

CITY HALL

City of  
**CHARLESTOWN**  
CITY HALL  
GENERATIONS OF PRIDE  
304

Planning Our Legacy   
**CHARLESTOWN**   
**Our Future Generation**

**Charlestown Comprehensive Plan  
Adopted August 1, 2016**

# ACKNOWLEDGEMENTS:

The Charlestown Comprehensive Plan was created to define the direction for the community's future growth and development. This would not have been possible without the following:

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# OUR VISION



## IN THIS CHAPTER

- Introduction
- How The Plan Was Created
- How to Use This Document
- Vision Statement
- Goals

## EXECUTIVE SUMMARY:

Charlestown will constantly interact and respond to changing factors that relate to the quality of life in the community. These changing factors are focused around local shifts, while others may be derived from regional and national trends. Population demographics will shift, the economy will respond to new markets, technologies will improve, and preferences will change for services and housing. Right now Charlestown is experiencing rapid growth with the continued development of River Ridge Commerce Center, construction of the East End Bridge and through regional growth and expansion. Changing factors like these will inevitably influence current and proposed uses of land, capital, and property. As we look into the future of Charlestown, the community can either react to change or anticipate and direct the changes that occur. When engaging in a comprehensive planning process, the community is both responding to changes that have occurred and planning for change that the community would like to occur in the future.

The expansion of River Ridge Commerce Center (RRCC) provides vast economic development potential for the City of Charlestown. Currently 6,000 acres of the RRCC is only 10% developed with many jobs that offer many minimal-skilled \$10-\$17 per hour jobs. The largest employers currently located in RRCC include Amazon, American Fuji Seal, Autoneum, Bose, BriovaRX, CLARCOR Air Filtration, D.A. Inc., Enjoy Life Foods, GenPak, Husky Injection Molding Systems, Ltd., idk Corporation, J. Knipper & Co., Magnolia Automotive Services, LLC, Manitowoc Crane Care, Mr. "P" Express, Inc., Optum, Pegatron, PTI - Quality Containment Solutions, Taylor - Standard Register, Tenneco, and UTC Aerospace Systems who employ from 20-3,000 people. Much of property near Charlestown is still for sale and will be cleared of any structures or other environmental concerns by the end of 2018. At that point there will be a strong desire to attract high-paying jobs to the RRCC in this undeveloped land near Charlestown to attract high-paid residents to the community.

In addition to the expansion of the RRCC, is the improvements of our regional transportation network through the Ohio River Bridges Project that includes the construction of two new bridges. The East End Crossing impacts Charlestown by connecting I-265 East to Oldham County in Kentucky, making the community convenient to the Louisville Metro Area. Access to daily necessities and quality jobs is important to improve the quality of life and makes Charlestown a more attractive place to live.

## KEY FIRST STEPS

Charlestown has the opportunity to take advantage of the changing landscape of the region and position itself to be an attractive place for families and be a leading community in the region. The key first steps that Charlestown needs to make in order to position itself correctly include these three tasks:

1. Update the Zoning and Development Review
2. Focus on Redevelopment Areas
3. Improve Connectivity

1. Updating the Zoning Ordinance is the first step that allows for planned and coordinated growth in Charlestown and in the RRCC. Since the community is growing at a rapid pace, this will ensure that new development will fall in line with the vision for the future, enhancing the community as a whole. The Zoning Ordinance should include updates to the Zoning Map, as well as Zoning Districts that allow for high-quality design that promotes the aesthetics and density that encourages walkability.

Since the community wants to attract high quality developers, the City should work towards simplifying the development review process. This includes providing information and documents online as well as changing the process for development review that allows for better coordination between the City staff, City Council, and the developer.

2. To keep up with high standards for new development, existing properties must also be maintained, redeveloped and rehabilitated. Charlestown for the most part has many well maintained properties. However there are notable differences that should be improved to enhance the overall community. Redevelopment should be focused on individual areas, but also addressed broadly through property maintenance and clean-up programs.

Focus areas of redevelopment include Downtown, Pleasant Ridge, and the school facilities. Each of these areas will require different strategies and partnerships to accomplish revitalization. Downtown should focus on business development, facade and building renovation, as well as public amenities such as parks, lighting, art, benches, etc. Pleasant Ridge should focus on redevelopment of the existing housing to provide multi-use housing with a primary focus on residential properties. The schools should also be updated to provide an adequate learning environment, accommodate an influx of students, as well as offer higher-educational programs that keep our talented youth here.



3. Connectivity is also key to the betterment of Charlestown that continues to make it a place for families to grow. Connectivity should be addressed through roads, sidewalks, bike lanes, and multi-use paths/trails. The increase of development and population will lead to an increase of traffic and lower levels of service if no improvements are made. In order to efficiently move traffic and minimize conflict, road improvements will need to be made to address the issue. In addition those who choose walking as their primary method of transportation will also need safe access to the City center, destinations (parks, shopping, public facilities), neighborhoods and places of employment. Sidewalks, multi-use paths and trails will help pedestrians become more connected within Charlestown and for the region. In addition, bike lanes along roads will increase the awareness for drivers of bikes, as well as provide a safer method of travel for the bicyclist.

## PLAN STRATEGIES

This plan develops strategies that take the current existing conditions, existing demographics and public input into consideration, and creates a clear roadmap for the future. The following list includes the strategies that address various issues or work to achieve the vision. The strategies are divided by their impact on a geographical scale. Our Community addresses community-wide issues, Our Neighborhood addresses district-level issues, and Our Block addresses site/parcel-level issues. These strategies will be examined further in the following chapters.

### OUR COMMUNITY:

- Strategy 1.1: Amend the existing zoning and subdivision control ordinances to allow for compact, high-quality and appropriate development.
- Strategy 1.2: Promote and continue events that attract visitors to Charlestown.
- Strategy 1.3: Create a public relations program that promotes Charlestown to the surrounding region.
- Strategy 1.4: Develop and implement a complete streets policy.
- Strategy 1.5: Complete missing bicycle and pedestrian connections between neighborhoods and local and regional destinations.
- Strategy 1.6: Create access management and enhancement plans for County Road 403 and State Road 62 to preserve high level of service.
- Strategy 1.7: Develop new roads for growth area with an emphasis on improving connectivity within Charlestown during peak times.
- Strategy 1.8: Provide public transportation for local destinations in Charlestown.
- Strategy 1.9: Support the development of emergency services as growth occurs.
- Strategy 1.10: Improve water quality and sewer system.
- Strategy 1.11: Continue to work with Greater Clark County Schools, local employers, and colleges/universities to provide educational facilities for both children and adult education and training.
- Strategy 1.12: Provide programming for all generations through existing and new facilities.
- Strategy 1.13: Support health and wellness programs and facilities throughout Charlestown.
- Strategy 1.14: Promote the development of new and small businesses within Charlestown.

### OUR NEIGHBORHOOD:

- Strategy 2.1: Incentivize land uses and redevelopment in downtown that help create a mixed-use destination with compact development.
- Strategy 2.2: Create a distinct identity for Charlestown through design standards.
- Strategy 2.3: Focus on reinvesting in sub-standard and deteriorating housing units to provide safe and quality options for residents of all income levels.
- Strategy 2.4: Provide enhanced pedestrian facilities on major streets that include enhanced crosswalks, expanded sidewalks, and additional pedestrian amenities.
- Strategy 2.5: Determine the feasibility of a youth sports complex.

### OUR BLOCK:

- Strategy 3.1: Strengthen and strictly enforce property maintenance ordinances.
- Strategy 3.2: Partner with downtown business owners to create a facade improvement program.
- Strategy 3.3: Expand internet capabilities to all residents in Charlestown.

## PURPOSE & STANDARDS:

The State of Indiana establishes the minimum requirements and the purpose of a comprehensive plan (500 series of IC 36-7-4). The primary purpose of a comprehensive plan is to articulate the broader vision and establish guiding principles and policies for future growth and development of an entire community. Indiana Code states that “it should promote the health, safety, morals, convenience, order of the general welfare and for the sake of efficiency and economic in the process of development.” A comprehensive plan does not focus only on the needs and desires of property owners, businesses, or neighborhoods but is intended to also address broad community issues. This plan provides community leaders with the flexibility to implement the community-wide vision, goal and objectives while responding to changing community conditions that are likely to occur over the life of the plan.

The State of Indiana has developed specific requirements and minimum content for a comprehensive plan (500 series of IC 36-7-4). The elements of a comprehensive plan, at a minimum, should include:

- A statement of objectives for future development of the jurisdiction;
- A statement of policy for the land use development of the jurisdiction; and
- A statement of policy for the development of public ways, public spaces, public lands, public structures, and public utilities.

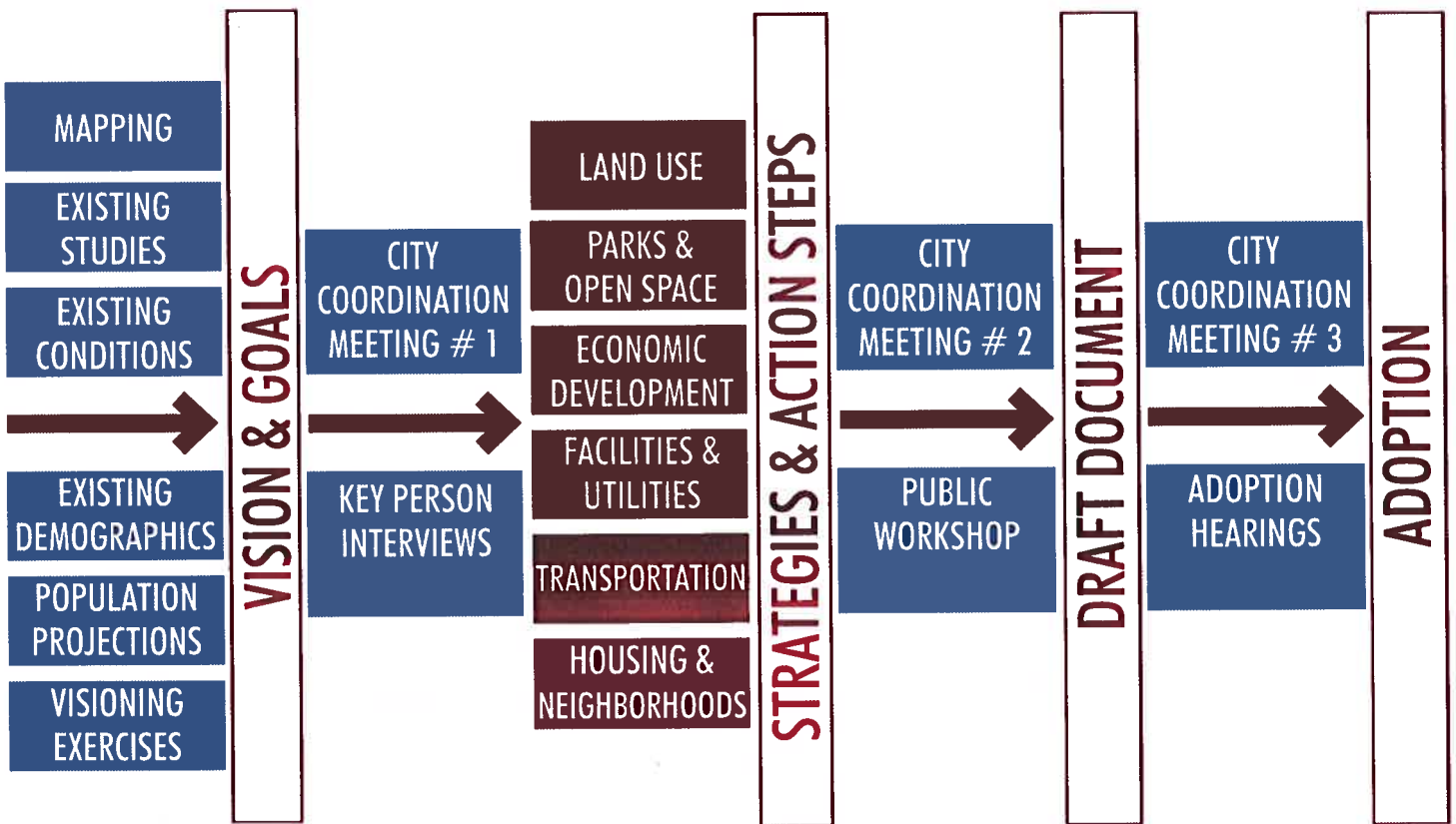
A comprehensive plan may also include a multitude of additional topics, community issues and strategies, such as surveys/studies of current conditions, maps/graphics, reports, and recommendations.

# HOW THE PLAN WAS CREATED:

The Charlestown Comprehensive Plan was initiated by the City of Charlestown with an intent to plan for the future growth and development of the community over the next 20 years. Throughout the development of the plan, feedback was gathered from the comprehensive plan coordination group, public workshop, key person interviews, and adoption hearings. The information that has been gathered through the engagement process has been used to shape the recommendations and strategies that are included in the Charlestown Comprehensive Plan.

The framework of this plan serves as a foundation of the planning process which was used in creating this plan and is guided by four key questions:

- Where are we now?
- Where are we going?
- Where would we like to go?
- How do we get there?



## HOW TO USE THIS DOCUMENT:

The vision of this plan is the first step in establishing Charlestown as a great place for families. It will serve as the guide for City officials, decision makers, developers and residents who will be able to use this as a reference for when development occurs. This plan should serve as the primary, guiding document and be the basis for all decisions about location, quality and quantity of future growth and its supporting infrastructure. This plan is also intended to be a flexible document and broad in nature so that Charlestown can respond to unforeseen circumstances.

Additionally, the plan is organized hierarchically by the vision statement, plan goals, plan elements, strategies, and actions steps. The plan organization is shown in the adjacent graphic. A vision statement serves as the overall forward-looking strategic framework. The plan goals are broad but provide a level of specificity which seeks to give purpose or define a set of results. The plan elements divide the plan into topics to organize strategies and action steps. The strategies provide an additional level of direction underneath the goals and plan elements and are typically action oriented. Finally, the action steps put the goals and strategies into motion and identify specific tasks to accomplish the vision set forth in this plan. The following list describes the chapters of this comprehensive plan.

- **Our Vision:** This chapter provides a brief overview of the plan, the planning process, how the plan is used, key terms and phrases used in the plan, and establishes the plan's long-term vision and goals.
- **Our City Today:** This chapter presents the existing conditions of the city including land use, transportation, and community facilities & utilities.
- **Our Community:** The Our Community chapter focuses on community-wide initiatives that impact the entire community. In this section the strategies and action steps that relate to a community-scaled are included. Land Use, transportation, facilities and utilities recommendations are listed in this chapter and each strategy is explained in depth.
- **Our Neighborhood:** This chapter refers the neighborhood scale strategies and action steps. Each strategy is explained in depth as it relates to initiatives that serve Charlestown neighborhoods.
- **Our Block:** This chapter includes strategies and action steps related to specific sites or parcels in Charlestown. Each strategy is explained in depth as it relates to initiatives that serve specific sites in Charlestown.
- **Our Action Plan:** This chapter is focused on the action plan and is used to prioritize tasks necessary to accomplish the plan's overall vision, goals, and strategies. An overall implementation timeline, strategic action plan, and list of tools and resources are provided within this chapter.
- **Appendix A:** This appendix documents the existing demographics of Charlestown and how it relates to other comparable communities. This section serves as a basis for recommendations made in this plan.
- **Appendix B:** This appendix documents the public input that has been gathered through the planning process. This section identifies the input opportunities, the setting and description input, and comments that were received.



## KEY TERMS & PHRASES

**Action Plan** — Specific steps that are recommended by the plan and are important to understand in order to effectively use the document and implement the plan's vision.

**Goal** — A broad statement that supports the vision while adding a specific area of focus. Goals are usually lofty in scope yet attainable within the planning horizon of 20 years.

**Key Person/Stakeholder** — A person who is in some way responsible for implementing the plan, in whole or in part, or has a vested interest in the outcome of the plan.

**Strategy** — A statement that adds a level of specificity to the goal without identifying the individual actions that must be taken for implementation. Strategies are generally measurable so that the community can monitor implementation progress.

**Planning horizon** — The period of time the plan intends to address community development or the community's vision. This plan uses a 20-year planning horizon.

**Policy** — A definite course or method of action to guide present and future decisions. Policies can be legislative or administrative in approach.

**Coordination Group** — A group of people chosen to represent a cross-section of the community and guide the comprehensive planning process. They serve as liaisons between the community, the consultant, and city staff during the planning process.

**Vision** — A broad statement describing the desired future of Charlestown.

## VISION STATEMENT:

Community visioning is the process of developing consensus about what future the community wants, and then deciding who and what is necessary to achieve it. A thoughtful vision statement is a necessary element that is forward-looking, and provides the strategic framework that gives councils or boards the long-term perspective necessary to make rational and disciplined, incremental, and tactical decisions on community issues as they arise. The Charlestown Vision Statement represents the overall purpose of the community. The graphic below is a compilation of the various input received that influenced the vision and goals.



## OUR VISION

“Charlestown will create a strong framework to become a **world-class community** for future generations with a distinctive identity, exceptional education system, quality housing options, connected neighborhoods, thriving downtown and a vibrant family-friendly atmosphere.”

## GOALS:

Goals are broad in nature but provide some level of specificity which seeks to give purpose or define a set of results. They are lofty, yet attainable within the planning horizon (20 years). The seven goals listed below provide additional direction for the future of Charlestown. These are the top concerns that Charlestown residents, business owners and leaders have voiced. In each section of the plan, goals are addressed through various strategies and corresponding action steps to ensure that these goals are accomplished within the planning horizon.

## OUR GOALS



Coordinate our future **Land Uses** with **Distinctive Community Design and Form**.



Create a **Thriving Downtown** that reinforces our **Sense of Place**.



Ensure **Safe and Quality Housing** options for our residents.



**Connect our Neighborhoods** to regional destinations for vehicles, bicycles and pedestrians.



Expand our **Parks and Recreational Opportunities**.



Improve our infrastructure to create superior **Facilities and Utilities**.



Integrate our **Educational System** with local employers to increase job opportunities, support economic development and further **Workforce Development**.





# OUR CITY TODAY



## IN THIS CHAPTER

- Existing Land Use Snapshot
- Existing Transportation Snapshot
- Existing Community Facilities & Utilities Snapshot

## EXISTING LAND USE SNAPSHOT:

Many factors must be taken into account when determining the ability for land to be developed. These factors have the ability to influence land use decisions for Charlestown and include:

- Environmental Constraints (flooding, soil type, slope, contaminants, etc.)
- Zoning & Access
- Current Use of the Land
- Utilities
- History

## ENVIRONMENTAL CONSTRAINTS

Charlestown does not have many environmental constraints for development. For example, most areas of Charlestown are outside of the 100-year floodplain. Building within the 100-year floodplain is more difficult and requires additional design considerations. In addition to the floodplain, soil type and slope play a major role in the ability to develop a site. Different soil types have various abilities to support development and therefore should be considered during development review. Land that contains soils rated as “unstable” should not be developed. The topography can also be restrictive of development. Land that has a slope greater than 20% (steep slopes) should have limited development of appropriate site measures before development occurs. Development on steep slopes should be assessed, as they pose immediate, construction and development challenges as well as long-term slope stability, runoff, and other natural degradation issues. Areas with slopes greater than 30% should be left in a natural state.

## EXISTING ZONING

Zoning and existing or future land use are two different terms. Land use is how land is being used today or how it should ideally be used in the future. Zoning is the legal tool to control the use of land. Charlestown currently has zoning in place to control the type of development that occurs and should be revised to align with the Future Land Use map that is incorporated into this plan. The existing Zoning map is included in this chapter.

## EXISTING LAND USE

Charlestown’s current land use patterns are centered around the major transportation corridors such as Highway 3, State Road 62, and County Road 403 and the existing street grid. The Existing Land Use map is shown on the following page. Within the map are the following land uses:

- Single Family Residential
- Multi-Family Residential
- Commercial
- Public/Institutional
- Light Industrial
- Recreational/Open Space
- Agricultural/Vacant

The majority of the community’s commercial is located along Highway 3, County Road 403 and State Road 62 and is suburban in nature with the exception of the commercial development around the square. Mixed use development does not currently exist. Many types of residential development are present in Charlestown from traditional single-family to multi-family apartments and duplexes. Charlestown also has significant tracks of land available for development between County Road 403 and State Road 62 and also within River Ridge Commerce Center.

