power mowing equipment, and other powered home lawn and garden equipment; (2) construction machinery, surface mining machinery, and logging equipment; and (3) oil and gas field and underground mining machinery and equipment. Agriculture runs deep in Jennings County and it accounts for

nearly $4 million in investments each year in the County *(Jenningsedc.com)*. Furthering the agriculture manufacturing industry will only increase synergies of the agriculture sector. NAICS codes comprising this industry sector include:

NAICS codes comprising the beverage processing industry sector include:

- 3331 – Agriculture, Construction, and Mining Machinery Manufacturing
- 333111 – Farm Machinery and Equipment Manufacturing
- 333112 – Lawn and Garden Tractor and Home Lawn and Garden Equipment Manufacturing
- 333120 – Construction Machinery Manufacturing
- 333131 – Mining Machinery and Equipment Manufacturing
- 333132 – Oil and Gas Field Machinery and Equipment Manufacturing

Construction

This industry sector comprises businesses primarily engaged in the construction of buildings or engineering projects (e.g. highways and utility systems). Businesses primarily engaged in the preparation of sites for new construction and businesses primarily engaged in subdividing land for sale as building sites also are also included in this sector. Construction work may include new work, additions, alterations, or maintenance and repairs. The construction industry has a 2.09 location quotient as of December 2022, showing over two times the amount of the nation average in Jennings County. The County should support retention and expansion strategies to continue this trend.

NAICS codes comprising the beverage processing industry sector include:

- 23 – Construction
- 2362 – Nonresidential building construction
- 2371 – Utility system construction
- 2372 – Land subdivision
- 2373 – Highway, street, and bridge construction
- 2379 – Other heavy and civil engineering construction
- 2381 – Building foundation and exterior contractors
- 2382 – Building equipment contractors
- 2383 – Building finishing contractors
- 2389 – Other specialty trade contractors

Trade, Transportation, and Utilities

The trade, transportation, and utilities supersector is part of the service-providing industries supersector group classified by NAICS codes. The trade, transportation, and utilities supersector consists of these sectors: (1) Wholesale Trade: NAICS 42, (2) Retail Trade: NAICS 44-45, (3) Transportation and Warehousing: NAICS 48-49, and (4) Utilities: NAICS 22. The

Wholesale Trade sector comprises establishments engaged in wholesaling merchandise, generally without transformation, and rendering services incidental to the sale of merchandise. The merchandise described in this sector includes the outputs of agriculture, mining, manufacturing, and certain information industries, such as publishing. The Retail Trade sector comprises establishments engaged in retailing merchandise, generally without transformation, and rendering services incidental to the sale of merchandise. The retailing process is the final step in the distribution of merchandise; retailers are, therefore, organized to sell merchandise in small quantities to the general public. This sector comprises two main types of retailers: store and non-store retailers. The Transportation and Warehousing sector include industries providing transportation of passengers and cargo, warehousing and storage for goods, scenic and sightseeing transportation, and support activities related to modes of transportation. Establishments in these industries use transportation equipment or transportation related facilities as a productive asset. The type of equipment depends on the mode of transportation. The modes of transportation are air, rail, water, road, and pipeline. The Utilities sector comprises establishments engaged in the provision of the following utility services: electric power, natural gas, steam supply, water supply, and sewage removal. Within this sector, the specific activities associated with the utility services provided vary by utility: electric power includes generation, transmission, and distribution; natural gas includes distribution; steam supply includes provision and/or distribution; water supply includes treatment and distribution; and sewage removal includes collection, treatment, and disposal of waste through sewer systems and sewage treatment facilities. Convergence of this supersector and its industries has a 1.21 location quotient in Jennings County. The higher than national average concentration of these industries should be highlighted and targeted in the County to continue this trend.

NAICS codes comprising the beverage processing industry supersector include:

- 423 – Merchant Wholesalers, Durable Goods
- 424 – Merchant Wholesalers, Nondurable Goods
- 425 – Wholesale Electronic Markets and Agents and Brokers
- 441 – Motor Vehicle and Parts Dealers
- 444 – Building Material and Garden Equipment and Supplies Dealers
- 445 – Food and Beverage Stores
- 447 – Gasoline Stations
- 452 – General Merchandise Stores
- 484 – Truck Transportation
- 487 – Scenic and Sightseeing Transportation
- 488 – Support Activities for Transportation
- 493 – Warehousing and Storage
- 2211 – Electric Power Generation, Transmission and Distribution
- 2212 – Natural Gas Distribution
- 2213 – Water, Sewage and Other Systems