## HISTORIC SITES AND PROPERTIES

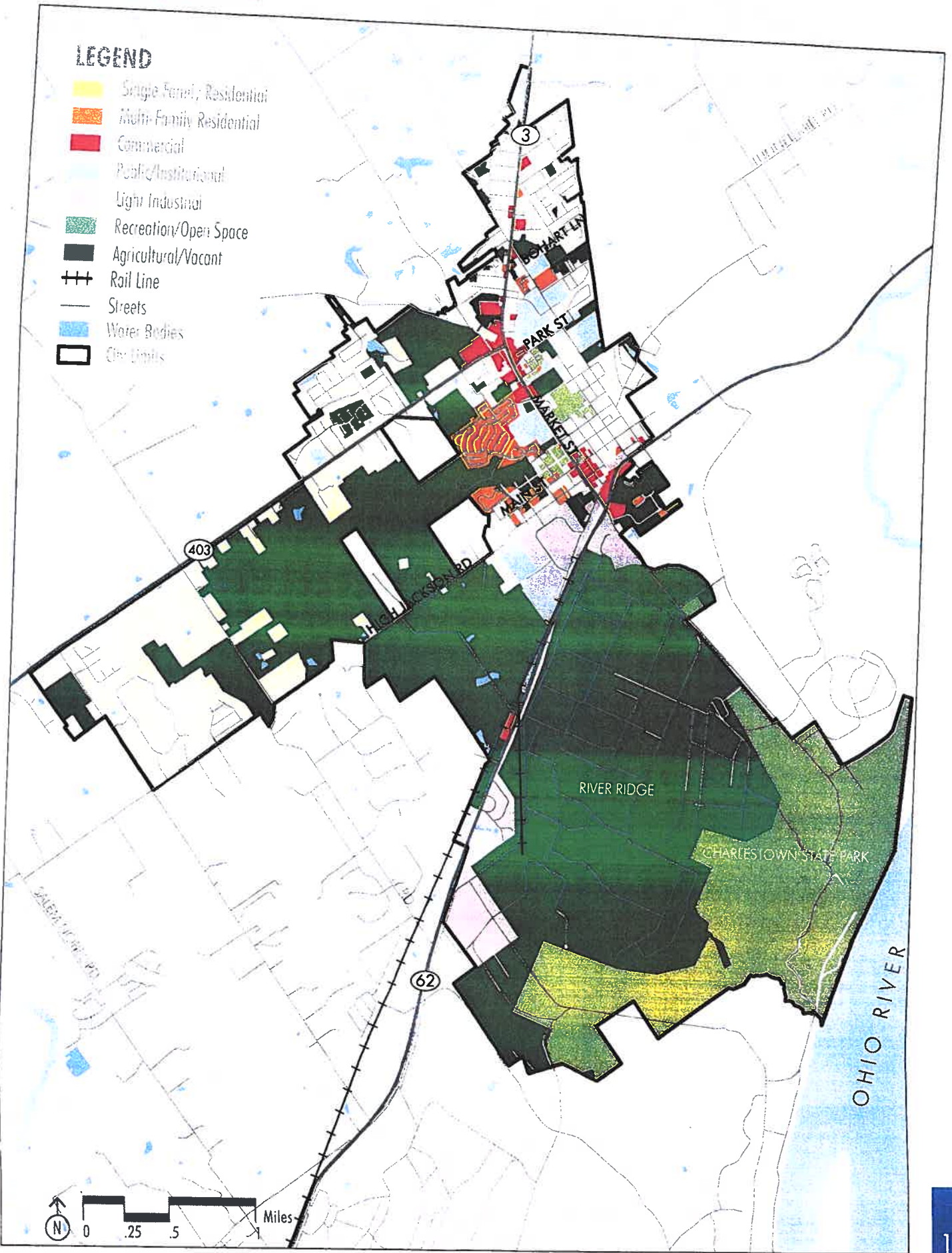
Preservation and restoration is a key component to preserving the history and culture of this community. In addition, historical buildings, landmarks and sites attract tourists and visitors. As the community continues to develop, historically intrinsic properties and landmarks should continue to be preserved. The following have historical significance within Charlestown:

- Thomas Downs House, 1045 Main Street
- Benjamin Ferguson House, 673 High Street
- Watson House, 1015 Water Street
- Grave of Jonathan Jennings, Market Street & Highway 3
- Fern Grove and Rose Island, Charlestown State Park

# EXISTING LAND USE

## LEGEND

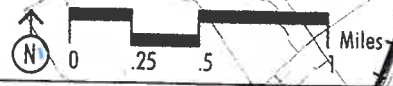
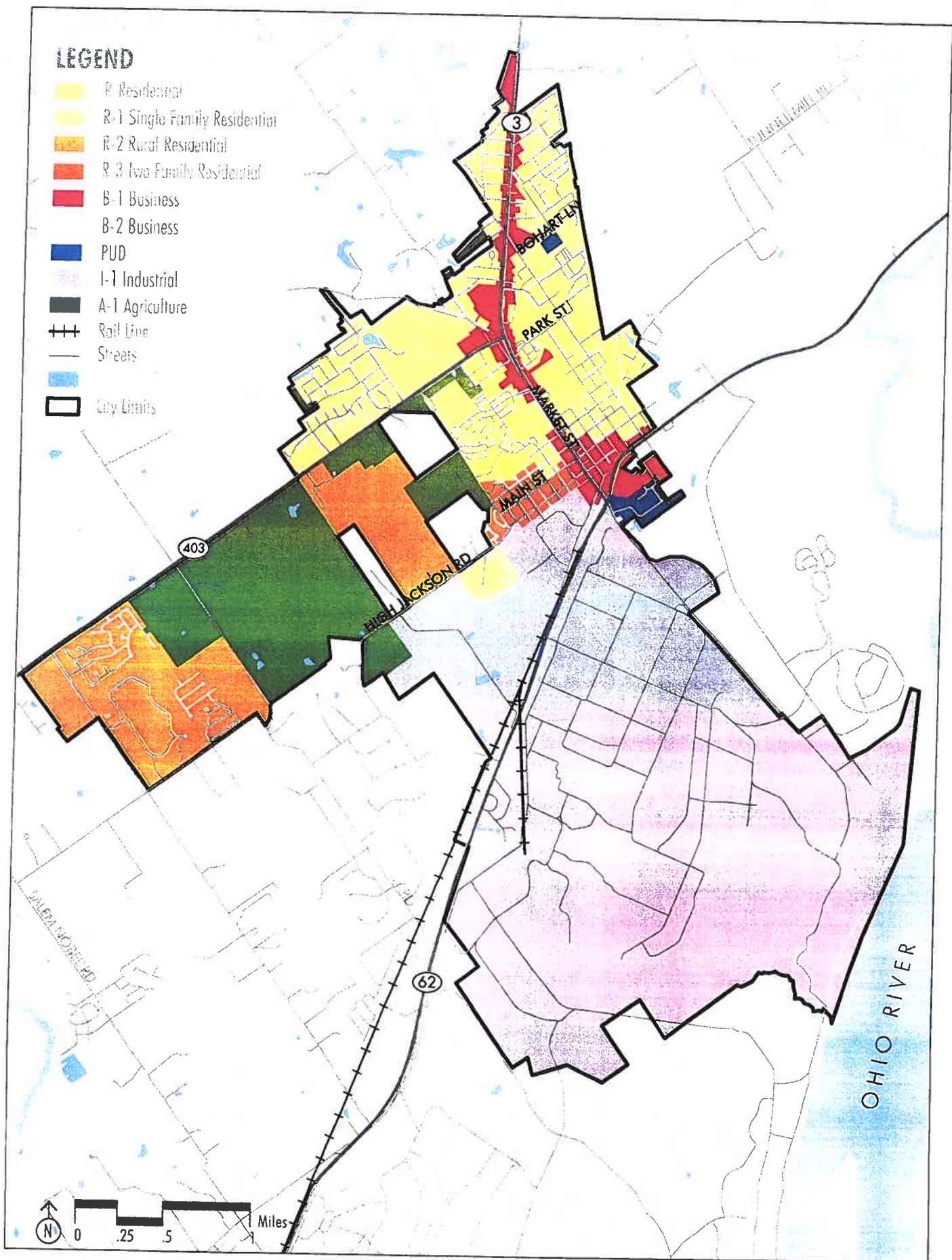
- Single-Family Residential
- Multi-Family Residential
- Commercial
- Public/Institutional
- Light Industrial
- Recreation/Open Space
- Agricultural/Vacant
- Rail Line
- Streets
- Water Bodies
- City Limits



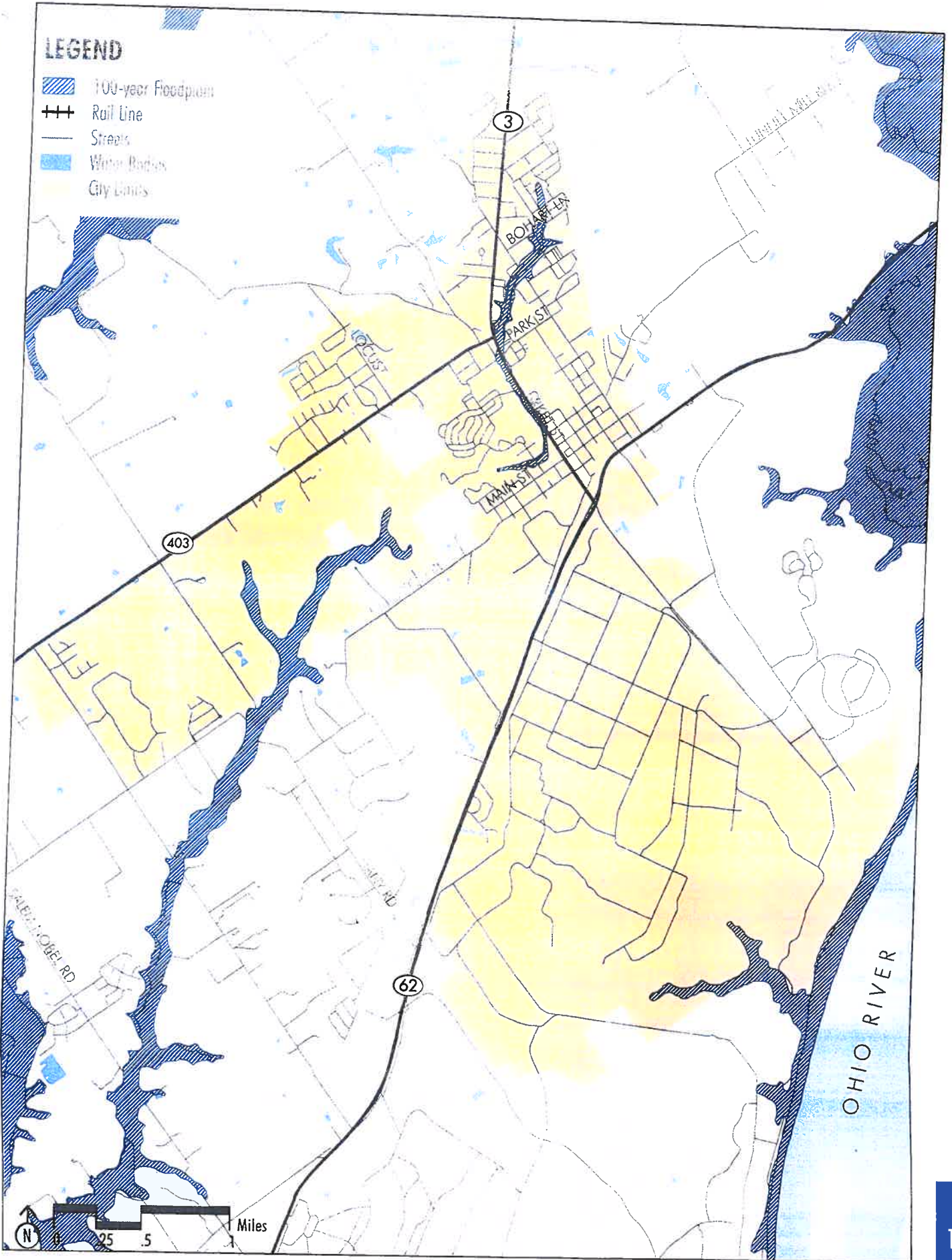
# EXISTING ZONING

## LEGEND

- R Residential
- R-1 Single Family Residential
- R-2 Rural Residential
- R-3 Two Family Residential
- B-1 Business
- B-2 Business
- PUD
- I-1 Industrial
- A-1 Agriculture
- Rail Line
- Streets
- City Limits



# EXISTING FLOODPLAIN



## EXISTING TRANSPORTATION SNAPSHOT:

The transportation network is directly responsible for maintaining a healthy and thriving community. A coordinated and deliberate plan to develop transportation throughout Charlestown, including facilities such as streets, sidewalks, and multi-modal trails, is an essential component of the comprehensive plan for the community.

This section will focus on the current transportation network in order to plan for the future transportation needs. It assesses current traffic patterns as well as the functional classification of the existing network to determine the system's effectiveness to sustain and promote community growth. It also identifies deficiencies that may be a hindrance, in part or as a whole, to meeting all of the transportation needs of the City.

## FUNCTIONAL CLASSIFICATION

The existing transportation was evaluated by studying existing data collected by the Indiana Department of Transportation (INDOT). This information includes the functional classification, which defines roadways by primary use and service, and traffic counts performed along the State Highways. This information provides a glimpse of where traffic flows throughout the community and an idea of the traffic volume at critical points throughout the network.

Although the City of Charlestown is not directly impacted by Interstate Highway traffic, the Functional classification does indicate that the community is well connected, and classifies the streets throughout the community into "Other" Principal Arterial, Minor Arterial, Major Collector, Minor Collector, and Local roads and streets. Functional classification can be found on the Existing Transportation System map in this chapter.

### Principal/Arterial

The Arterial system is designed to serve the major centers of activity for a community, the highest traffic volume corridors, as well as the majority of "through traffic" desiring to pass through a community with minimal obstruction. They should carry the highest proportion of the total urban area travel on minimum mileage. Sometimes access is restricted in order to maintain these characteristics.

Within the City of Charlestown, Highway 62, County Road 403 and Highway 3 from its intersection with 403 to Highway 62 have been identified as an "Other" Principal Arterial, carrying the highest volume of traffic into and out of the community.

### Minor Arterial

Slightly lower in traffic volume than the "Other" Principal Arterial is a collection of streets and highways designated as Minor Arterial. These streets and highways include Highway 3 from Monroe Street to County Road 403, Old State Road 160, Monroe Street, Tunnel Mill Road, Water Street, High Street, Jenks Road and High Jackson Road

### Major/Minor Collectors

The Collector system of streets and highways is designed to provide both land service access and traffic circulation within residential, commercial, and industrial areas. As the name implies, Collector streets also serve to collect traffic from local streets and channel it into the Arterial system.

Collector streets are divided into Major Collectors and Minor Collectors. Within the City of Charlestown, Highway 3 from Monroe Street North to the city limits, Sunset Trail, Edgewood Drive, Clark Road, Highland Drive, Spring Street and Bethany Road are considered Major Collectors. There are no roadways within the city classified as a Minor Collector.

### Local Roads

The Local system consists of all other streets and roads that do not fall under one of the higher systems. It serves primarily to provide direct access to the adjacent lands and access to the higher level systems. All streets within the City of Charlestown that have not been identified previously fall under the Local Streets category.

## TRAFFIC COUNTS

INDOT has performed traffic counts at key intersections throughout the City of Charlestown along state roads and highways. This information permits the evaluation

of traffic flow throughout the community along the Arterial systems. Where traffic numbers are increased or reduced between two evaluation points, it can be deduced that the traffic has entered or left the higher level system and have thus traveled on the Collector system or Local streets.

This type of information can indicate where higher levels of traffic are traveling lower level systems than they were originally designed. In these types of instances, a more in depth study is recommended to justify potential improvements. Traffic counts for existing roads in Charlestown can be found in the Existing Transportation Map on the following page.

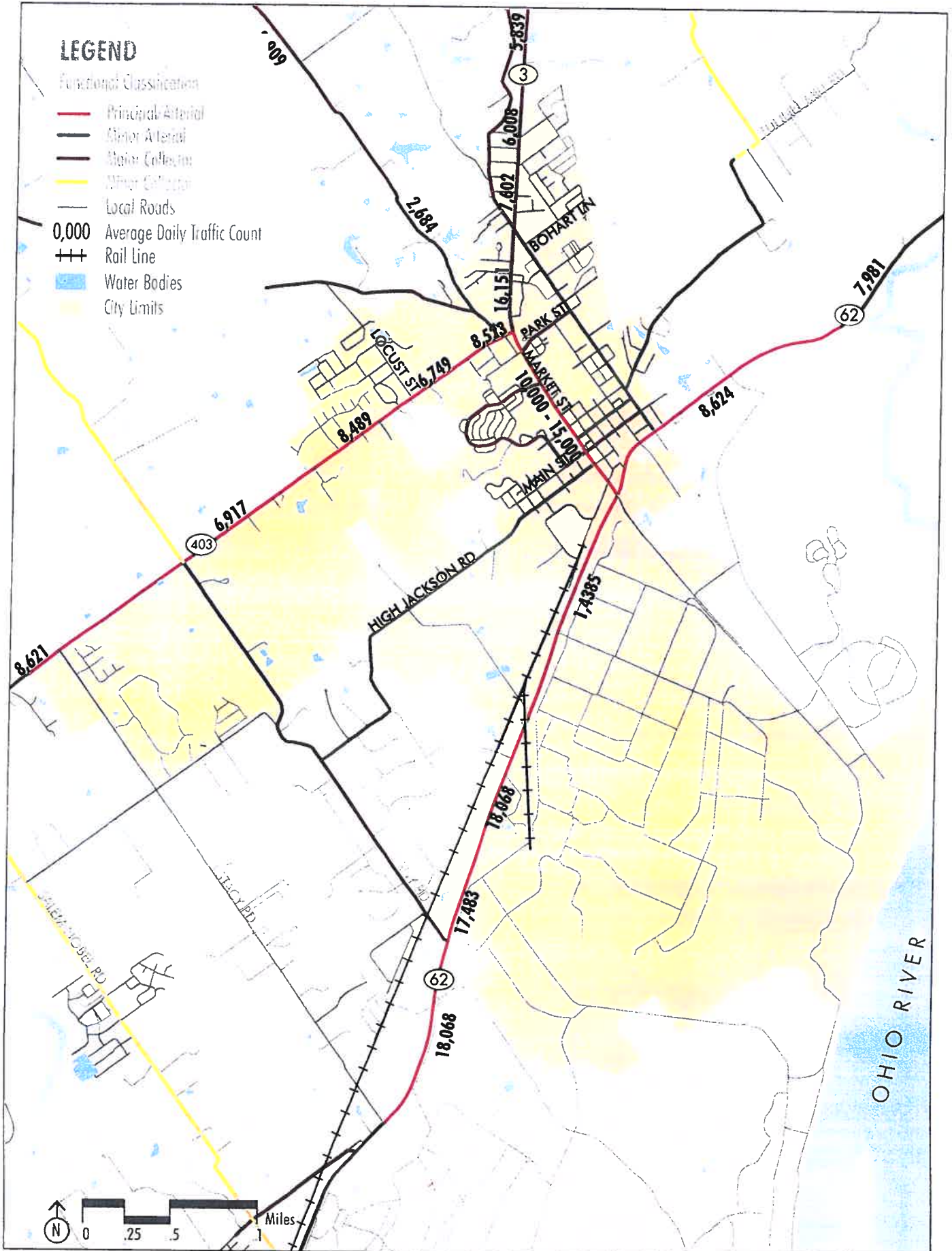
## EXISTING ROAD CONDITIONS

In addition to vehicular traffic flow throughout a community, another vital mode of transportation is the non-vehicular transportation system, sometimes referred to as "multi-modal". The Multi-Modal Transportation system consists of a community's alternate modes of transportation, such as pedestrian sidewalks as well as bike and jogging trails. In some communities, this also involves rail and navigable waterways as alternate modes of transportation.

A simple inventory of sidewalk and trail locations can indicate which of a community's features are being served by ulterior modes of transportation. Interconnectivity within a community through a Multi-Modal Transportation system promotes a healthy population, additional forms of recreation, and provides desirable characteristics within the community such as reduced vehicular congestion and pollutants.



# EXISTING TRANSPORTATION SYSTEM





## EXISTING COMMUNITY FACILITIES & UTILITIES SNAPSHOT:

The infrastructure of a community is a key component to new development and redevelopment. The following provides an overview of the existing conditions for Charlestown's facilities and utilities.

### EDUCATIONAL FACILITIES

Charlestown is currently served by Greater Clark County Schools. Their existing public schools include:

- Charlestown High School
- Charlestown Middle School
- Pleasant Ridge Elementary School
- Jonathan Jennings Elementary School

Charlestown does not currently host any secondary educational schools, but many institutions exist in Southern Indiana and Louisville such as:

- Prosser
- Ivy Tech Sellersburg
- Purdue Polytechnic Institute
- Indiana University Southeast
- University of Louisville



Charlestown High School



Wilson Education Center

### PUBLIC BUILDINGS

Multiple public buildings exist that are maintained by the City, County or State. These buildings enhance the community but have varying levels of local control. Significant public buildings within the community include:

- City Hall
- Arts & Enrichment Center
- Charlestown Library
- Educational Facilities
- Healthcare Facilities
- Religious Facilities

### PARKS

The City of Charlestown recently completed the Family Activities Park which hosts a splash park, roller skating rink, and mini-golf. Other park facilities managed by the City include Greenway Park and a skatepark. In addition, Charlestown is near a State-managed park, Charlestown State Park, hosting 131,000 visitors each year. These parks offer several events and programs that benefit the community such as Friday Night Movies, Founders Day, Christmas on the Square, etc.



Greenway Park

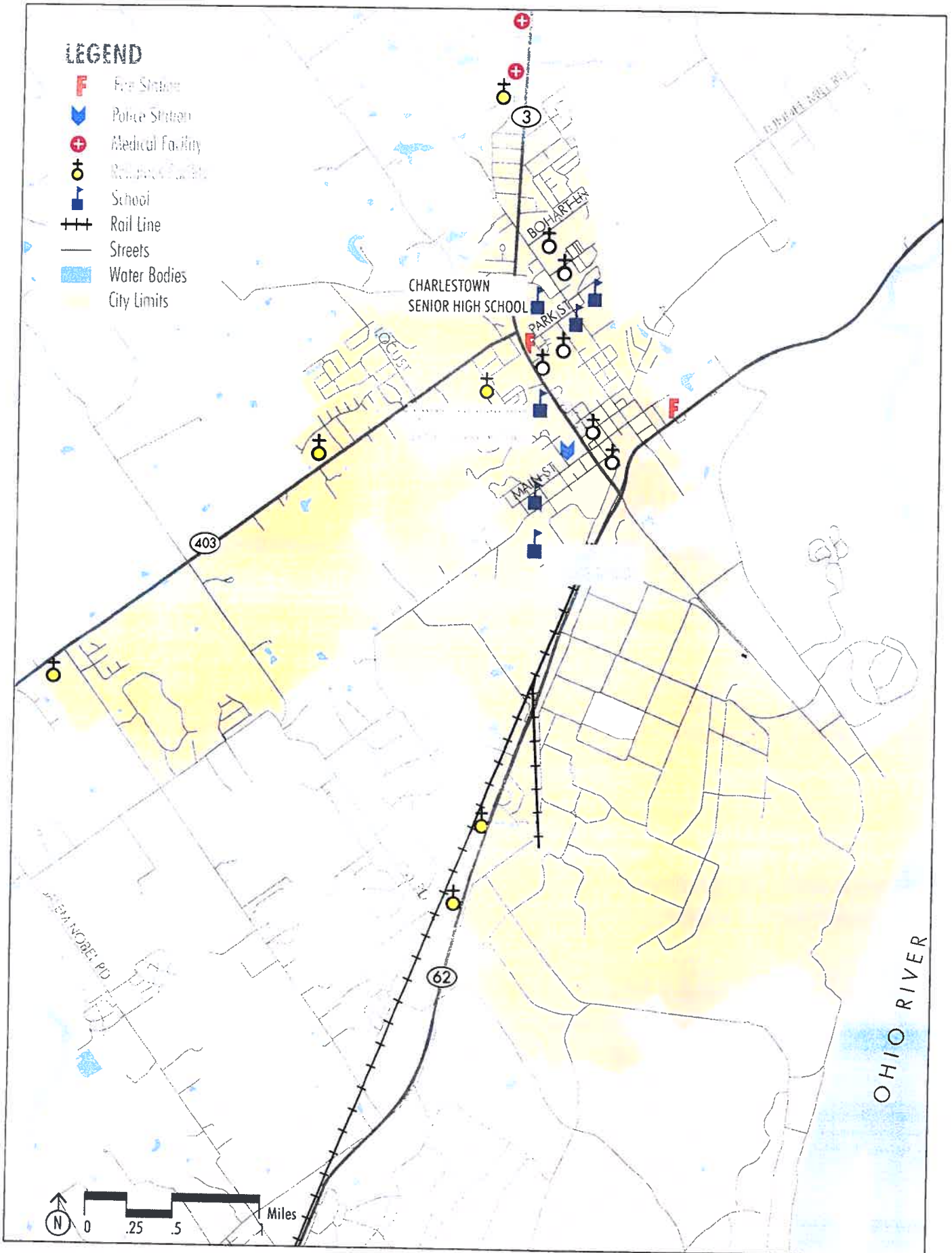


Greenway Park

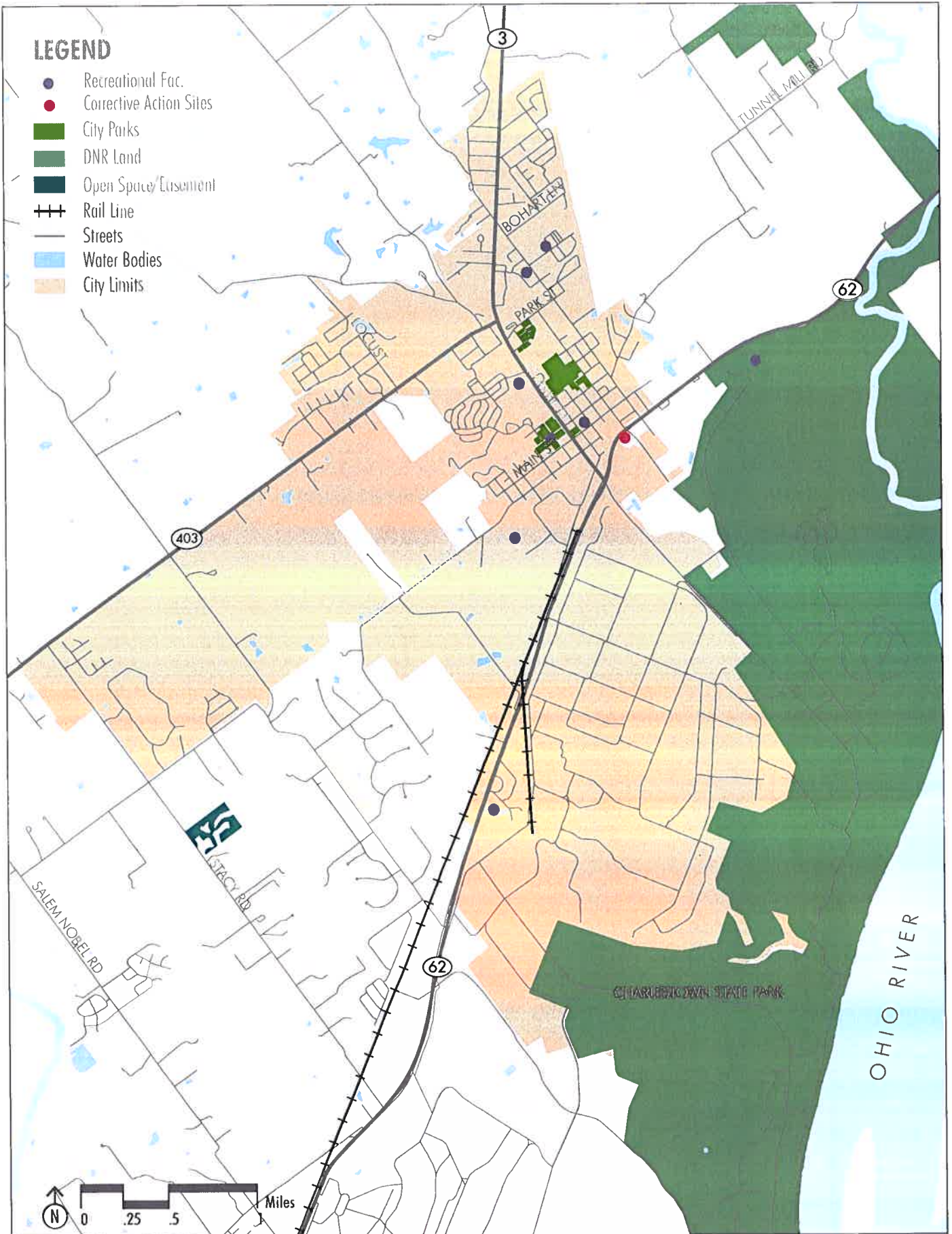
# EXISTING COMMUNITY FACILITIES

## LEGEND

-  Fire Station
-  Police Station
-  Medical Facility
-  Religious Facility
-  School
-  Rail Line
-  Streets
-  Water Bodies
-  City Limits



# EXISTING PARKS



## PUBLIC UTILITIES

As vital as a good transportation network is to a community's health and growth, so equally important is the community's utilities infrastructure and community facilities. The City of Charlestown currently maintains two existing utilities — Water and Sanitary Sewer. These utilities operate primarily within the corporate limits, with the exception being water service along a small portion of Stacy Road. Sewer service covers the incorporated area, except western portions including Heritage Place and Hidden River Subdivisions.

### Water

The original water system was installed 75 years ago, with much of the existing infrastructure still in use. The distribution system consists of two (2) storage tanks, total capacity of the tanks is 750,000 gallons. The existing plant is rated for 2.0 million gallons per day (MGD); source water provided by the Ohio River Aquifer. The treatment process consists of a 1.5-million-gallon storage tank, chemical feeds and high service pumps. The Existing Water Lines Map can be found on the following page.



Recent Water Line Improvement Project

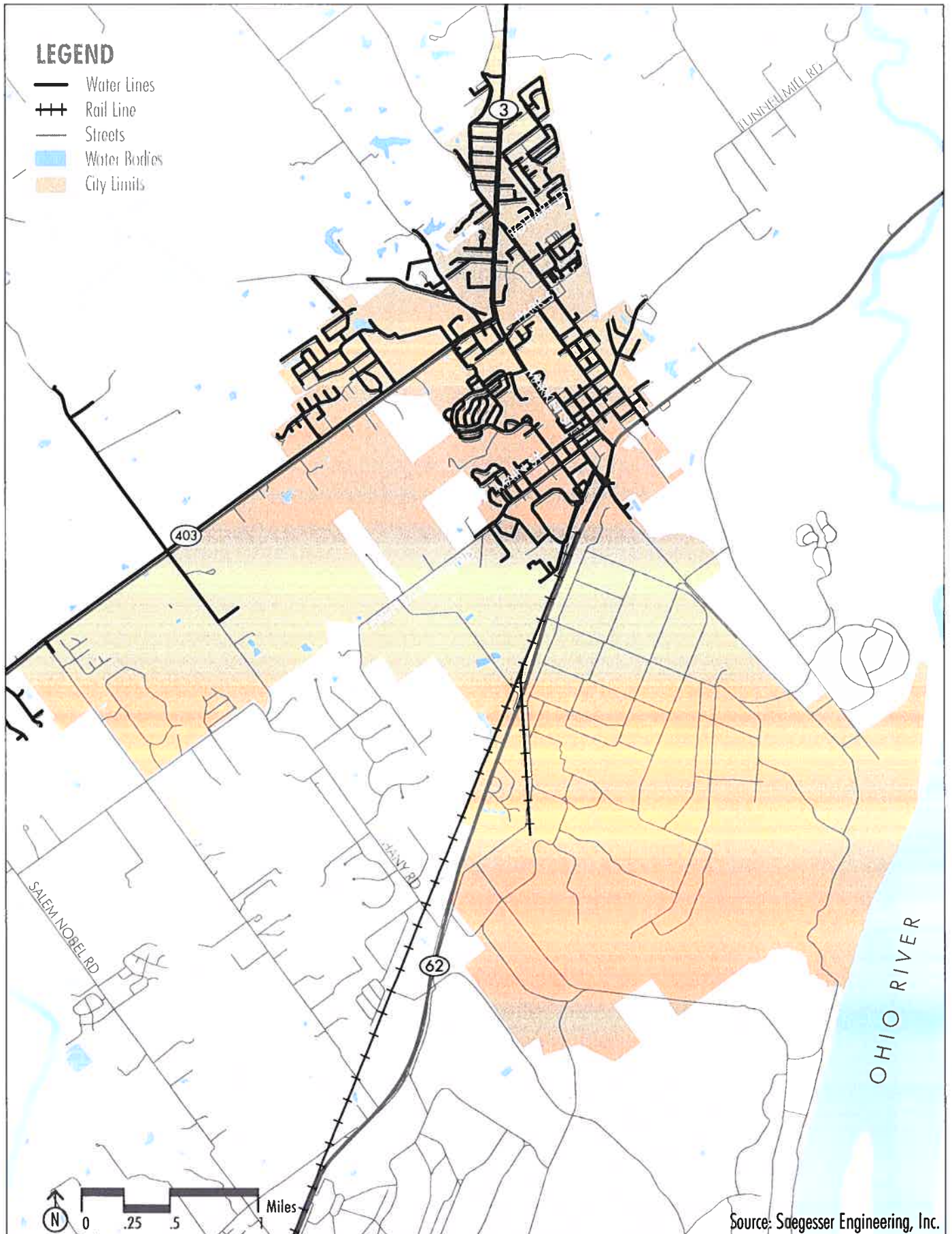


Recent Water Line Improvement Project

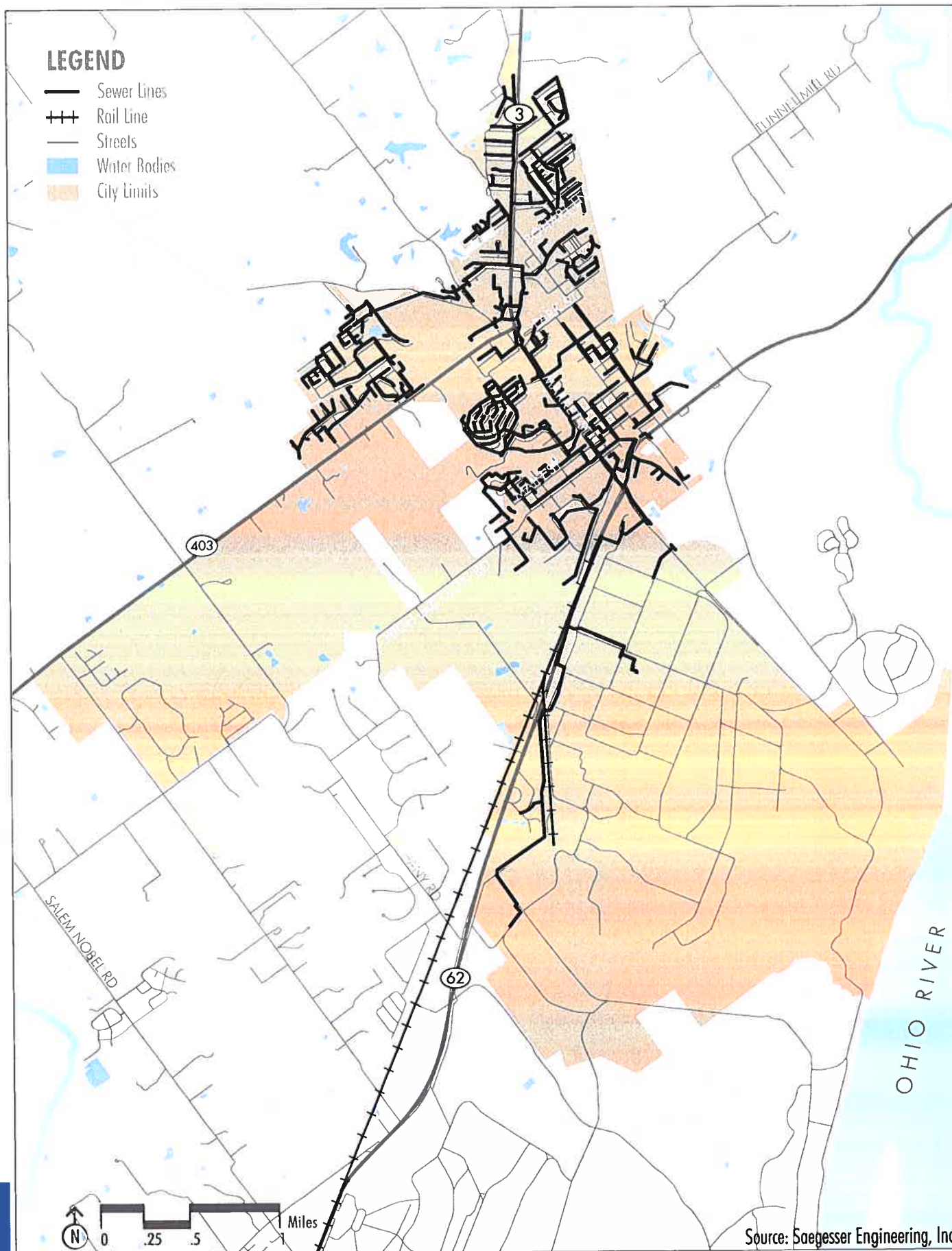
### Sewer

The City of Charlestown owns and operates a Class III waste water treatment plant (WWTP) located along Charlestown Landing Road. The WWTP has a design capacity of 2.2 million gallons per day. During rain events, flows can exceed 3 MGD. The treatment system is an extended aeration process known as Biolac, a form of lagoon treatment processing. Final clarification along with disinfection and de-chlorination completes the treatment process. Plant effluent discharges to the Ohio River and is currently permitted by the Indiana Department of Environmental Management (IDEM) under NPDES permit #IN0020508. The Existing Sewer Lines Map can be found in this chapter.

# EXISTING WATER LINES



# EXISTING SEWER LINES



## ECONOMIC SNAPSHOT:

Charlestown historically, has enjoyed a rural environment with a reasonable quality of life. Charlestown and Clark County are experiencing unprecedented growth. Rapid change has begun, potentially threatening both the community's rural nature as well as those elements that support and reinforce the values that are important to its residents. Change anticipated and directed should be a welcome opportunity. Charlestown's challenge is to plan and focus the change in a manner that preserves its best characteristics while affording its residents new and improved opportunities.

"...so many people have expressed frustration and sadness at witnessing the gradual transformation of their once-distinctive communities into bland, formless, suburban agglomerations of subdivisions and shopping centers, . . . It is my belief that these communities will be able to conserve much of their remaining character and sense of place only if residents and local officials gain a fuller understanding of some of the basic principles underlying the form and functioning of traditional towns. The challenge is to encourage (or require) new development to complement, enhance, and build upon historic town patterns." (Rural by Design, Randall Arendt, 1994)

The Charlestown Comprehensive Plan is designed to assure that Charlestown does build upon what are its best parts while at the same time taking advantage of the economic and community opportunities that now bestow it. Regionally, the River Ridge Commerce Center with over 6,000 acres of well positioned industrial and commercial property is certain to generate economic opportunity for Clark County's communities and the greater Louisville metropolitan area for many years to come. Successful economic development, on the community level is more likely given the improved regional context but should not be taken for granted. In order for Charlestown in particular to fully benefit from its favorable regional economic environment it should focus on four basic community elements.

## CRITICAL COMMUNITY ELEMENTS

- Leadership
- Economic and Housing Opportunity
- Quality of Life Factors
- Establishing Livable-Entertaining Places

In most healthy well-functioning communities, each of these elements is visible and fully developed creating a dynamic environment which draws and supports new residents, businesses, and often visitors. Each of the strategies addresses one or more of the critical community elements listed above.

Too often, the involvement of strong and diverse leadership is an overlooked ingredient in bringing about positive community change. The leadership element cannot be one person, or even one group of people if the comprehensive plan is to be achieved as envisioned. Fortunately, City Hall is already providing outstanding leadership both through its Mayor and City Council. There are also a number of businesses and residents that have joined forces with city leadership to bring about positive change. Broad-based inclusive leadership is required for the heavy lifting that is a part of realizing a truly amazing community.

Each of the critical community elements will be essential to both short and long term success. The next 3 years will establish what Charlestown will become over the next 10-20 years. As Randall Arendt mentioned in his book, Rural By Design, the goal is to create an enhanced sense of place built upon historic town patterns and avoid the worse outcomes that result from unchecked suburbanization. The plan recommendations are for the first steps to be considered. These recommendations will be refined as the community and its leadership come together to continue to invest the energy and effort that has already begun to move Charlestown forward.

## HISTORY SNAPSHOT:

Charlestown's current town limits are part of the original Northwest Territory, a grant of land awarded to General George Rogers Clark and his men. The land was a reward for successfully capturing British forts during the Revolutionary War. Established in 1808, Charlestown was surveyed and platted on a 90 acre plot of land comprised of 149 lots. The city was named after one of the surveyors, Mr. Charles Beggs who helped designate the 3 acres that became the town square.

## PEOPLE & PLACES

The City was home to the Indiana's first governor for the State of Indiana, Jonathan Jennings. In addition to being Indiana's governor, Jonathan Jennings was a nine-term congressman that was a leader of anti-slavery and a strong legislative branch of government. He was president of the Indiana Constitutional Convention which was held in Corydon, Indiana in 1816 to draft the first State Constitution. Due to his influence, the city also established the first Grand Lodge of Free & Accepted Masons in Indiana in 1818. After his death in 1834, he remained buried in a unmarked grave until his body was exhumed and reinterred at a new site at the Charlestown Cemetery.

Charlestown was previously selected as a location for the Indiana Army Ammunition Plant, which produced smokeless powder for use in World War II, Korea, and Vietnam. The original site was 15,000 acres, which a large portion of the site ended up becoming Charlestown State Park. In 1940, when the plant was established, the population increased from 900 people to 13,400, creating housing issues, improper sanitation, inefficient sewers, etc.

In 1998, the U.S. Government, by act of Congress authorized the conveyance of the plant that allocated a portion of the active site to enlarge Charlestown State Park and the industrial development. Today 6,000 acres of the former Indiana Army Ammunition Plant is now being redeveloped as an industrial/office park called River Ridge Commerce Center.

Charlestown State Park opened in 1996, after the State donated 859 acres in 1993 and an additional 1,125 acres in 1994 from the Army Ammunition Plant. In 2004, the park acquired another 2,600 acres given by INAAP, totaling 5,100 acres. This park is now the third largest state park in Indiana, attracting 131,000 people per year. The main focal points of the park include scenic trails along Fourteen Mile Creek, which is one of the oldest unglaciated stream valleys in the State. Others include exposed bedrock ridge called Devil's Backbone, which is rumored to be remains of an ancient stone fortress built by Welsh in the 12th Century and recent bridge reconstruction, connecting the former Rose Island Amusement Park. The amusement park was built by David Rose in 1923, which included a wooden coaster, racing derby, Ferris wheel, swimming pool, animal exhibits, and dance hall/ice rink. The park was closed due to the damage caused by the 1937 Flood.

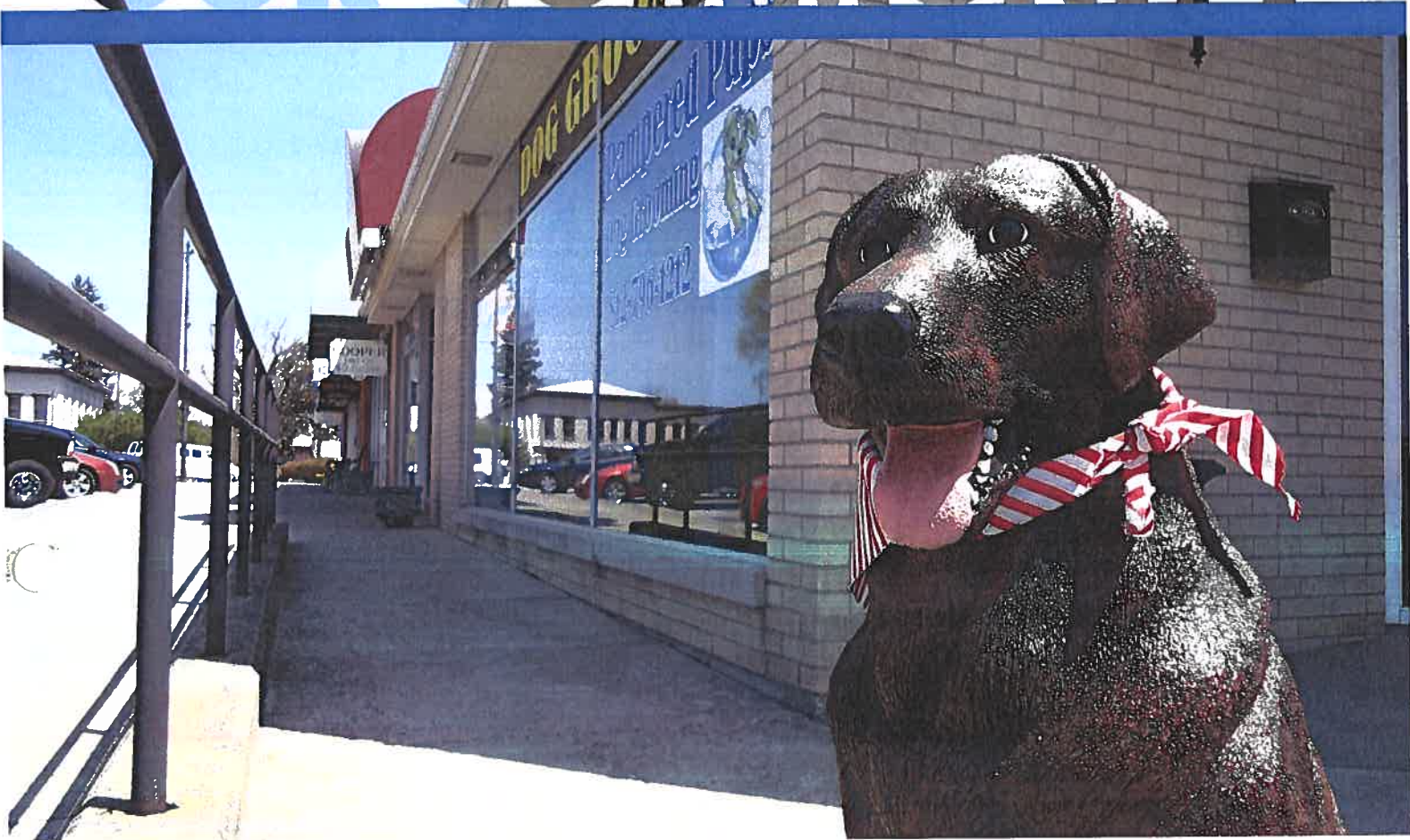
The city is also home to three historic sites listed on the National Register of Historic Places. This includes Thomas Downs' former home, a Federal style brick, four bay, two-story home built in 1809. Thomas Downs was Clark County's first County Treasurer, that later served as an Indiana Territory legislator. Another historic Charlestown home is the Benjamin Ferguson House. Built in 1816, this home was also a two-story, Federal brick style building with a fruit cellar and original well. Benjamin Ferguson was an attorney that later become the Associate Justice of the Clark Circuit Court. In addition to the Benjamin Ferguson House is the Watson House or Coombs House. This house was built in 1900, much later than the previously mentioned homes. It is a two-story, rectangular form dwelling with Queen Anne and Colonial Revival style design elements. The site of this house is also the former location of the James Bigger-Built Green Tavern (1812), where Jonathan Jennings was given an Inaugural Ball in 1816.



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# OUR COMMUNITY



## IN THIS CHAPTER

- Strategies
- Action Steps
  - This chapter outlines community-wide strategies for the City of Charlestown. These strategies address issues and ideas that are considered to be on a community scale. In this chapter you will find strategies addressing land use, transportation, community facilities and utilities and economic development.

# OUR COMMUNITY STRATEGIES:

## 1.1

### Amend the existing zoning and subdivision control ordinances to allow for compact, high-quality and appropriate development.

Charlestown has the opportunity to capitalize on rapid regional growth and define the image that can set the city apart from other communities in the region. With drastic expansion of River Ridge Commerce Center, the construction of the new Ohio River Bridge at I-265 and recent population growth trends, Charlestown is positioned for future growth. It is critical that this growth be planned and coordinated so that Charlestown doesn't become "Anywhere USA" and infrastructure is supported by that growth. The location, physical form and type of land use are central elements that are considered within this strategy.

In order to plan for new growth, it is important to develop a sound and comprehensive rationale as a basis for the location of future land uses. This can be done with the Future Land Use Map that identifies where land uses should be located. This map provides direction and should be used as a guide by the Planning Commission, City Council and other local officials when making decisions about the location of future development within the city but also provides direction for private developers on the most appropriate locations for various types of developments.

The land uses identified on the Future Land Use Map intentionally do not align with a current zoning classification; this leaves flexibility in the implementation of this plan to respond to market demands and community needs. To aid the Planning Commission and City Council in rezoning decisions and approvals of subdivisions or planned unit developments, the following location criteria were developed. As these requests are considered, decision makers should ask the question "Does the proposed land use change comply with the Future Land Use Map and meet the following criteria outlined for Charlestown?"

#### Residential (Single-Family & Multi-Family)

- Sidewalks and/or bicycle facilities (trails, bicycle lanes, etc.) should be encouraged within and between subdivisions and other adjacent developments.
- Residential development should be buffered from non-compatible land uses, such as industrial.
- Appropriate mixed uses should be encouraged within residential developments.
- Shared driveways should be encouraged, where possible, for individual houses that gain access directly from a public right-of-way from collector or arterial streets.
- Subdivisions should avoid layout with only one entry/exit point and connectivity between adjacent subdivisions should be encouraged. New subdivisions should allow for expansion and/or future connections to adjacent developments with stubbed-out streets or by dedicating right-of-way.
- New single-family residential subdivisions should incorporate layout or design principles that reinforce the character of the area and allow for variation in site design. This could include requiring variable setbacks between the right-of-way and residential lots, implementing cluster development practices, or incorporating design elements (trees, fences, etc.) and other techniques.

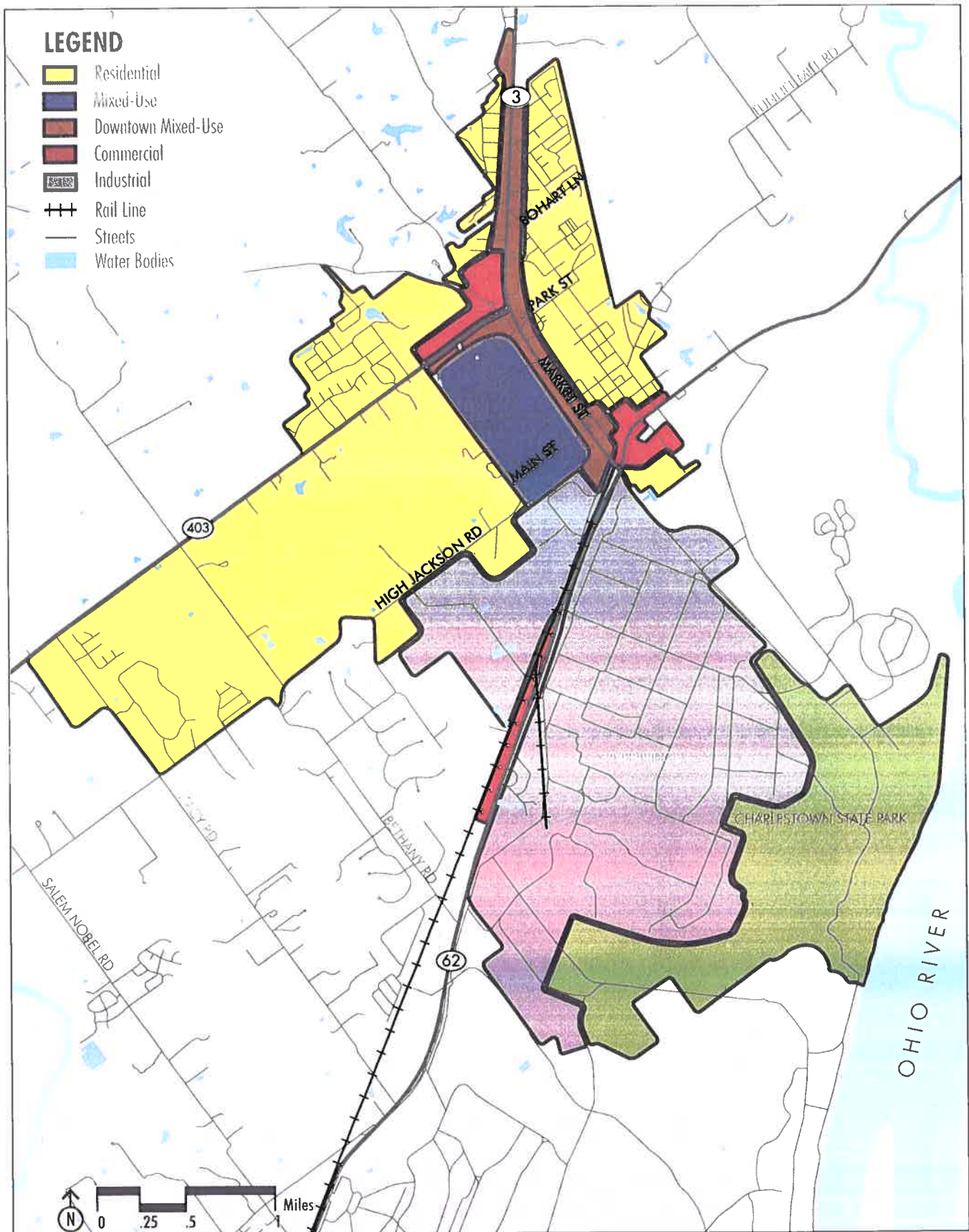


Residential Example

#### Planned Unit Development (PUD)

- Residential subdivisions that incorporate lifestyle amenities and mixed uses are encouraged to be developed through a PUD.
- Developments that need the flexibility in design and building placement and incorporate a variety of uses, densities, dwelling types, shared services and/or preserve natural resources should be developed through a PUD process.
- PUDs should aim to improve pedestrian access, provide connectivity to adjacent grids, eliminate cul-de-sac street layout, provide design standards, and provide an appropriate mix of land uses.

# FUTURE LAND USE MAP



# OUR COMMUNITY STRATEGIES:

- Design requirements should be included that avoid “cookie-cutter” developments.

## Commercial

- Commercial development should minimize curb cuts on roadways and maintain a defined roadway edge with specific points for ingress/egress. Shared driveways with cross-development access should be required when possible.
- Shared parking standards, when appropriate, should be used for commercial developments that are adjacent and well connected.
- Commercial development should gain access from a collector or arterial roadway.
- Neighborhood commercial uses should be allowed in appropriate places to provide for the daily needs of residents; these should be appropriately scaled and provide appropriate transitions and buffers to the surrounding single-family residential uses.



Commercial Example

## Industrial

- Industry should be encouraged in locations that do not cause land use conflicts, such as within River Ridge Commerce Center.
- Industrial development should gain access from an arterial roadway and shared driveways/access points should be considered when feasible.
- Industrial development should be located in areas with multiple forms of transportation (roadway, rail, etc.) to better serve these companies and have a broader appeal for future industrial reuse.



Industrial Example

## Downtown Mixed-Use:

- Compact development should be required within this district with maximum setback requirements to create a “Main Street” atmosphere.
- A mix of land uses should be encouraged and preferred with retail or office space on the first floor and office or residential on upper floors.
- Development should reflect the character of Charlestown and be incorporated into the physical built environment.
- Development should preserve historic or significant buildings.
- Rehabilitation of abandoned or vacant buildings should be a priority.
- Development should be oriented towards the street with parking in the rear in order to create an inviting and pedestrian-scaled streetscape.



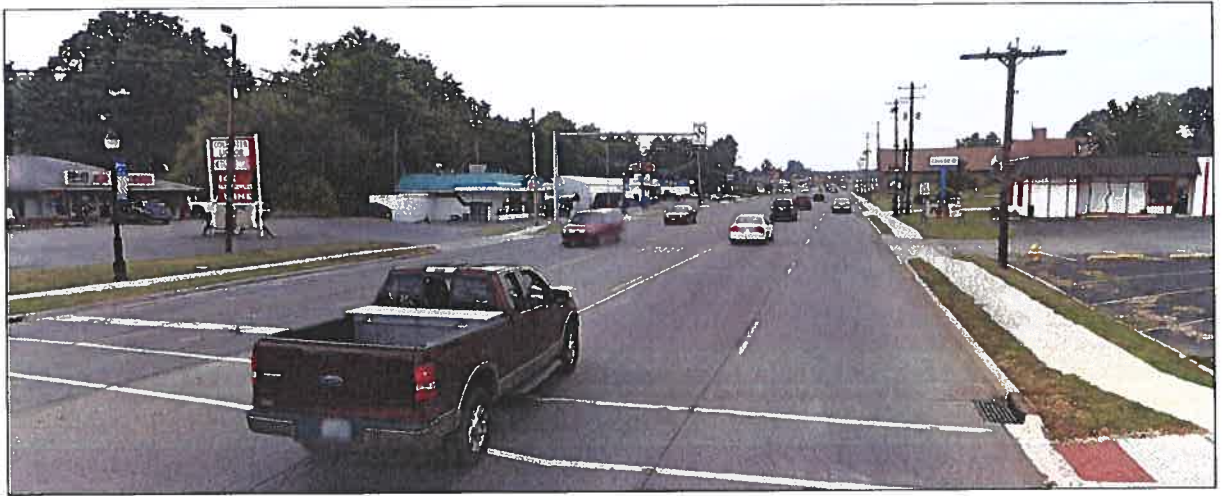
Downtown Mixed-Use Example

## Mixed-Use:

- Compact development should be required within this district with maximum setback requirements to create a “Main Street” atmosphere.
- A mix of land uses should be encouraged.
- Uses should be residentially focused to provide a neighborhood feel that also provides neighborhood goods and services.
- Development should reflect the character of Charlestown and be incorporated into the physical built environment.
- Rehabilitation of abandoned or vacant buildings should be a priority.
- Development should be oriented towards the street with parking in the rear in order to create an inviting and pedestrian-scaled streetscape.



Mixed-Use Example



Before & After: Market Street and Clark Road that shows proposed development and how that can be integrated with future development.

**Action Step**

**1.1.A** Revise the zoning ordinance and subdivision control ordinance & streamline the development review process.

**1.1.B** Provide all development-related information (ordinances, permits, applications, etc.) online for easy and convenient access.

**1.1.C** Determine the feasibility of using impact fees for school improvements.

# OUR COMMUNITY STRATEGIES:

1.2

## Promote and continue events that attract visitors to Charlestown.

One of Charlestown's strengths is its existing annual events that promote the quality of life and attract residents and visitors. Events and festivals allow communities to showcase and celebrate what makes them unique. Annual events allow residents develop a stronger connection to the community and a sense of pride. It also increases the number of times that visitors come to Charlestown to spend their time and money, as well as the number of people. Existing annual events that contribute to the quality of life in Charlestown include:

- Founders Day
- Movies in the Park
- Back to School Bash
- Star Wars Day
- Trunk-or-Treat
- Christmas in Charlestown
- Ice-Skating

The city could increase the awareness of existing and new events by publicizing the event consistently on all social media and news platforms and getting community organizations to share the event as well. The city could also use the public realm to promote events by creating flyers for businesses to post, creating banners to display on the light poles or over an intersection.

New annual events should capture community members or celebrations that are not already represented in the community to draw diverse demographics to the community. For example, Charlestown could market an event targeted at the artistic community by creating an arts based event or festival.



Star Wars Day



Founders Day Marketing

### Action Step

1.2.A Promote existing events & brand and market new and existing events.

1.2.C Create new annual events that promote the arts community.



## 1.3

### Create a public relations program that promotes Charlestown to the surrounding region.

As this community begins to rapidly develop and more people come to live in the region, Charlestown needs to market itself as an inviting community, a great place to live and do businesses, and the perfect place to raise a family so that people and businesses choose to come here and not somewhere else in the region. To attract families and businesses to Charlestown, the community must have a strong and positive image to outsiders, as well as develop a sense of pride in the existing community members.

Creating a positive image of Charlestown is done through branding. By creating a distinctive identity of the community, Charlestown can distinguish itself from surrounding communities, as well as attract new residents and businesses. A strong brand will promote Charlestown's strengths and create new opportunities to build new ones. This can be created by hiring a consultant or done internally to create and implement a consistent and positive image.

Charlestown could also create a public relations campaign that works with local agencies to promote the City. In the public relations campaign Charlestown should address housing opportunities, the cost of living, the economy, schools, parks and recreation, and any other strengths, as well as combat misconceptions and remedy negative connotations.



Charlestown High School Graduates



Charlestown State Park

#### Action Step

**1.3.A** Create a consistent brand for Charlestown & promote Charlestown schools, housing opportunities, business potential, and quality of life through a public relations campaign.

# OUR COMMUNITY STRATEGIES:

## 1.4

### Develop and implement a complete streets policy.

Complete streets are designed and operated to enable safe access for all users, including pedestrians, bicyclists, and motorists. Complete streets should make it easy to cross the street, walk to businesses and schools and to bicycle to work. Both a complete streets policy and initiating the work to identify funds to implement a complete street program for Market Street have the potential to establish a design and development context for the heart of the Charlestown community – along Market Street between State Road 62 and County Road 403. The comprehensive plan process has already advanced the thinking regarding the design features that should be considered for a complete streets program. It is hard to imagine a public sector initiative that can have more impact within a short span of time.

City leadership with the Mayor and his planning team should facilitate the development of a complete streets policy with the assistance of a hired complete streets planning firm or by internal staff. The Mayor may want to consider assigning a working group to this assignment comprised of local businesses, and Market Street stakeholders. The working group should include skill sets that can assist with the development of a funding strategy for the complete streets implementation program.

One of the more important roles of Market Street and its complete street design will be to establish a sense of arrival and place at each of the two gateways (Highway 62 and County Road 403) as well as the town center. Integrating street design into the edge opportunities along Market Street will help encourage future investment opportunities as well as give each of these three nodes a specific role to play along the corridor.

A complete street may include: sidewalks, bike lanes, crosswalks, median islands, accessible pedestrian signals, curb extensions, narrower travel lanes and roundabouts. A complete street policy in Charlestown would most likely include both an urban and rural plan to allow for design variance between the City center and some outlying areas of the City which have a more rural character.

Some of these policy changes can be incorporated in the City's Subdivision Control Ordinance and Zoning Ordinances to allow for these to be planned and constructed when new developments are built. In addition to these, the City should work to adopt these policies throughout the community and should work to include complete street elements when roadway, sidewalk and multi-use trail improvements are made.



Market Street - Existing Photo

#### Action Step

1.4.A Adopt a complete streets policy.

# 1.5

## Complete missing bicycle and pedestrian connections between neighborhoods and local and regional destinations.

Creating bicycle and pedestrian connectivity can be accomplished in many different ways. Bicycles by law can share the roadway with vehicles with or without markings. However, to increase the safety of the bicyclist, sharrows or bike lanes should be added to increase awareness for the driver and bicyclist. In addition bicycles can also travel on multi-use pathways.

Pedestrian connectivity can be accomplished through sidewalks, crosswalks, multi-use paths, and trails. It is important to note that while natural trails enhance connectivity for pedestrians, they are not ADA accessible. The implementation of bicycle lanes/sharrows, sidewalks, crosswalks, and multi-use paths ensures that both pedestrians and bicyclists can get from point A to point B safely and efficiently.

As the community acquires the funding and resources necessary for implementation, the City should prioritize routes and sections so that areas with the greatest need are served first. For example, focus should be concentrated on connectivity to the City center by creating routes from here to parks and other community facilities, destinations or commercial/shopping areas, and neighborhoods.

Multi-use paths should be focused on natural corridors or cleared corridors to increase efficiency for implementation. For example, Pleasant Run Creek or the former CSX rail line are corridors that could be used. In addition, sidewalks and bike lanes should be implemented where there is ample right-of-way



Multi-Use Trail Example

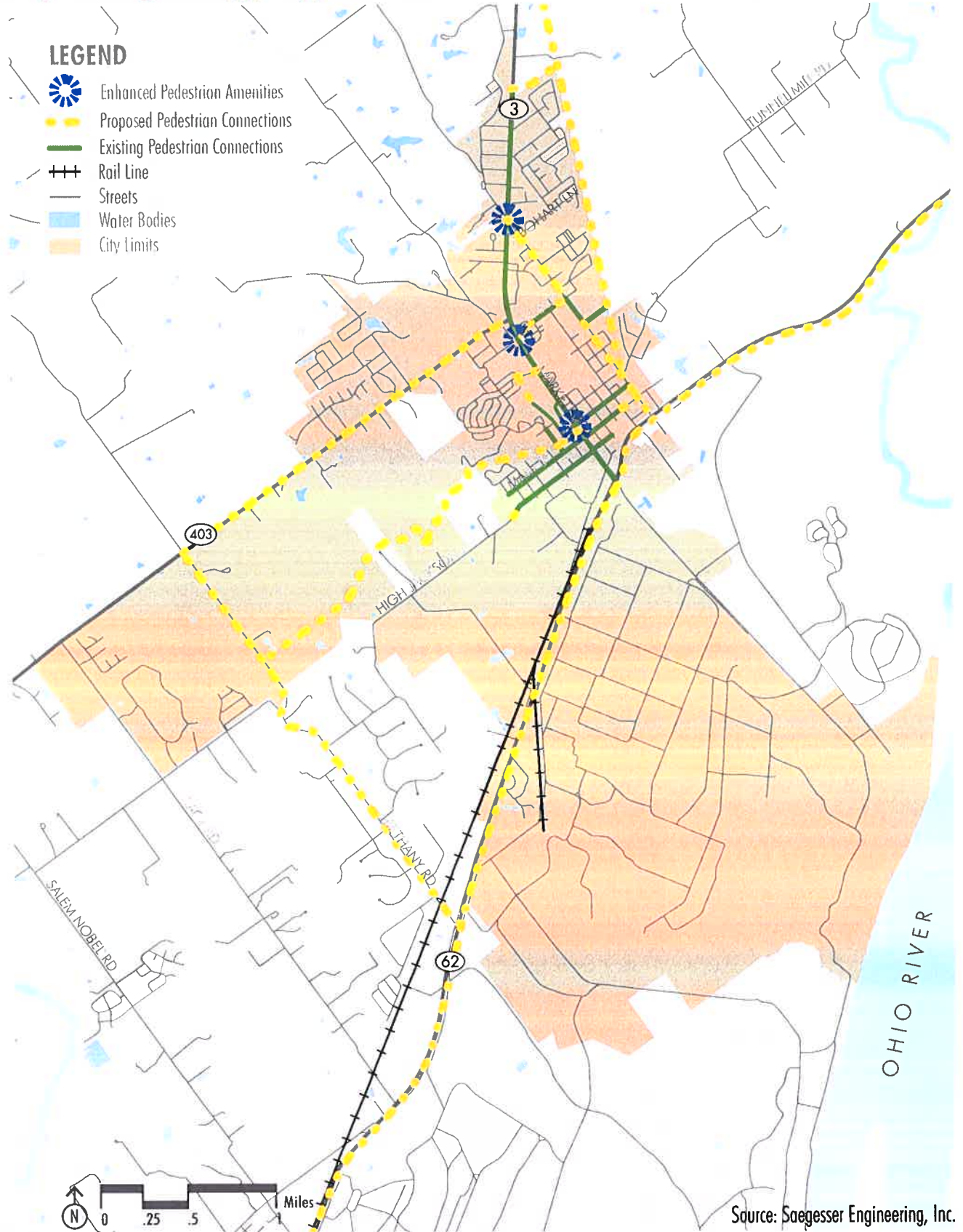


Bike Lane Example

Action Step
1.5.A Construct a multi-use trail that connects the City center to River Ridge/East End Bridge & Charlestown State Park.
1.5.B Construct a multi-use trail along the Pleasant Run Creek corridor to serve as a collector trail for neighborhood and subdivisions.
1.5.C Construct a multi-use trail along abandoned rail corridors.
1.5.D Implement bike lanes along Highway 3.
1.5.E Implement sidewalks that connect parks, community facilities, community centers, and neighborhoods.

# OUR COMMUNITY STRATEGIES:

## FUTURE PEDESTRIAN CONNECTIONS



1.6

## Create access management & enhancement plans for 403 and 62 to preserve high level of service.

Highway 62 and County Road 403 serve as the main entrances into Charlestown from Interstate 265 in Jeffersonville and U.S. Highway 31 in Sellersburg. Traffic flow along these routes is vital for residents of the City and visitors to enter and exit the City.

Care should be made to protect the right of ways of these roads to ensure that adequate rights are held to allow for the extension of the City's utilities (water, wastewater, etc.) necessary to serve these areas. High intensity growth is expected in these corridors and it is important to plan new roadways and access in a way to preserve the traffic flow through these areas. As these corridors are improved, Charlestown should coordinate needed water/sewer infrastructure improvements with road improvements.

Additionally, it is important to preserve the integrity of these corridors through access management practices. Access management is a process where traffic flow is increased along a corridor while access to adjoining properties is decreased to improve safety and traffic flow while taking land-use into consideration. This could address the location, spacing, design, and operation of driveways, median openings, interchanges, and street connections.

Action Step
<b>1.6.A</b> Coordinate road improvements with water/sewer infrastructure improvements.
<b>1.6.B</b> Adopt regulations that address how land is accessed (access management) along County Road 403 and Highway 62.

# OUR COMMUNITY STRATEGIES:

## 1.7

### Develop new roads for growth areas with an emphasis on improving connectivity within Charlestown during peak times.

The opening of the new Ohio River Bridges will make Charlestown an even more attractive area for residential, commercial and industrial growth. To accommodate additional traffic, Charlestown will need to work with surrounding communities and the state to improve existing roadways and to develop new routes to developing areas.

Charlestown has been working with INDOT and Clark County for several years to improve Bethany Road from State Road 62 to County Road 403. This effort should continue and if possible include the construction of a roundabout at the Bethany Road/County Road 403 intersection to improve the efficiency and safety of this intersection.

Highway 62 leading to Jeffersonville and County Road 403 leading to Sellersburg need to be closely studied to insure that the roadways can safely and efficiently accommodate additional traffic flow. Additional turning lanes might be needed along State Road 62 as River Ridge continues to develop in Charlestown and improvements such as the construction of roundabouts along County Road 403 at Bethany Road and Stacey Road might be warranted.

Working with River Ridge and developers, Charlestown should investigate the need to construct a new roadway that would connect Patrol Road with Charlestown Landing Road. Such a new connector might be needed to relieve traffic congestions on State Road 62.



Highway 3 in Charlestown



Example of New Road Construction in Charlestown

Action Step
1.7.A Make improvements to existing roadways between State Road 62 and County Road 403.
1.7.B Complete Bethany Road project.
1.7.C Develop roundabouts on County Road 403 and the intersections of Stacy Road and Bethany Road and incorporate gateway signage.
1.7.D Work with the Clark County and Sellersburg to improve traffic on County Road 403 and US 31.
1.7.E Work with River Ridge to connect Patrol Road to Charlestown Landing.

## 1.8

### Provide public transportation for local destinations in Charlestown.

Public transportation is a necessity for many residents while it is an alternative form for others. Public transportation can also be as fun as your destination that you are going. Providing a public trolley in Charlestown creates an experience for the rider, making it fun to ride. Charlestown could rent or purchase a trolley, and have it run on Friday evenings to help get people downtown.

Seniors and young adults often do not have access or ability to drive and need a safe option to get around the community. Public transportation is important to help people meet needs of existing residents, as well as to become an attractive place to live through all stages of life. As Charlestown continues to grow, the community should also consider the implementation of public transit that helps people get to destinations within Charlestown, River Ridge and the larger region. The City should also develop transit facilities such as bus stops throughout the city that support the public transit system.



TARC Bus



Trolley Example

#### Action Step

**1.8.A** Determine the feasibility of a trolley for special events and/or dates.

**1.8.B** Determine the feasibility of additional public transit within Charlestown and the region, as well as to River Ridge, including scheduled transportation.

## OUR COMMUNITY STRATEGIES:

1.9

### Support the development of emergency services as growth occurs.

It is vital to both current and future residents to provide for the expansion of emergency services as Charlestown continues to grow. The planning of new developments must include efforts to insure that adequate services are currently available or will be expanded prior to the construction of the improvements. If possible, emergency services should also be expanded into areas of new construction and growth. Emergency services includes police, fire and EMS.



Charlestown Police Department



Charlestown Police Department

#### Action Step

**1.9.A** Integrate public services (fire, police, EMS) into areas of new construction and growth.

**1.9.B** Verify that new construction and growth areas are adequately served by emergency services before construction occurs.



# 1.10

## Improve water quality and the sewer system.

For years the Charlestown water system was not flushed on a regular basis which resulted in naturally occurring manganese to settle in areas of the system. Any disruption to the normal operation of the water system resulted in the manganese deposits being disturbed and resulted in brown water in the system. While not harmful, the brown water was not appealing and could result in the deposits being left on washed clothes. The City continues to introduce Clearitas which over time will remove the manganese deposits in the water lines with the exception of highly concentrated deposits such as those that are found at the end of dead-end water lines. To address this, the City is pursuing a project which is expected to be implemented in calendar year 2017 to eliminate all dead end lines. This project will also install a new dedicated line from the water treatment facility along Charlestown Landing Road to the elevated water storage tank along Gospel Road. The new dedicated line will serve to reduce the water age from the time water arrives at the tank to the time that the water is used, thereby further enhancing water quality throughout Charlestown.

Since the time that Charlestown began pumping water from the Charlestown aquifer (circa 1937) the City has accessed some of the most pristine water sources in the county. Residents and owners of commercial and industrial properties should be educated about the excellence of the water supplied by Charlestown. This could be accomplished through more discussions concerning water quality during public meetings, newspaper articles, and comments being included on customers monthly billings.

The Charlestown wastewater collection and treatment systems have adequately served the City's residential, industrial and commercial needs. However, with the growth that is expected in all phases of development, conceptual plans have been prepared to extend the sanitary sewer collection system to serve areas north and west of the City. These plans include the construction of new pumping stations and force mains that will connect these areas to the treatment works.

Wastewater treatment regulations will also factor into the City's overall plans. New environmental laws concerning the removal of phosphorus are being implemented by the Indiana Department of Environmental Management. While there have been two (2) upgrades made to the treatment facility over its lifetime, neither of these improvements were intended to address the new environmental rules. Additionally, the current treatment works does not have the hydraulic capacity necessary to serve the anticipated future demand. Given these considerations, the City is actively considering new treatment alternatives that will have the capacity to serve new and existing users, as well as a treatment process that will meet the new environmental standards.

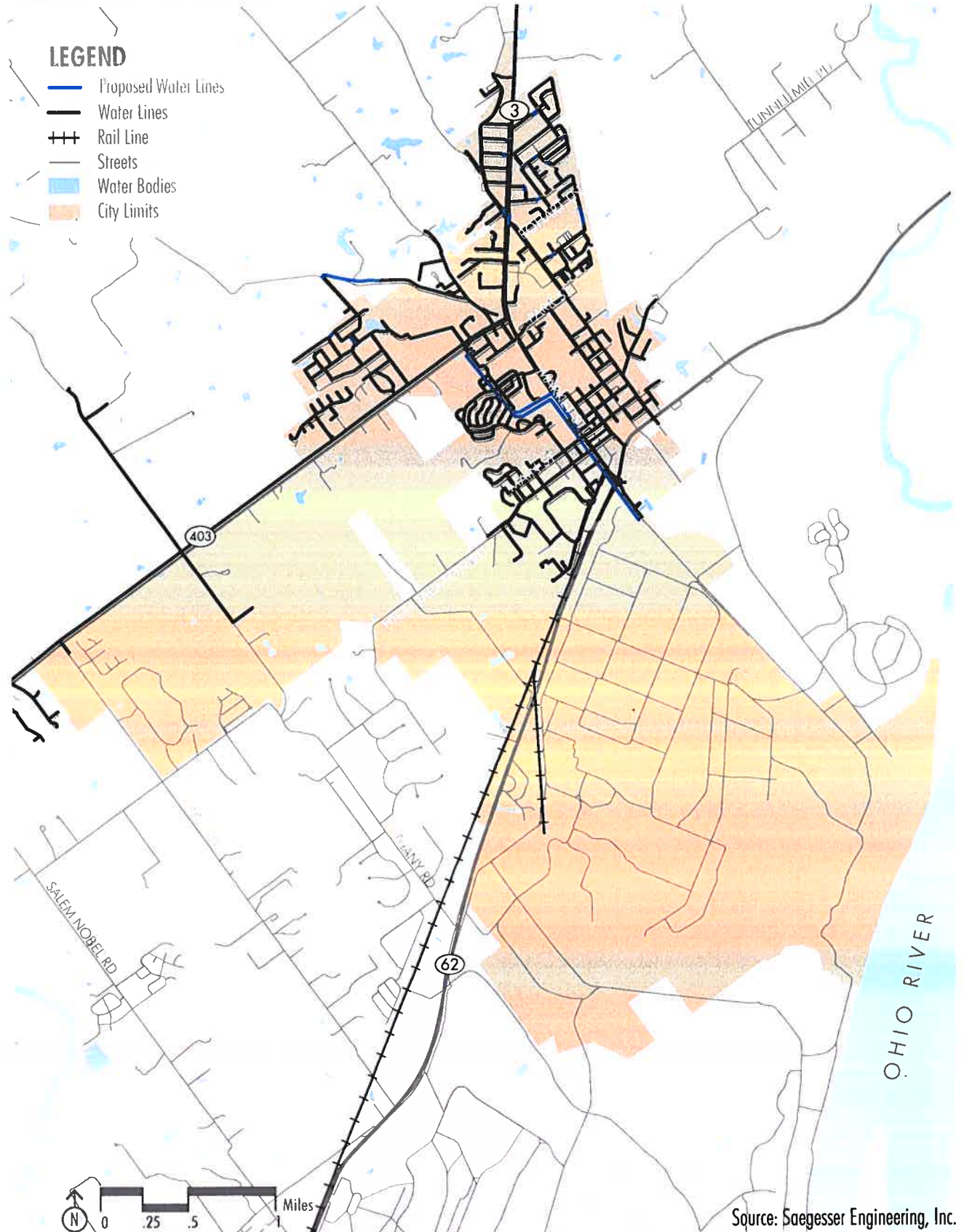


Recent Water Improvement Projects

Action Step
1.10.A Improve the water distribution system included in the SRF Water Project.
1.10.B Continue Clearitas and water main flushing program.
1.10.C Improve perception of water quality by marketing improvements.

# OUR COMMUNITY STRATEGIES:

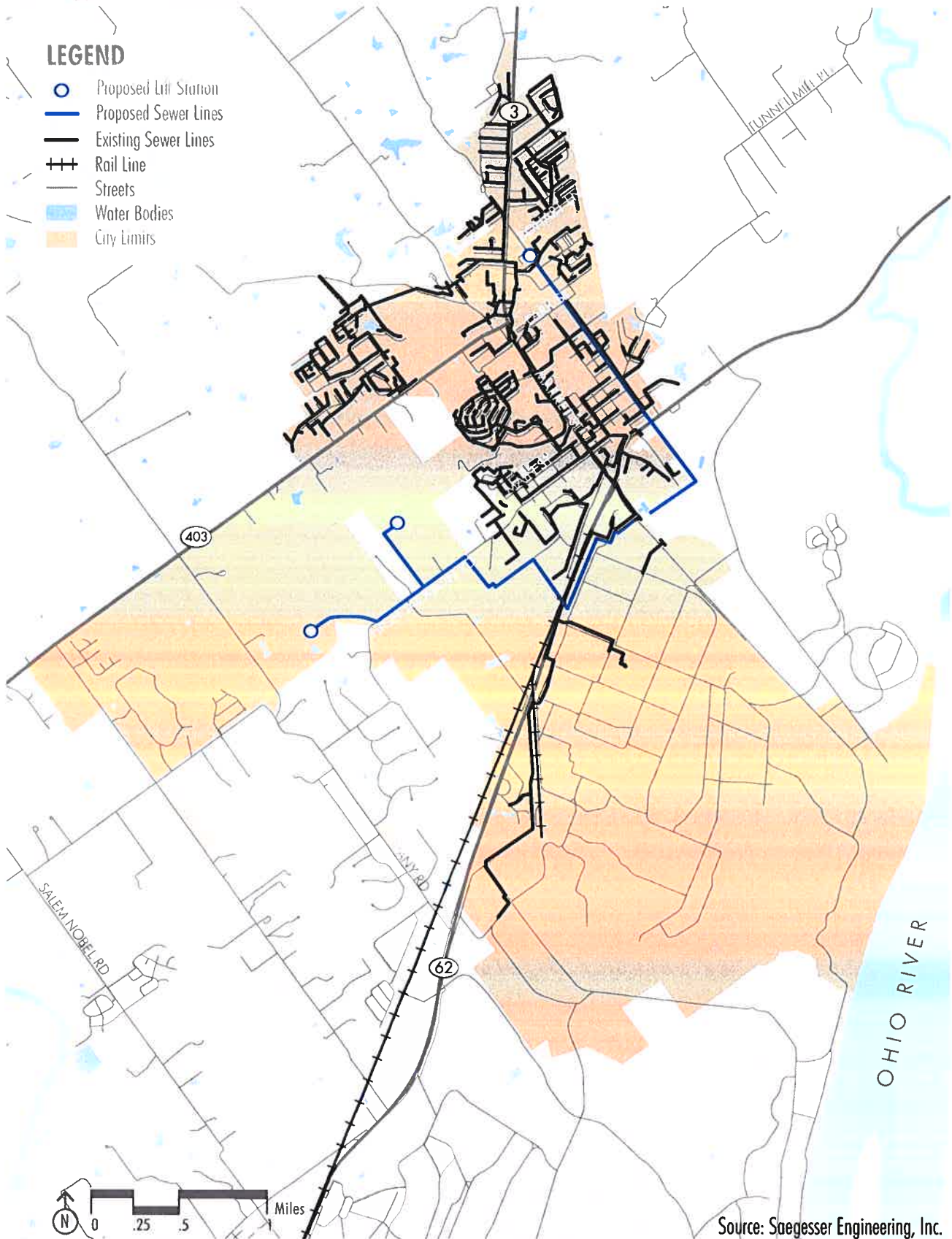
## FUTURE WATER LINES



# FUTURE SEWER LINES

## LEGEND

- Proposed Lift Station
- Proposed Sewer Lines
- Existing Sewer Lines
- ⊥ Rail Line
- Streets
- Water Bodies
- City Limits



Source: Saegesser Engineering, Inc.

# OUR COMMUNITY STRATEGIES:

## 1.11

### Continue to work with Greater Clark County Schools, local employers, and colleges/universities to provide needed educational facilities for both children and adult education and training.

Charlestown has an excellent opportunity to attract new residents to its community. The workforce that will be expanding at River Ridge Commerce Center combined with spin-off development will add businesses and additional jobs creating housing and economic opportunity for the greater Clark County area and its communities. As River Ridge Commerce Center continues to rapidly develop, it is important that we can get our residents great jobs and provide the necessary education and training required to fill the growth of jobs. Education must continue to be a clear priority for Charlestown to take advantage of the growth within the region. Greater Clark County Schools, River Ridge and local business leaders along with city leadership should establish clear objectives in not only marketing the current local school performance but also explore what steps should be taken to attract families as well as business investment to the area with additional educational offerings. Currently Greater Clark Community Schools (GCCS) is working on programs that provide students with the skills necessary to succeed in the job market, as well as connect them with local companies to retain our talent. These programs include:

- 1:1 Computer Program
- College credit that allows seniors to graduate with an Associates Degree
- Internship program



Charlestown Middle School

Within these programs GCCS has helped students achieve an associate's degree by the time they graduate high school as well as connected students to local companies. Greater Clark Community Schools is also planning capital projects to renovate and redevelop existing educational facilities in Charlestown. These improvements include:

- Eliminate the open concept at Charlestown Middle School
- Replace and/or renovate both Pleasant Ridge Elementary and Jonathon Jennings Elementary
- Upgrade outside athletic facilities at Charlestown High School

The spectrum of learning opportunities as well as the facilities in which to learn are now seen as essential features of a healthy and desirable community. Utilizing local schools as an integral part of engaging residents of all ages directly speaks to the values and opportunities of the community. Charlestown should support and compliment efforts made by GCCS to prepare the communities young people for a successful future not only for themselves, but to secure a successful future for Charlestown. Charlestown can work with GCCS to determine what the community can do to add to the existing and future programs that increase youth education. The community can also develop support programs that make higher education or workforce training easier, such as scholarships, assistance, day-care, etc.

Action Step
1.11.A Support GCCS to eliminate the open concept at Charlestown Middle School.
1.11.B Support GCCS to replace and/or renovate both Pleasant Ridge Elementary and Jonathon Jennings Elementary.
1.11.C Support GCCS to upgrade outside athletic facilities at Charlestown High School.
1.11.D Identify secondary educational opportunities that connect people to jobs at River Ridge, such as a "Workforce Readiness" program and/or facility.

## 1.12

# Provide programming for all generations through existing and new facilities.

To become a place for families, there should be a variety of opportunities for families and youth. Charlestown should also promote recreational activities for seniors. Community facilities that offer recreational, educational, and cultural opportunities will promote a strong future for Charlestown. Charlestown should evaluate its existing community facilities and programs that support youth and families and determine the need for new facilities and programming opportunities. This is typically done by sending out a survey to help gauge the needs and desires of local residents. Additional facilities may include:

- Indoor/Outdoor Sports facilities or Sports Complex
- Musical/Theatrical Venues
- Fair & Exposition Facilities
- Golf Course
- Disc (Frisbee) Golf Course
- Walking/Biking Trails
- Other Parks
- Playgrounds

By adding new programming in the existing facilities, not only do the facilities get used more, but they also serve as a community gathering place and enhance the quality of life for families and youth. Additional programming at existing facilities can include:

- Intramural Sports Leagues (soccer, baseball, basketball, volleyball, football, etc.)
- Recreational or sport training camps
- Art, dancing, or music classes
- Bingo or other recreational games/activities
- Musical or theatrical performances
- Festivals or events
- Receptions, meetings, birthday parties, company picnics, etc.
- 5K Race
- Rock Climbing

To determine and provide parks and recreational facilities and services, the city should evaluate the needs and demands by creating a Five-Year Parks & Recreation Master Plan. A Five-Year Parks & Recreation Master Plan would analyze public recreation needs and preferences, determine what recreation facilities and programs are desired and/or are appropriate, prioritize new facilities and provide access to funding sources for implementation. The park plan will address parks and recreation planning at a system-wide master planning level for both facilities and programming (activities) but will also include the operational and maintenance planning aspects of parks as well.

The Indiana Department of Natural Resources, Division of Outdoor Recreation (IDNR-OR) establishes guidelines for a Five-Year Parks & Recreation Master Plan and also provides multiple grants for land acquisition and facility development. Additionally, the Office of Community and Rural Affairs (OCRA) provides planning grants for the creation of the master plan or the plan can be created in-house by staff.



Family Activities Park - Seasonal Ice Skating



Family Activities Park - Mini Golf

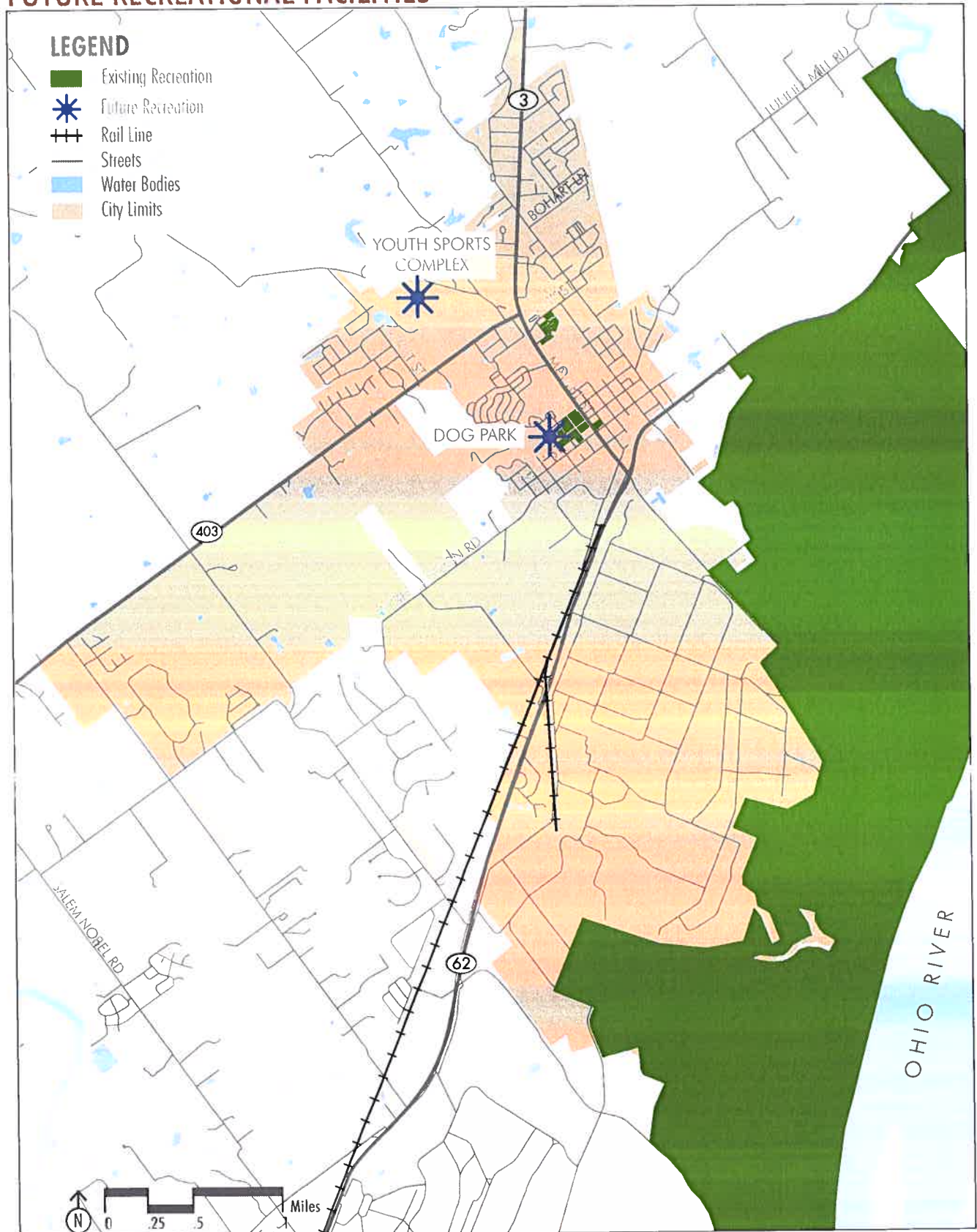
### Action Step

**1.12.A** Complete a five-year parks and recreation master plan to plan and implement projects.

**1.12.B** Encourage new subdivisions to include a neighborhood park.

# OUR COMMUNITY STRATEGIES:

## FUTURE RECREATIONAL FACILITIES



## 1.13

### Support health and wellness programs and facilities throughout Charlestown.

Saint Catherine Regional Hospital is an abandoned hospital located on Highway 3 that also offered emergency services. Currently the nearest hospital with emergency services is Clark Memorial Hospital, which is over 13 miles away from the City. For those who do not have transportation, access to healthcare becomes a barrier for the community. To improve access to health care and emergency services, Charlestown should support the re-opening of the regional hospital.

In addition to healthcare access for general wellness, access to health programs for addiction should also be addressed. All communities are forced to deal with substance abuse issues to a certain extent and are handled through various strategies. Substance abuse is a problem that if ignored, will only get worse. To ensure a safe and healthy community, Charlestown should support the existing programs set in place by community organizations and/or that provide support services for substance abuse. It is important that families have the support they need so that substance abuse is prevented, treated, and ended.



Abandoned Saint Catherine Regional Hospital

#### Action Step

**1.13.A** Identify and support existing substance abuse education, prevention, treatment, and recovery support systems within Charlestown.

**1.13.B** Work with private partners to re-open the regional hospital with an emergency room.

## OUR COMMUNITY STRATEGIES:

1.14

### Promote the development of new and small businesses within Charlestown.

The anticipated growth in Charlestown and surrounding areas will lead to new and existing business growth opportunities. The types of businesses best suited for the City center over the long term will be retail, restaurants and entertainment. A concerted effort should be made to attract new businesses to Charlestown. Utilizing the region's growth and additional demand for services to facilitate the creation of a new re-energized City center will satisfy numerous comprehensive plan strategies.

One approach may be to pursue a mixed-use project that includes some combination of housing, commercial office, retail-restaurant and possibly a transitional community use. What is most important is to attract businesses that have staying power and will be able to grow with a growing City center. There may be some spin-off opportunities that are generated by near-by River Ridge Commerce Center, and emphasis should be placed on visibility and broad market appeal for the initial business investment.

Another approach for small business development includes a business incubator that provides a positive environment for small businesses, start-ups, and entrepreneurs, as well as helps the business community grow. Charlestown should develop a business incubator in downtown to promote the development of new and locally-owned business within the community. This space could provide businesses with amenities to conduct business, connect with resources, and allow for collaboration amongst other businesses within the incubator. Amenities provided within the business incubator can range depending on the need and resources available. These amenities can include:

- Desk space
- Conference space
- White board
- Private offices
- Common space
- Technology
- Business services
- Flat screen
- Close proximity to other alike businesses
- Secure space

Currently, the City of Charlestown has identified the former Kids Square child care center building to become a space for the Business Incubator. The plan includes an enhanced entrance, retail unit configuration, interior hallway connecting each retail unit, and a communal space for all businesses to use.



Former Kids Square



Existing Small Businesses on Square



In addition, to improve the success of small business and start-ups within the community, Charlestown should consider the benefits of a revolving loan fund. These funds could come from local funds from the City, state or other organizations, or be paired with grants. An example of an existing grant program is the Rural Business Development Grant (RBDG). RBDG is a competitive grant designed to support targeted technical assistance, training and other activities leading to development or expansion of small and emerging private businesses in rural areas that have fewer than 50 employees and less than \$1 million in gross revenues through the USDA.

Not only should Charlestown focus on the development of new business within the community but also within the region. Charlestown should support and coordinate with any regional planning efforts or projects that are beneficial to economic growth. For example, the expansion of the Clark Regional Airport runway from 5,500 feet to 7,000 feet increases traffic at the airport during bad weather by improving the safety. This project is conducive to our economic growth.

Action Step
1.14.A Develop a business incubator in Charlestown's downtown.
1.14.B Explore the feasibility and consider the benefits of a revolving loan fund.
1.14 C Incentivize hotel facilities to locate in Charlestown to provide for tourism-related development.



# OUR NEIGHBORHOOD



## IN THIS CHAPTER

- Strategies
- Action Steps
  - This chapter outlines neighborhood strategies for the City of Charlestown. These strategies address issues and ideas that are considered to be on a neighborhood scale. In this chapter you will find strategies addressing housing, community design & form, and public amenities.

### 2.1

## Incentivize land uses and redevelopment in downtown that help create a mixed-use destination with compact development.

Charlestown is in the early years of what appears to be a long-term robust growth period. The opportunity to influence and encourage well designed, sustainable development throughout the community is exciting but should not be taken for granted. Quality development often does not just happen. Good planning, a community vision, and public-private partnerships between the community and quality developers will make it much more likely that positive outcomes that serve the community for years to come will be accomplished.

The creation of a town center that creates an identity and sense of place for Charlestown is a top priority in the comprehensive plan. As stated earlier, the regional developers have not currently identified the opportunity and its long term potential. Part of the reason for this is the community has not until recently expressed its interest and intent to promote a town center development. Secondly, developers and investors are now extremely busy with more traditional opportunities in larger markets given the improving economy. It will take both effort and time to capture their attention and to educate them on development opportunities in Charlestown.

There are several important steps that will help expedite the developer solicitation process. The adoption of the comprehensive plan is a critical first step. The plan documents both the initial vision as well as the public process used to create it. In addition, there are three steps that if undertaken are likely to establish a development context that will effectively incentivize the development community. These steps are identified below.

### Step 1 - Site Control

Developers rarely take a development opportunity seriously unless site control is secured. Site control can take the form of an option, agreement to purchase, or an actual purchase. It almost always entails an agreement between the property owner and a third party. It is recommended that some form of site control be attained for the early phase(s) of the town center development program. Site control can be secured in a manner that postpones and transfers land costs to the ultimate developer subject to how an agreement with the seller is structured. Almost any form of site control serves as an incentive to the developer to want to consider involvement and to take the opportunity seriously.

### Step 2 – Zoning and Utilities

Both zoning and site engineering that involves utilities delivered to the site perimeter translate into a site that is either development ready or close to it. The comprehensive plan provides enough detail that zoning should be able to be authorized prior to the final site plan being prepared. There may be refinements that require an administrative approval but the process of entitling the site ahead of time saves both time and money for the eventual developer. If possible, the provision or promise to deliver water, sewer, gas and electricity to the site also removes the element of risk that a developer is concerned about when evaluating a development opportunity.

### Step 3 – Public Investment – Gap Financing

It is not unusual for “pioneer” projects in a community to be seen as involving more risk than in more mature markets. The Charlestown town center will be seen as a project with potential but an unproven track record. Charlestown leadership will be pushing developers on raising the bar on design, the mix of uses and likely the involvement of new types of retail. These will be judged by the developers and their conventional funders as added risk. All development should be based on sound market analysis. Even in those cases where the market is clearly evident, banks and investors will want to manage their risk carefully in the early project stages. The city can help manage risk by providing some form of incentive that lowers the project costs and or amount of debt required to support the project. Tax abatements or tax increment financing are routinely used incentives for these types of projects. There are also a host of state, federal and foundation funding sources that may be able to contribute in meaningful ways making a difficult project much easier to accomplish.

The key is to remain flexible regarding how the public sector participates with its public investment. There will be several questions that the community will want to answer prior to determining its public investment role. They are:

1. What level of risk and investment does the developer have – pre-development and thru the development period?
2. What are the public benefits that will be generated by the project?
3. What is the development team's track record with this type of development?
4. Is there a completed market assessment? Review
5. What is the financing gap? Are there non-monetary methods to resolve?
6. How is the public investment protected?

Answers to these questions will not only inform the public leadership about the project details it will provide insights as to how best to assist the project in a manner that works for the community.



Before & After: Market Street and Main Street that shows proposed development and how that can be integrated with future development.

#### Action Step

**2.1.A Create TIF Districts for redevelopment focus areas to promote city-wide reinvestment & provide tax abatement.**

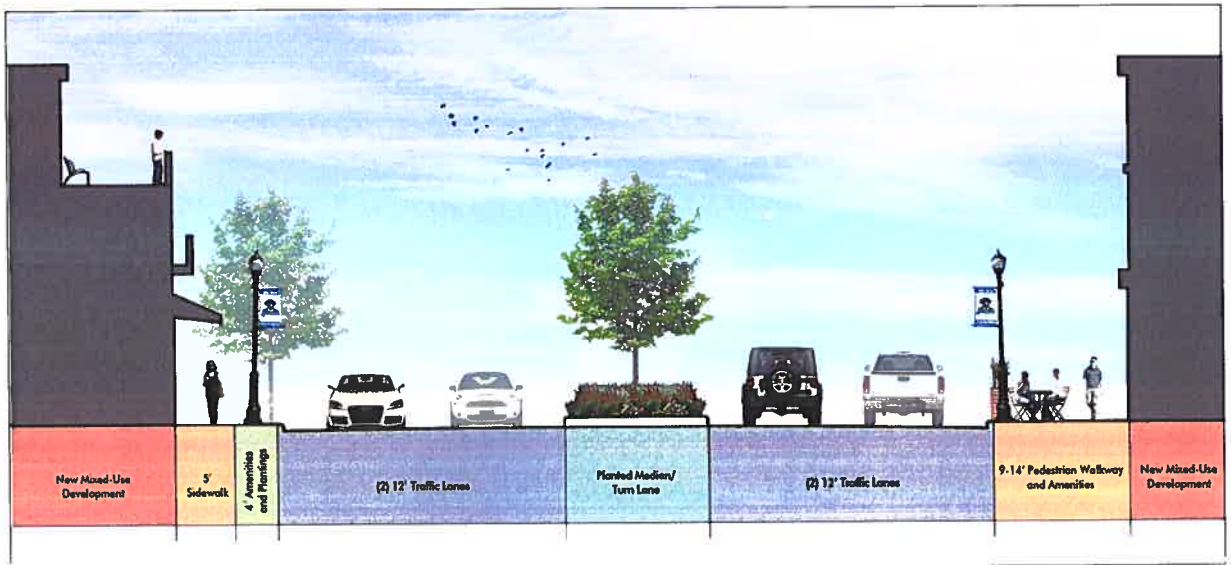
# OUR NEIGHBORHOOD STRATEGIES:

## 2.2

### Create a distinct identity for Charlestown through design standards.

**Main Street Atmosphere:** A Main Street or Square is a recognizable element of a strong community and can promote economic development, provide entertainment and define a community's character. Charlestown has a strong foundation and vast potential for creating a "Main Street" atmosphere around the Square through revitalizing key buildings, new development and public improvements along Market Street. Together, these areas could define Charlestown through the built environment and reinforce the community's identity through programming initiatives.

**Public Improvements:** Providing unified and planned improvements in the public right-of-way should be a priority. These improvements should focus on the streetscape elements that help to define a healthy main street including lighting, sidewalks, street plantings, benches, wayfinding signage, trash receptacles, etc. Without the right-of-way to provide on-street parking in most areas, parking for businesses can be accommodated behind development to allow for a more continuous building façade.

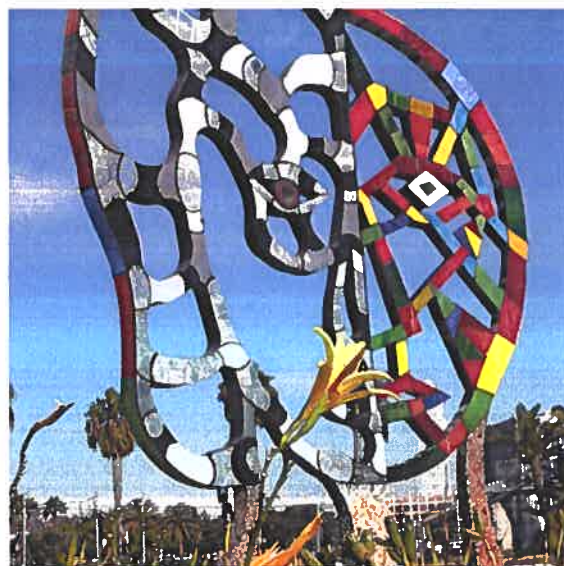


Market Street Cross-Section Example

**Programming Initiatives:** In addition to public improvements, Charlestown should become a certified Main Street Community through the Office of Community and Rural Affairs (OCRA). The Indiana Main Street (IMS) program was established to provide economic revitalization and restoration of downtown areas and provides assistance to certified communities. Indiana Main Street communities are eligible for various grants for enhancements and improvements, and also provide a dedicated focus for downtown projects and improvements.

**Public Art:** Public art has many benefits to a community. It not only allows local and regional artists to become actively involved in their community but it also helps to reveal and enhance a community's identity. This identity can be reflected through the community's character and sense of place through the interpretation of the historic, cultural, economic and cultural context of the community.

Public art can be incorporated into the public infrastructure, such as streetscapes, street signage, sidewalks, and other public spaces, as well as private development, through architecture, building facades, courtyards / plazas, etc. Public art should be incorporated into the downtown area as new development occurs or public improvements are made. Additional low-cost art installations can be commissioned by the city; regional examples include painted signal cabinets, unique bicycle racks or benches, in-pavement interpretative elements or traditional sculptures in medians or parking areas.



Public Art Examples

Action Step
2.2.A Complete design and construction for public improvements around the Square and along Market Street.
2.2.B Become certified as an Indiana Main Street Community.
2.2.C Identify priority areas for public art and amenities (benches, flag poles, etc.) and types of installations desired. Implement art installations as funds are available & provide incentives if public art is incorporated into a development plan.
2.2.D Preserve history through programs and the implementation of historical markers.

### 2.3

## Focus on reinvesting in sub-standard and deteriorating housing units to provide safe and quality options for residents of all income levels.

It is important to provide safe and quality housing options for all residents within Charlestown. Properties that are abandoned or are in very poor condition not only impact the safety of residents but also impact the character of the city. By focusing on redevelopment of sub-standard properties, the city can help to rebuild neighborhoods. Incentives can be provided to developers or property owners that are willing to rehabilitate or redevelop the identified properties.

There are a few pockets of older poorly maintained housing in Charlestown — most notably the Pleasant Ridge housing subdivision. These areas serve as a major impediment to new investment and will deter families and other prospective residents from considering Charlestown as a desirable place to live, work and recreate. A redevelopment program should be established and implemented to address these problem pockets of the community.

Pleasant Ridge is by far the largest of the deteriorated housing areas and should receive attention as soon as possible. The City of Charlestown should take the lead in working with the existing residents to establish a redevelopment program that determines what housing stock remains and offer details on the reinvestment in the neighborhood. The majority of the deteriorating homes are rental properties. There is a limited supply of quality, well managed, affordable rental property in the community. A mixed-income housing development program is one possible strategy which could serve those displaced through the redevelopment process and also help to initiate the Pleasant Ridge neighborhood reinvestment program.

A Pleasant Ridge redevelopment initiative represents an ambitious undertaking. The number of property owners and the complexity of the redevelopment economics will likely present numerous challenges for this much needed community initiative. There are several important early steps that will help to move the project forward and lead to some early successes. Steps that should be a part of the redevelopment planning process include:

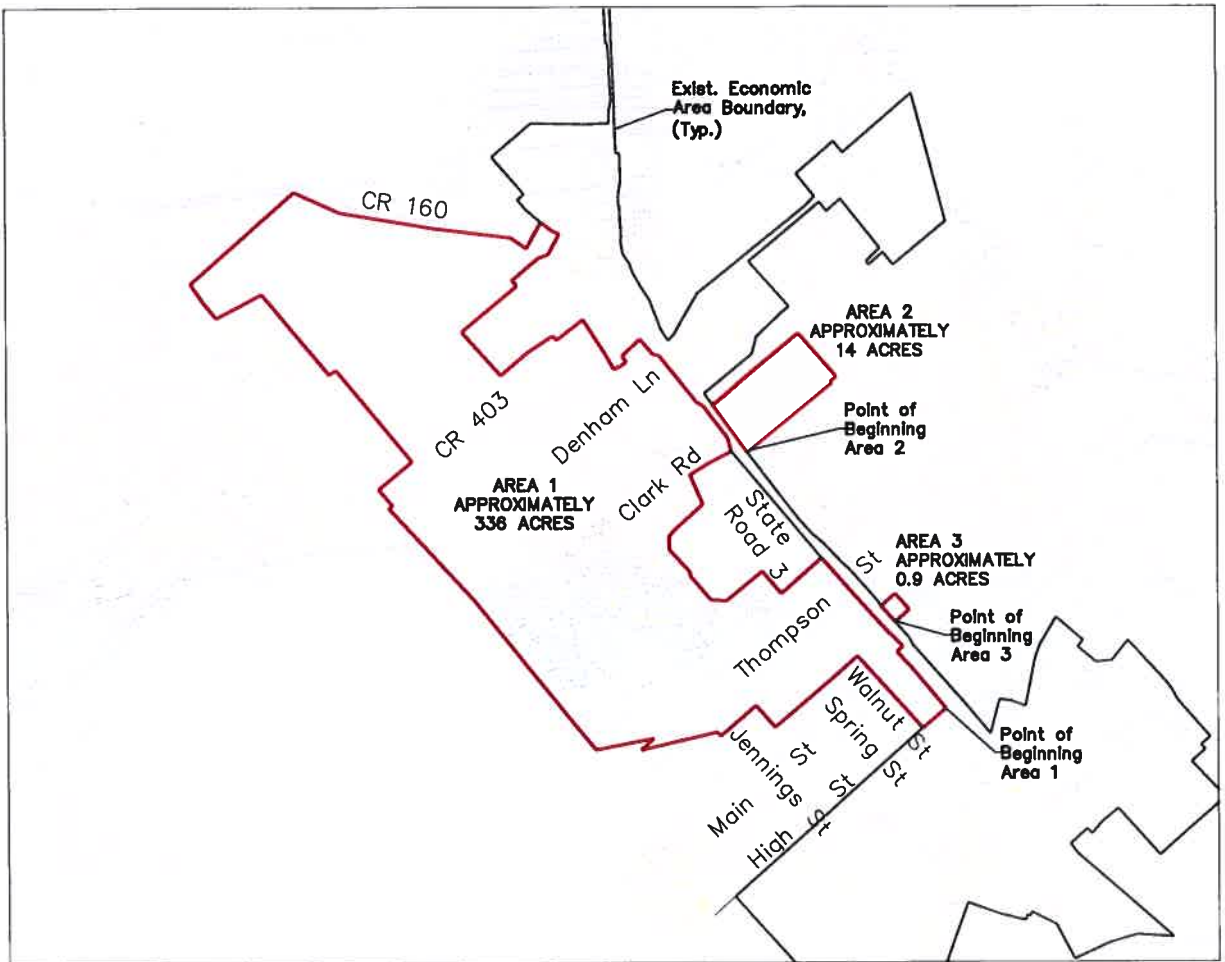
1. Initial redevelopment planning meetings with Pleasant Ridge residents
2. Detailed existing conditions report documenting housing, infrastructure, environmental and neighborhood conditions
3. Preliminary land re-use plan identifying modifications to neighborhood
4. Redevelopment budget identifying public and private expenses
5. Relocation strategy for Pleasant Ridge residents including replacement housing options
6. Acquisition List and Schedule
7. Preliminary Funding Sources for implementation of Redevelopment Plan
8. Project Schedule
9. Adoption of Redevelopment Plan

The two most critical steps to successful implementation of this complex initiative will be the building of a working relationship with the property owners and the land re-use plan. While neither of these tasks will be easy to accomplish they, if handled in deliberate fashion, will allow a timely resolution to an existing community liability.

In addition to the redevelopment focus areas, Charlestown also needs to focus on housing, services and amenities that provide for seniors. Seniors who are 65 and older account for 12% of the population and an additional 17.4% of Charlestown residents are 50-64. This is a significant segment of the population that is in, or nearing retirement, and will have different needs in terms of housing, services and amenities.



## PROPOSED TIF BOUNDARY



Source: Saegesser Engineering, Inc.

Charlestown should work with regional partners such as New Hope Services, Inc. to develop affordable senior housing within the community in addition to providing amenities and services that seniors will add to their quality of life. New Hope Services is a local non-profit that originated in Clark County and is based in Jeffersonville, Indiana. Part of their mission is to provide direction and leadership in the development of safe, affordable and suitable housing in response to public need, which includes senior housing. Partners like New Hope Services can partner with the city to fulfill this need through IHCD and other programs and funding sources.

### Action Step

**2.3.A** Identify and establish redevelopment areas.

**2.3.B** Pursue state and federal grant programs (HUD, IHCD, etc.) that help provide quality low and moderate income housing in Charlestown.

## 2.5

### Determine feasibility of a youth sports complex.

A youth sports complex provides recreational opportunities and character development for local youth in Charlestown. It also promotes economic development through the hosting of regional and national sports tournaments that require people to stay and eat in Charlestown. In order to determine the feasibility of a youth sports complex, the City must have accessible and available space, the financial support, as well as a market study that supports the need. A market study will analyze the existing facilities and programs that are in place in Charlestown and the region and will compare that to the level of need for additional facilities and programs. This process insures that the money invested into a youth sport complex will warrant the best possible outcome.



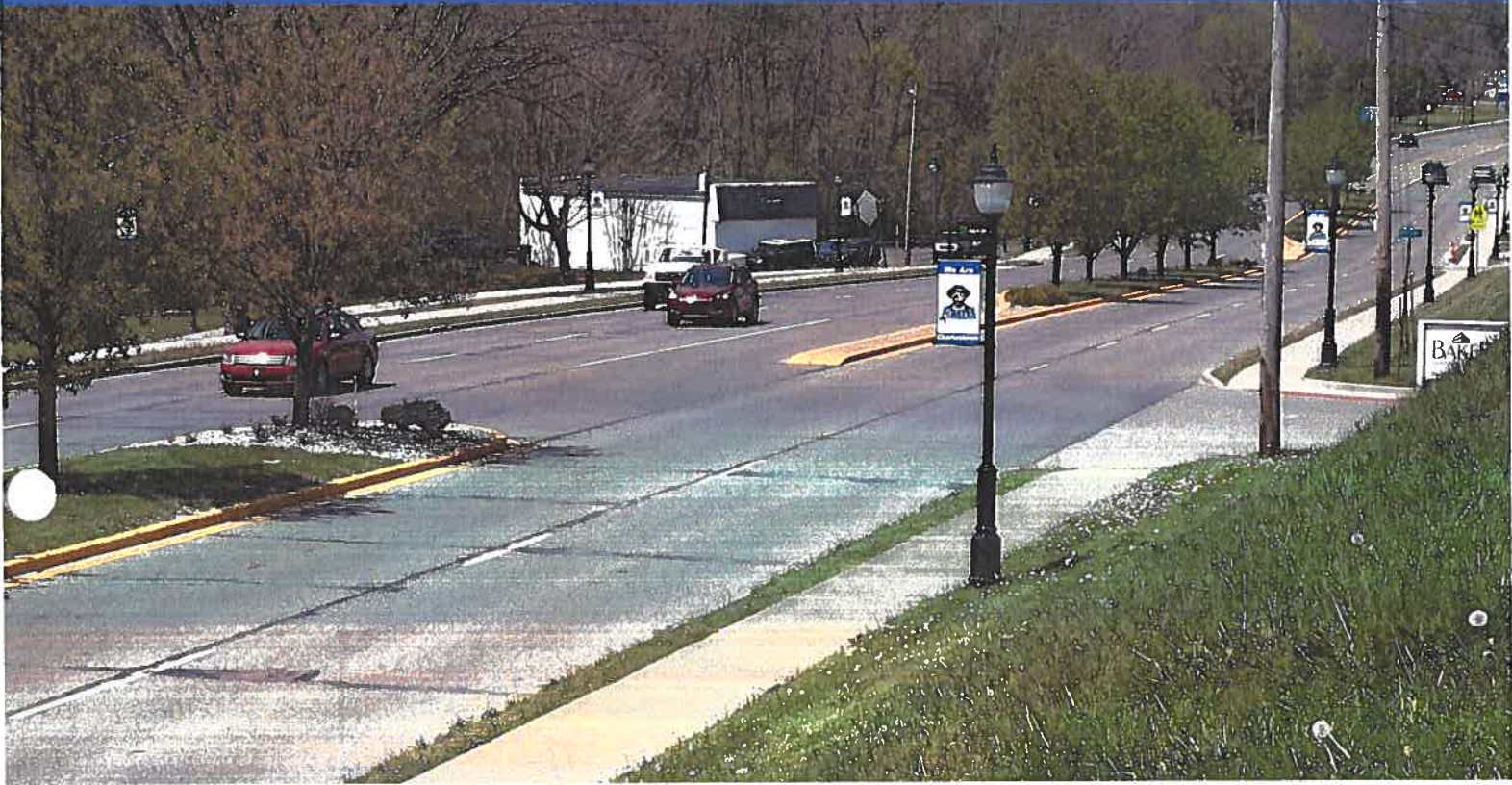
Indoor Sports Complex Example

#### Action Step

2.5.A Perform a feasibility study for a youth sports complex.



# OUR BLOCK



## IN THIS CHAPTER

- Strategies
- Action Steps
  - This chapter outlines site specific strategies for the City of Charlestown. These strategies address issues and ideas that are considered to be on a parcel-level scale. In this chapter you will find strategies addressing property upkeep and maintenance and utilities.

3.1

### Strengthen and strictly enforce property maintenance ordinances.

It is difficult to envision a more important community improvement tool than an effective property maintenance ordinance. For the most part Charlestown has well maintained properties – both buildings and vacant lots – although there are notable exceptions. Property maintenance protects residents by providing safe and habitable living conditions, protecting property values, reduces crime, and increases the perception of safety. As the community attempts to attract desired development it is essential that future residents and businesses understand that their investments will be protected by ordinances that assure a minimum standard of upkeep and maintenance. It is also important to the community to have an effective system in place to comprehensively reduce property maintenance violations. This system should provide the community with clear information of property maintenance standards, mechanisms for reporting of unsafe living conditions, and follow through with enforcement.

The existing At-Risk Residential Rental Inspection Program is a new program as of 2016 that improves and promotes safe and habitable living conditions within Charlestown. The City should review their existing property maintenance ordinances as well as the At-Risk Residential Rental Inspection Program annually to determine needed revisions to the ordinance as new materials are introduced in the market or conflicts arise.

Additionally, to enhance the property maintenance through the strengthening of pride in the community the City should establish a marketing program that promotes the clean-up of the community. This program can be a multi-faceted program that goes beyond a clean-up day that harnesses support from local businesses, organizations and residents to spend a few hours one day cleaning-up Charlestown. It can also include a program logo that businesses and residents can display on a storefront window or landscaping to show they support this program, as well as host holiday decorating contests in business districts or neighborhoods.

Action Step
<b>3.1.A</b> Review and revise the At-Risk Residential Rental Inspection Program and property maintenance ordinances annually.
<b>3.1.B</b> Provide information about unsafe living conditions on the City’s website.
<b>3.1.C</b> Provide a formal reporting mechanism for unsafe living conditions.
<b>3.1.D</b> Partner with the beautification committee to promote a clean-up program throughout the City.

## 3.2

### Partner with downtown business owners to create a façade improvement program.

The implementation of a façade improvement program is an incentive to promote existing and future businesses within downtown. Many communities who are certified as a Main Street Community use Downtown Enhancement Grants to help fund their façade improvement programs. These programs also include a 50/50 match requirement to ensure private investment into facades.

Improvements should be focused in a centralized area to produce the greatest impact that attracts residents and businesses. Guidelines of the façade improvement program that should be addressed include:

- Remove non-historic materials
- Repair & clean exterior facades
- Repair or replace signage
- Paint exterior surfaces such as wood or brick
- Repair or replace architectural design elements such as doors, windows, lighting, awnings, window boxes, cornices, or other decorative details

Additionally, as the façade improvement is implemented, the City should review the progress and program annually. The City can then redefine the program, focus area, and/or increase or reduce funding for the program to ensure that the program continues to be successful.



Facades along the Square

#### Action Step

**3.2.A** Create a facade improvement program.

3.3

### Expand internet capabilities to all residents in Charlestown.

High speed internet is crucial for a community to survive and be successful in today's marketplace. Businesses as well as many people personally and professionally rely upon it today. Having high speed internet has become a fundamental utility in many cases. All areas of Charlestown are not currently served by high speed internet service. In order to attract businesses and residents, providing this service is vital and could be financially supported by the city through tools such as TIF. Use of a redevelopment commission could provide incentives to the internet providers to help offset construction costs.

Action Step

**3.3.A** Continue to add wireless hot spots to new parks and public spaces.

**3.3.B** Work with providers to implement fiber optic lines to improve the speed of internet service.







# OUR ACTION PLAN



## IN THIS CHAPTER

- Introduction
- Implementation Timeline
- Strategic Action Plan
- Tools & Resources

# INTRODUCTION:

The Charlestown Comprehensive Plan is a document that establishes the current aspirations and needs of the community. This long-term vision for the City of Charlestown will serve as a guide for decision makers as the City begins to implement the action steps in the plan.

This chapter calls for commitments from numerous public and private agencies. The strongest commitment must be from the Plan Commission and the City Council. Strong and unified partnerships are key components that reinforce the decisions that support this plan, both through policy decisions and financial budgeting. If those responsible with implementing the action steps in this chapter are diligent in identifying and removing barriers to success, the opportunity for increasing economic development and quality of life is greater.

## PARTNERS FOR IMPLEMENTATION

Partnerships with local, regional, state-wide and public, private, and not-for profit organizations is important to have the capacity to respond to changing conditions. There will always be fiscal realities to recognize as the plan is implemented for projects today and long-term. As a result of financial constraints, key partnerships must also be intact and nurtured with many agencies and organizations to facilitate the implementation of the Charlestown Comprehensive Plan. This will save money as agencies utilize their expertise and in-house knowledge to improve the community. This plan cannot and should not be viewed as a plan implemented solely by the City of Charlestown.

## POTENTIAL PARTNERS

- City of Charlestown
- Clark County
- Greater Clark County Schools
- Clark-Floyd Counties Convention and Tourism Bureau
- One Southern Indiana
- River Ridge Commerce Center
- River Hills Economic Development District & Regional Planning Commission
- KIPDA
- TARC
- Private Foundations (i.e., Ogle Foundation)
- Private Developers

## IMPLEMENTATION TIMELINE:

The following provides an overall timeline to outline when action steps should be started. Although this timeline can initially become overwhelming, the actions steps are divided among many partners. This timeline is intended to be flexible with actions that can be moved forward or pushed back to correspond with available funding or staff resources. Each action step will be outlined with a table following the timeline that will provide more details, including the description, responsible parties, funding sources, timelines and related goals. This action step table should be referenced as each action step is implemented.

## IMMEDIATE (2016-2017)

- 1.1.A: Revise the zoning ordinance and subdivision control ordinance & streamline the development review process
- 1.1.B: Provide all development-related information online
- 1.2.A: Promote existing events & brand and market new and existing events
- 1.9.A: Integrate public services into areas of new construction and growth
- 1.10.B: Continue Clearitas and water main flushing program
- 1.10.C: Improve the perception of water quality
- 1.12.A: Complete a five-year parks and recreation master plan to plan & implement projects
- 1.13.A: Identify and support existing substance abuse programs
- 1.14.A: Develop a business incubator in Charlestown's downtown
- 2.2.B: Become certified as an Main Street Community
- 2.3.A: Identify and establish redevelopment areas
- 3.1.B: Provide information about unsafe living conditions online
- 3.2.A: Create a facade improvement program

## SHORT-TERM (2018-2020)

- 1.1.C: Determine the feasibility of using impact fees
- 1.3.A: Create a consistent brand for Charlestown & promote Charlestown through a public relations campaign
- 1.4.A: Adopt a complete streets policy
- 1.5.E: Connect parks, community facilities, community centers and neighborhoods
- 1.6.A: Coordinate road improvements with water/sewer improvements
- 1.6.B: Adopt access management regulations
- 1.7.B: Complete the Bethany Road Project
- 1.7.D: Improve traffic on County Road 403 and US 31
- 1.8.A: Determine the feasibility of trolley transportation for special events
- 1.11.D: Identify secondary educational opportunities programs and facilities
- 1.12.B: Encourage new subdivisions to include neighborhood parks
- 1.14.B: Explore the feasibility of a revolving loan fund
- 2.1.A: Evaluate existing TIF & provide Tax Abatement
- 2.2.C: Identify priority areas for public art and amenities & provide incentives if public art is incorporated into a development plan
- 2.2.D: Preserve Charlestown's history through programs and historic markers
- 2.3.B: Pursue state and federal grant programs to provide low and moderate income housing
- 2.4.B: Provide wider sidewalks in areas that require build-to-lines
- 2.4.C: Provide pedestrian amenities
- 2.5.A: Perform a feasibility study for a youth sports complex
- 3.1.A: Review and revise the At-Risk Rental Inspection Program
- 3.1.C: Provide a formal reporting mechanism for unsafe living conditions
- 3.1.D: Promote a clean-up program throughout Charlestown
- 3.3.A: Continue to add wireless hot spots in new parks and public spaces

## **MID-TERM (2021-2025)**

- 1.2.B: Create new annual events
- 1.5.A: Connect the City center to River Ridge/East End Bridge & Charlestown State Park
- 1.5.D: Implement bike lanes on Highway 3
- 1.7.C: Develop roundabouts on County Road 403
- 1.7.E: Connect Patrol Road to Charlestown Landing
- 1.8.B: Determine the feasibility of additional public transit within Charlestown and the region
- 1.10.A: Improve the water distribution system
- 1.11.A: Support GCCS to eliminate the open concept at Charlestown Middle School
- 1.13.B: Work with private partners to re-open the regional hospital with an emergency room
- 1.14.C: Incentivize hotel facilities to locate in Charlestown
- 2.2.A: Complete public improvements along the Square and Market Street
- 2.4.A: Implement enhanced crosswalks
- 3.3.B: Work with providers to implement fiber optic lines to improve internet speed

## **LONG-TERM (2026-2036)**

- 1.5.B: Connect neighborhoods and subdivisions
- 1.5.C: Utilize abandoned rail corridors for multi-use paths
- 1.7.A: Improve Highway 62 and County Road 403
- 1.11.B: Support GCCS to replace and/or Renovate Pleasant Ridge and Jonathon Jennings Elementary
- 1.11.C: Support GCCS to upgrade outside facilities at Charlestown High School

## STRATEGIC ACTION PLAN:

The implementation process includes creation action steps that provide clear details on what should be done, such as the steps that should be taken, who is responsible, and a timeline for project completion. The following provides a description of the details provided in each action step listed in each corresponding chapter.

**Action Step-** Tasks detail what must be accomplished to achieve the greater vision. They are paired with an appropriate timeframe for completion. They are aggressive, but achievable.

**Description-** The description is intended to further explain the action step by providing details and other information to explain the intended result.

**Responsible Party(ies)-** While the Planning Commission and Town Council are ultimately responsible for the successful implementation, some tasks will be most successful if implemented by or in partnership with others. The responsible party/parties should always be a high-level champion who reinforces the purpose and intent of the plan, takes responsibility for implementing specific action items, and monitors the progress of the task.

**Potential Funding Source(s)-** Although it is not exhaustive, a potential list of funding sources has been provided for each task as a starting point. Many funding sources will vary depending upon the year, quarter, month, as well as the number and type of parties involved. The general fund is also typically listed because many federal or state grant programs require a local match. Each funding source is explained later in this chapter.

**Other Resources-** “Other resources” often include human capital (i.e. manpower, or labor) from volunteers, donated supplies, materials, or equipment, and coverage by the media. They also include professionals who have been hired due to their expert knowledge in a particular area.

**Start-Up Timeframe-** Not all projects can begin at once. The start-up of a given task will occur in the immediate, short-, mid-, or long-term future. Immediate refers to action steps that should be started in 2016-2017. Short-term is between 2018-2020, mid-term is between 2021-2025, and long-term is between 2026-2036. A task that is entirely dependent upon the successful completion of another task would fall outside of these start-up possibilities, in which case that condition for start-up for these action steps are described in more detail on their respective tables. Action steps were prioritized in terms of start-up based on the priority of the plan’s goals.

**Related Plan Goals-** It will become increasingly important that each action step is tied back to the goals of the plan. This will provide insight, justification and prioritization for each action step as conditions change or others become involved in implementation and evaluation of the plan. If an action step aligns with one or more of the goals outlined in the previous chapters of this document, the respective goal(s) icon is included. The Plan Goals include:



Coordinate our future **Land Uses with Distinctive Community Design and Form.**



Create a **Thriving Downtown** that reinforces our **Sense of Place.**



Ensure **Safe and Quality Housing** options for our residents.



**Connect our Neighborhoods** to regional destinations for vehicles, bicycles and pedestrians.



Expand our **Parks and Recreational Opportunities.**



Improve our infrastructure to create superior **Facilities and Utilities.**



Integrate our **Educational System** with local employers to increase job opportunities, support economic development and further **Workforce Development.**



## ACTION STEP 1.1.A:

Revise the zoning ordinance and subdivision control ordinance & streamline the development review process

<b>Description:</b>	<ul style="list-style-type: none"> <li>Revise the zoning ordinance and subdivision control ordinance to allow for compact, mixed-use, high-quality and appropriate development outlined in this plan.</li> <li>Streamline the development review process where possible to encourage and work with developers without sacrificing quality of development.</li> </ul>			
<b>Champions (bold) &amp; Partners:</b>	<ul style="list-style-type: none"> <li><b>City Council</b></li> <li>Planning Commission</li> <li>Charlestown Building Commissioner</li> </ul>			
<b>Potential Funding Source(s):</b>	<ul style="list-style-type: none"> <li>General Fund</li> <li>Redevelopment Fund</li> </ul>			
<b>Other Resources:</b>	<ul style="list-style-type: none"> <li>Consultant</li> <li>City Attorney</li> <li>City Staff</li> </ul>			
<b>Start-Up Time Frame:</b>	2016-2017	2018-2020	2021-2025	2026-2036
<b>Target Completion Time Frame:</b>	< 1 Year	1-2 Years	2-5+ Years	Ongoing

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**ACTION STEP 1.1.B:**

Provide all development-related information online

<b>Description:</b>	<ul style="list-style-type: none"> <li>Provide all development-related information (ordinances, permits, applications, etc.) online for easy and convenient access.</li> </ul>			
<b>Champions (bold) &amp; Partners:</b>	<ul style="list-style-type: none"> <li><b>City of Charlestown</b></li> <li>City Council</li> </ul>			
<b>Potential Funding Source(s):</b>	<ul style="list-style-type: none"> <li>N/A (City Staff)</li> </ul>			
<b>Other Resources:</b>	<ul style="list-style-type: none"> <li>City Staff</li> </ul>			
<b>Start-Up Time Frame:</b>	2016-2017	2018-2020	2021-2025	2026-2036
<b>Target Completion Time Frame:</b>	< 1 Year	1-2 Years	2-5+ Years	Ongoing

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**ACTION STEP 1.5.A:**

Connect the City center to River Ridge/East End Bridge & Connect the City center to Charlestown State Park

<p><b>Description:</b></p>	<ul style="list-style-type: none"> <li>• Determine a feasible route that connects the City center/Square with both River Ridge and Charlestown State Park.</li> <li>• Complete design, environmental (if applicable) and land acquisition (if applicable).</li> <li>• Construct a multi-use trail that connects the City center to River Ridge that will connect bicyclists and pedestrians to the East End Bridge.</li> <li>• Construct a multi-use trail that connects the City center to Charlestown State Park.</li> </ul>			
<p><b>Champions (bold) &amp; Partners:</b></p>	<ul style="list-style-type: none"> <li>• <b>Charlestown Parks and Recreation</b></li> <li>• City Council</li> <li>• Redevelopment Commission</li> <li>• River Ridge Development Authority</li> <li>• Charlestown State Park</li> </ul>			
<p><b>Potential Funding Source(s):</b></p>	<ul style="list-style-type: none"> <li>• INDOT (LPA Funds, FAST Act, SRTS)</li> <li>• ISDH (master planning only)</li> <li>• DNR - RTP</li> <li>• APA - Plan4Health Grant</li> <li>• CPC - Healthy Communities Program</li> <li>• River Ridge Development Authority (within River Ridge)</li> <li>• Stellar Communities Program</li> <li>• General Fund / Redevelopment Fund</li> </ul>			
<p><b>Other Resources:</b></p>	<ul style="list-style-type: none"> <li>• Consultant</li> <li>• Charlestown Street Department</li> <li>• City of Jeffersonville / Clark County</li> <li>• IDNR</li> </ul>			
<p><b>Start-Up Time Frame:</b></p>	2016-2017	2018-2020	2021-2025	2026-2036
<p><b>Target Completion Time Frame:</b></p>	< 1 Year	1-2 Years	2-5+ Years	Ongoing

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### ACTION STEP 1.5.E:

Connect parks, community facilities, community centers, and neighborhoods.

<b>Description:</b>	<ul style="list-style-type: none"> <li>Identify missing sidewalk connections between existing neighborhoods and community destinations.</li> <li>Construct sidewalks that connect parks, community facilities, community centers, and neighborhoods.</li> </ul>			
<b>Champions (bold) &amp; Partners:</b>	<ul style="list-style-type: none"> <li><b>Streets Department</b></li> <li>City Council</li> </ul>			
<b>Potential Funding Source(s):</b>	<ul style="list-style-type: none"> <li>INDOT (LPA Funds, FAST Act, SRTS)</li> <li>ISDH (master planning only)</li> <li>DNR - RTP</li> <li>APA - Plan4Health Grant</li> <li>CPC - Healthy Communities Program</li> <li>Stellar Communities Program</li> <li>General Fund / Redevelopment Fund</li> </ul>			
<b>Other Resources:</b>	<ul style="list-style-type: none"> <li>Consultant</li> <li>Charlestown Street Department</li> <li>Neighborhood Home Owners Associations</li> </ul>			
<b>Start-Up Time Frame:</b>	2016-2017	<b>2018-2020</b>	2021-2025	2026-2036
<b>Target Completion Time Frame:</b>	< 1 Year	1-2 Years	<b>2-5+ Years</b>	Ongoing

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### ACTION STEP 1.7.A:

Improve Hwy 62 and County Road 403

<b>Description:</b>	<ul style="list-style-type: none"> <li>Improve Highway 62 and County Road 403 to more efficiently move traffic during peak hours.</li> </ul>			
<b>Champions (bold) &amp; Partners:</b>	<ul style="list-style-type: none"> <li><b>City Council</b></li> <li>Redevelopment Commission</li> <li>INDOT</li> <li>Clark County</li> </ul>			
<b>Potential Funding Source(s):</b>	<ul style="list-style-type: none"> <li>INDOT (LPA Funds, FAST Act, SRTS)</li> <li>Stellar Communities Program</li> <li>General Fund</li> <li>Redevelopment Fund</li> </ul>			
<b>Other Resources:</b>	<ul style="list-style-type: none"> <li>Consultant</li> <li>City Staff</li> <li>City of Jeffersonville / Town of Sellersburg</li> </ul>			
<b>Start-Up Time Frame:</b>	2016-2017	2018-2020	2021-2025	2026-2036
<b>Target Completion Time Frame:</b>	< 1 Year	1-2 Years	2-5+ Years	Ongoing

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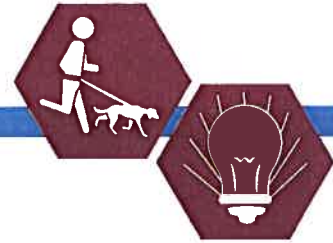
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### ACTION STEP 1.7.B:

Complete the Bethany Road project

Description:	<ul style="list-style-type: none"> <li>Work with Clark County to complete construction of the Bethany Road project.</li> </ul>			
Champions (bold) & Partners:	<ul style="list-style-type: none"> <li><b>City Council</b></li> <li>INDOT</li> <li>Clark County</li> </ul>			
Potential Funding Source(s):	<ul style="list-style-type: none"> <li>N/A (Already Funded)</li> </ul>			
Other Resources:	<ul style="list-style-type: none"> <li>City Staff</li> </ul>			
Start-Up Time Frame:	2016-2017	<b>2018-2020</b>	2021-2025	2026-2036
Target Completion Time Frame:	< 1 Year	<b>1-2 Years</b>	2-5+ Years	Ongoing

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### ACTION STEP 1.7.D:

Improve traffic on County Road 403 and US 31

<b>Description:</b>	<ul style="list-style-type: none"> <li>• Work with Clark County and Sellersburg to improve traffic on County Road 403 and US 31.</li> </ul>			
<b>Champions (bold) &amp; Partners:</b>	<ul style="list-style-type: none"> <li>• <b>City Council</b></li> <li>• Redevelopment Commission</li> <li>• INDOT</li> <li>• Clark County</li> <li>• Town of Sellersburg</li> </ul>			
<b>Potential Funding Source(s):</b>	<ul style="list-style-type: none"> <li>• INDOT (LPA Funds, FAST Act, SRTS)</li> <li>• Stellar Communities Program</li> <li>• General Fund</li> <li>• Redevelopment Fund</li> <li>• Clark County</li> </ul>			
<b>Other Resources:</b>	<ul style="list-style-type: none"> <li>• Consultant</li> <li>• City Staff</li> </ul>			
<b>Start-Up Time Frame:</b>	2016-2017	<b>2018-2020</b>	2021-2025	2026-2036
<b>Target Completion Time Frame:</b>	< 1 Year	<b>1-2 Years</b>	2-5+ Years	Ongoing

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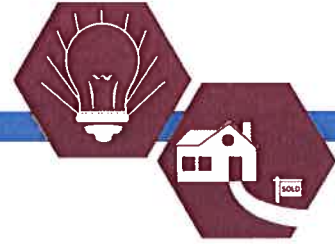












**ACTION STEP 1.10.A:**  
Improve the water distribution system

<b>Description:</b>	<ul style="list-style-type: none"><li>Continue to improve the water distribution system included in the SRF Water Project.</li></ul>			
<b>Champions (bold) &amp; Partners:</b>	<ul style="list-style-type: none"><li><b>City Council</b></li><li>IDEM / SRF</li></ul>			
<b>Potential Funding Source(s):</b>	<ul style="list-style-type: none"><li>General Fund</li><li>SRF</li></ul>			
<b>Other Resources:</b>	<ul style="list-style-type: none"><li>Consultant</li><li>City Staff</li></ul>			
<b>Start-Up Time Frame:</b>	2016-2017	2018-2020	<b>2021-2025</b>	2026-2036
<b>Target Completion Time Frame:</b>	< 1 Year	1-2 Years	2-5+ Years	<b>Ongoing</b>

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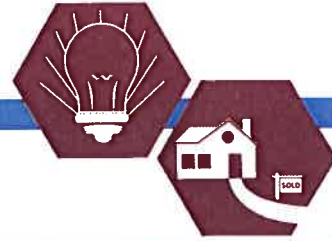
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### ACTION STEP 1.10.B:

Continue Clearitas and water main flushing program

<b>Description:</b>	<ul style="list-style-type: none"> <li>Continue Clearitas and water main flushing program to improve water quality in Charlestown.</li> </ul>			
<b>Champions (bold) &amp; Partners:</b>	<ul style="list-style-type: none"> <li><b>City Council</b></li> <li>Water Department</li> </ul>			
<b>Potential Funding Source(s):</b>	<ul style="list-style-type: none"> <li>General Fund</li> </ul>			
<b>Other Resources:</b>	<ul style="list-style-type: none"> <li>Consultant</li> <li>City Staff</li> </ul>			
<b>Start-Up Time Frame:</b>	2016-2017	2018-2020	2021-2025	2026-2036
<b>Target Completion Time Frame:</b>	< 1 Year	1-2 Years	2-5+ Years	Ongoing

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## TOOLS & RESOURCES:

A short description of the various tools, resources, programs and funding that have been identified or described in this plan and action steps are included below. This is not an exhaustive list of all tools, programs or funding sources that can be utilized by the City; it is intended to provide further explanation as a starting point for future actions.

## TOOLS & RESOURCES

### Capital improvement Planning

A Capital Improvement Plan (CIP) is a system of documenting the capital investments that a community plans to make in the short-term, often five years. A CIP identifies projects, timelines, estimated costs, and funding sources and is linked to a community's budgeting process. It is a means of planning ahead for capital improvements and ensuring implementation of specific projects by connecting them more closely to the budgeting process. The city's CIP would include funding needed for any capital improvement the city is planning to invest in, regardless of which city department will be responsible for operating and maintaining a given investment.

### Redevelopment Association of Indiana

The Redevelopment Association of Indiana, a part of the Indiana Association of Cities and Towns (IACT), is a membership organization for redevelopment board members and redevelopment staff representing 46 cities, towns and counties. The Redevelopment Association operates under the premise that while there are legally mandated actions and commonly adopted practices, there also is abundant room for local innovation and Indiana ingenuity. One of the association's principal missions is to serve as an informational and educational resource for existing redevelopment commissions and units of government considering the establishment of a redevelopment commission. Redevelopment. Association members are available to share their experiences. Additional information can be found at [http://www.citiesandtowns.org/content/affiliated/RAI\\_DHT.htm](http://www.citiesandtowns.org/content/affiliated/RAI_DHT.htm).

### Redevelopment Association of Indiana Handbook (2006)

This handbook, produced by the association, provides how-to information regarding the establishment of a redevelopment commission, designation of a redevelopment or economic development area, elements of a redevelopment or economic development plan, establishment of an allocation area, project financing, acquisition and disposition of real estate, and the use of tax increment financing and tax abatement. It also includes an inventory of cities, towns, and counties with TIF districts, sample resolutions and other instruments, as well as a roster of association members.

### Tax Abatement

Tax abatement is a phase-in of property taxes and is intended to encourage development in areas that would not otherwise develop. Tax abatement is one of the tools widely used by municipal governments to attract new businesses to the community, or to encourage investment in new equipment or facilities that will improve the company while stabilizing the community's economy. Communities may develop procedures for abatement application and policies on the amount and length of the abatement that will be approved and procedures to ensure compliance with the terms of the statement of benefits.

## PROGRAMS & FUNDING

### American Planning Association – Plan4Health

The American Planning Association and the American Public Health Association (APHA) aims to build local capacity to address population health goals and promote the inclusion of health in non-traditional sectors. The program, supported by the Center for Disease Control (CDC), focuses on areas that include nutrition and physical activity. Nutrition is focused on the accessibility of healthful food in communities and physical activity is focused on improving physical activity and education in schools, adoption of comprehensive approaches to improve community design, and increase physical opportunities in/through workplaces.

## Center for Disease (CDC) – Healthy Communities Program

CDC's Healthy Communities Program provides communities with funding, tools, strategies, and training for creating environmental changes to improve people's health. Working with key partners, CDC guides the ever-growing network of communities to implement population-based strategies that reduce the prevalence of chronic disease and achieve health equity. Funding opportunities can be found on [www.grants.gov](http://www.grants.gov).

## Endangered Places Grants & Loans

Indiana Landmarks makes grants and loans help fund the restoration or rescue of jeopardized historic properties. This program is available to non-profit organizations for professional architectural and engineering feasibility studies and other preservation consulting services, as well as organizational development. They also offer loans to purchase and/or restore historic properties. For more information please visit [www.indianalandmarks.com](http://www.indianalandmarks.com)

## Family and Social Services Administration

### Division of Mental Health & Addiction

The Division of Mental Health and Addiction (DMHA) sets care standards for the provision of mental health and addiction services to Hoosiers. DMHA is committed to ensuring that clients have access to quality services that promote individual, family and community resiliency and recovery.

The Division of Mental Health and Addiction (DMHA) Bureau of Mental Health Promotion and Addiction Prevention provides oversight and administration of the Substance Abuse Prevention and Treatment (SAPT) Block Grant to ensure funding that addresses statewide prevention and mental health promotion priorities. It supports evidence-based initiatives that serve to prevent and reduce substance abuse and mental illness, reduce the negative impact of substance abuse and mental illness, and promote overall behavioral health.

## Indiana Association of Area Agencies on Aging (IAAAA)

IAAAA advocates for quality programs and services for older adults and persons with disabilities on behalf of Indiana's 16 Area Agencies on Aging. This program offers information about resources and service providers, assess needs for service, make referrals to case managers, link to services, monitor consumer satisfaction and adjust services to meeting changing needs. Some subsidies are available based on age, level of disability, income and assets.

## Indiana Department of Natural Resources (DNR)

The mission of the Indiana Department of Natural Resources is to protect, enhance, preserve, and wisely use natural, cultural, and recreational resources for the benefit of Indiana's citizens through professional leadership, management, and education.

### Residential Historic Rehabilitation Tax Credit (RITC) - Investment Tax Credit Programs

The current credit has been repealed by the Indiana General Assembly for residential properties, but the credit will be available for costs incurred through December 31, 2015. A property must be listed in the Indiana Register of Historic Sites and Structures prior to taking the credit. This credit is 20% of rehabilitation costs for quality work at income-producing properties. The federal government also offers a 20% tax credit.

### Land and Water Conservation Fund (LWCF)

LWCF federal grants can be used to protect important natural areas, acquire land for outdoor recreation and develop or renovate public outdoor recreation facilities such as campgrounds, picnic areas, sports/playfields, swimming facilities, boating facilities, fishing facilities, trails, natural areas and passive parks. The minimum grant request is \$5,000 and the maximum request is \$75,000 with a local match requirement.

### Low Income Housing Tax Credit – Investment Tax Credit Programs

The federal Low Income Housing Tax Credit can be combined with the Residential Historic Rehabilitation Tax Credit to rehabilitate historic structures that will provide affordable housing. The federal government also provides certain tax incentives for the creation of rural housing.

## Recreational Trails Program (RTP)

The Recreational Trails Program (RTP) was created by the Intermodal Surface Transportation Efficiency Act of 1991 (ISTEA), reauthorized in 1998 as part of the Transportation Equity Act for the 21st Century (TEA-21), again in 2005 through the Safe, Accountable, Flexible, Efficient Transportation Equity Act: A Legacy for Users (SAFETEA-LU), and the 2012 Moving Ahead for Progress in the 21st Century Act (MAP-21). Most recently, the RTP was reauthorized as part of the Fixing America's Surface Transportation (FAST) Act, which covers Fiscal Years 2016 through 2020 and was signed by the President on December 4, 2015.

Project categories eligible for funding are many and varied, giving states the flexibility they need to administer state trail programs. State administrative and educational program costs are capped at 7% and 5% respectively. States are also encouraged to work with qualified youth conservation or service corps. Eligible projects include:

- Maintenance and restoration of existing recreational trails;
- Development and rehabilitation of trailside and trailhead facilities and trail linkages for recreational trails;
- Purchase and lease of recreational trail construction and maintenance equipment;
- Construction of new recreational trails (with specific requirements when federal land is involved);
- Acquisition of easements and fee simple title for recreational trail corridors; and
- Assessment of trail conditions.

## Indiana Department of Corrections (IDOC)

The IDOC promotes public safety by providing meaningful, effective opportunities for successful re-entry. As the model of best correctional practices, they strive to return productive citizens to our communities and inspire a culture of accountability, integrity and professionalism.

### AA/NA/CMA (Alcoholics Anonymous, Narcotics Anonymous and Crystal Meth)

Anonymous programs are those which are best described as self-help and supportive in nature. Volunteers come into the DOC facilities and share their life story that includes addiction to a drug along with examples of recovery implementation that the offenders can use in their lives. These are available in all IDOC Facilities.

### CLIFF (Clean Lifestyle is Freedom Forever)

CLIFF is a modified Therapeutic Community designed specifically for those whose lives are impaired by methamphetamine. The program is a minimum of 8 months of intensive cognitive behavioral, evidenced based best practice counseling. Offenders are exposed to up to 12-15 hours each day of programming to specifically assist them to recover from the addiction, build social skills acceptable in society as well as job interviewing skills to help with their employment. Further, the offenders work on peer and personal relationship skills to better assist in their recovery when released to their respective communities. There are two male units that are 200 and 156 beds respectively, and one female 100 bed unit.

### Outpatient Substance Abuse Program

The Out-Patient Substance abuse program consists of three Phases. Phase 1 is a guided self-study that is a basic drug education manual. Phase 2 is Cognitive-Behavioral treatment that is evidence based and based on "Best Practices". The Federal Bureau of Prison material is utilized in their Phase as well as Dr. Stanton Samenow's "Commitment to Change". Phase 3 is a 3 segment program based on Relapse Prevention and Re-Entry into society. The 12 Steps are covered as well as TCU Straight Ahead material. These are located at all IDOC facilities. Over 9400 offenders participated in either CLIFF, TC's or Outpatient Substance Abuse Programs during 2009.

### Therapeutic Communities (TC)

The Department's TC's are specialized intensive therapeutic communities designed to treat offenders with severe drug addictions. The program is a minimum of 8 months of intensive cognitive behavioral, evidenced based best practice counseling. Clients are exposed to up to 12-15 hours each day of programming to specifically assist the client to recover from the addiction, build social skills acceptable in society as well as job interviewing skills to help with their employment. Further, the clients work on peer and personal relationship skills to better assist in their recovery when released to their respective communities. The IDOC TC's are at 5 facilities, and total nearly 1200 treatment beds. The TC's demonstrated a positive impact on both recidivism and conduct. Recidivism rates are nearly 1/2 that of the Departments overall recidivism for those offenders that successfully complete the program. Conduct rates on the TC's are about 1/10 that of a general population housing unit. During 2209 773 offenders successfully completed the TC Programs.

## Indiana Department of Transportation (INDOT)

INDOT's mission is to plan, build, maintain and operate superior transportation system enhancing safety, mobility and economic growth.

### Local Public Agency (LPA) Program

This program is a reimbursement program, meaning the LPA pays for project billings as they incur and then submits an invoice for reimbursement of the federal funding percentage agreed upon for their project. INDOT works proactively to assist Local Public Agencies in addressing capital needs that directly affect the quality of life for residents and the ability of cities and towns to attract and retain businesses.

### FAST Act (Fixing America's Surface Transportation Act)

The FAST Act eliminates the MAP-21 Transportation Alternatives Program (TAP) and replaces it with a set-aside of Surface Transportation Block Grant (STBG) program funding for Federal highway, highway safety, transit, and rail programs from Federal fiscal years (FY) 2016 through 2020. These set-aside funds build upon TAP and Recreational Trails (RT) funding and also creates a National Multimodal Freight Policy to improve the movement of freight on the National Freight Network. The focus on freight includes new programs such as the National Freight Program and the Nationally Significant Freight and Highway Projects Discretionary Program - Provides 60% funding assistance for projects of national or regional significant. This program also streamlines project delivery through an improved review and permitting process. Total funding appropriated by the FAST act from 2016-2020 will be \$305 million.

Generally, TA eligibilities are the same as those under the prior TAP, except the FAST Act—

- Newly allows an urbanized area with a population of more than 200,000 to use up to 50% of its suballocated TA funds for any STBG-eligible purpose (but still subject to the TA-wide requirement for competitive selection of projects); and [23 U.S.C. 133(h)(6)(B)]
- Eliminated TAP's "Flexibility of Excess Reserved Funding" provision (which allowed the use of excess TAP funds for any TAP-eligible activity or for projects eligible under the Congestion Mitigation and Air Quality Improvement Program).

As under TAP, the FAST Act requires all TA projects to be funded through a competitive process. Eligible applicants include all entities that were eligible to apply for TAP funds. The FAST Act also allows nonprofit entities responsible for the administration of local transportation safety programs to apply. The FAST Act newly requires States and metropolitan planning organizations (MPOs) to report annually to DOT on project applications and projects that are awarded TA funding (including the RTP set-aside). DOT must make these reports available to the public.

Except as specified above, FHWA administers the TA set-aside identically to funding under the prior TAP, including—

- The relative roles of State DOTs (which generally administer TA funding) and MPOs that represent urbanized areas with populations of more than 200,000 (which are involved in project selection); and
- The requirement that each TA-funded project (except for those funded under the RTP set-aside) be treated as a project on a Federal-aid highway.

### Safe Routes to School (SRTS) Program

Starting in 2012, the federal Safe Routes to School program, which existed from 2005 to 2012, was combined with other bicycling and walking programs into a new program called the Transportation Alternatives Program (TAP). There is less funding available for the Transportation Alternatives Program than for the programs that were consolidated, and there is no longer dedicated funding for Safe Routes to School.

However, this leaves each state Department of Transportation with discretion about whether to fund Safe Routes to School projects, and how much funding to dedicate to these initiatives. In addition, the Metropolitan Planning Organizations for larger cities (population of 200,000 or more) will also receive funding through Transportation Alternatives that they can provide for Safe Routes to School, bicycling and walking projects.



## Indiana Department of Workforce Development

The Indiana Department of Workforce Development is providing up to \$11 million to community partnerships to develop training and education programs that align to employer needs. Awarded programs will equip Hoosiers with the skills necessary to fill the one million jobs projected to be available over the next 10 years. Projects must be an industry-led, cross-sector partnership with a focus on a contiguous, geographic area consisting of a minimum of 200,000 in population. The grant will provide 25% of project cost.

### WorkOne

WorkOneWorks.com provides valuable information about WorkOne and its programs. Whether you are looking to improve your job qualifications, explore a different profession, find a new career or hire an employee, WorkOne can help!

## Indiana Historical Bureau (IHB)

### Indiana State Historical Marker Program

The Indiana Historical Bureau (IHB) is accepting applications for new marker topics for the 2016 application cycle. The increasing popularity of the Indiana State Historical Marker Program has prompted a two-part application process. In order to be considered, topics must:

- Demonstrate statewide significance
- Be substantiated with primary source documentation

## Indiana Humanities

Indiana Humanities offers a competitive grants program which awards funding to Indiana not-for-profit organizations, schools, and other institutions. We divide grants into two categories: Humanities Initiative Grants and Historic Preservation Education Grants. Review information regarding 2016 application deadlines and requirements below.

### Humanities Initiative Grant (HIG)

This \$2,000 grant is awarded to not-for-profit organizations that sponsor public humanities programs such as town hall meetings, workshops, lectures, exhibits, reading and discussion programs, and the production of humanities resources. Projects must contain a strong focus on the humanities, include humanities scholars in project planning and implementation and be intended for public or school audience.

## Indiana Housing and Community Development Authority (IHCDA)

The IHCDA is committed to providing assistance for residents by providing housing opportunities, promote self-sufficiency, and strengthen communities.

### Blight Elimination Program (BEP)

Through a portion of Indiana's Hardest Hit Funds, the Indiana Housing and Community Development Authority (IHCDA) is appropriated funds in 2014 to communities to demolish blighted and abandoned homes that are beyond repair. This program has not been renewed for 2016, but could be in the future.

## Indiana Landmarks

Indiana Landmarks' provides grants and loans to help local preservation organizations save and restore historic places. We keep the paperwork to a minimum, and in most programs we welcome applications as needs arise.

### African American Heritage Grants

Indiana Landmarks' African American Landmarks Committee awards grants ranging from \$500 to \$2,500 to assist organizations in the preservation and promotion of historic African American properties and sites in Indiana. Civic groups, schools, libraries, historical societies, and other nonprofit agencies are eligible to apply for grants for organizational assistance, studies assisting in or leading to the preservation of a historic African American place, and programs promoting the preservation, interpretation, and/or visitation of a historic African American place. We make the grants on a four-to-one matching basis, funding 80% of the total project cost up to \$2,500, whichever is less.

## Historic Preservation Education Grants

Indiana Landmarks and the Indiana Humanities Council make grants of up to \$2,000 for educational projects related to historic properties in Indiana. Eligible projects include lectures, workshops, conferences, production of audiovisual materials, heritage and cultural tourism programs, and educational publications.

## Indiana Office of Community and Rural Affairs (OCRA)

OCRA works with local, state and national partners to provide resources and technical assistance to aid communities in shaping their vision for economic development.

Source: [www.IN.gov/OCRA](http://www.IN.gov/OCRA)

### Community Development Block Grant (CDBG)

Planning Grants are funded with Federal Community Development Block Grant (CDBG) dollars from the U.S. Department of Housing and Urban Development (HUD). Through the Indiana Office of Community and Rural Affairs, Indiana requests federal funds to help rural communities with a variety of projects such as sewer and water systems, community centers, health and safety programs, and many others. These funds help communities improve their quality of life and ensure the health and safety of their citizens.

### Owner Occupied Rehabilitation Program

The maximum grant is \$12,000 per household and is only offered as funds are available, on an individual need basis, and to either repair/install sewer/septic or water lines/systems where existing lines/systems have failed, for seniors more than 62 years old or disabled persons, or for the removal of environmental hazards. The principal is either forgiven or subtracted from the principal balance in equal and annual amounts for all rehabilitation unit loans.

### Comprehensive Site Development Program (CSR)

OCRA, in cooperation with Indiana Brownfields, utilizes this program to help local units of government address blighted, deteriorated, or abandoned property by providing funds for identification and assessment of properties and to provide funds for clearance/demolition when available.

### Main Street Revitalization Program (MSRP)

The Indiana Office of Community and Rural Affairs assists Indiana's rural residents in their endeavors to create successful, sustainable communities and improve local quality of life. MSRP grants are funded with federal Community Development Block Grant (CDBG) dollars from the U.S. Eligible projects typically include downtown infrastructure, streetscape and facades.

### Planning Grant

Planning grants offer long-range planning grants for communities such as feasibility studies, preliminary engineering reports (PERs), and assessment for issues such as, land use, economic development, downtown revitalization, comprehensive plans, utilities, parks, economic development and historic preservation.

### Public Facilities Program (PFP)

This program's goal is to promote quality of place and spur economic development through community facilities (libraries, museums, community centers, etc.), emergency services (fire stations, fire trucks, and EMS stations) and historic preservation projects.

### Stormwater Improvements Program (SIP)

This program aims to reduce flooding, cut stormwater treatment and energy costs, as well as protect Indiana rivers, lakes and vital landscape.

### Wastewater and Drinking Water Program (WDW)

This program helps communities with inadequate water supplies and failing wastewater treatment. Financing is available through this program towards communities who have set long term development priorities for water and sewer infrastructure.

## **Downtown Enhancement Grants**

The Downtown Enhancement Grant program is designed to foster innovative approaches to activities, which support and promote community based planning, pre-development, and research initiatives. The goal of these projects is to improve the quality of life and opportunities for increasing private investment and employment in Indiana Main Street (IMS) communities. The Downtown Enhancement Grant priorities are directed by OCRA's strategic plan and the National Main Street Four Point Approach. Indiana Department of Transportation (INDOT) LPA Grants INDOT works pro-actively to assist Local Public Agencies (LPA) in addressing capital needs. By statute, INDOT shares gas tax revenue distributed out of the state Motor Vehicle Highway Fund (MVHF) and Local Road and Street Fund (LRSF) with local communities. Distributions out of these funds are made by the auditor's office to each local community for use on road and street projects. INDOT also makes available 25 percent of the federal funds apportioned to it under Congressional Highway Authorization Bills. This is a practice carried out by internal policy and is done under no requirement of any state or federal statute. INDOT also handles all of the program administration, contract letting and post-contractual Federal obligations for local communities. This alleviates additional financial burdens for local communities and provides a means for all communities to participate in federal-aid funding.

## **Hometown Collaboration Initiative (HCI)**

This initiative is intended for incorporated communities under the population of 25,000 people or less that want to develop a new generation of local leaders, promote the start-up and growth of small business, or enhance natural assets of the community.

## **Placed Based Investment Funds (PBIF)**

Through the agency collaboration of the Indiana Office of Community and Rural Affairs and the Indiana Office of Tourism Development, Place Based Investment Funds offers a 1:1.5 local match to supports community and economic development projects that promote the quality of life, improve tourism experiences and develop multi-purpose gathering spaces.

## **Stellar Communities Program**

The Stellar Communities program is a multi-agency partnership designed to fund comprehensive community development projects in Indiana's smaller communities. The Indiana Housing and Community Development Authority, Indiana Office of Community and Rural Affairs, and Indiana Department of Transportation, along with the State Revolving Fund, are participating in this innovative program.

The Stellar Communities program embodies collaborative government partnerships and successfully leverages state and federal funding from multiple agencies to undertake large-scale projects. Through this program, Indiana is doing more with current resources and making a bigger impact in communities, even with a slimmer budget.

## **Indiana Office of Tourism Development**

The Indiana Office of Tourism Development (IOTD, Indiana Tourism) offers matching grants to cities, towns, counties and nonprofit entities located in Indiana that are involved with tourism promotion and development. Projects that contribute to the development and improvement of local economies and communities throughout Indiana by means of enhancing, expanding and promoting the visitor industry are eligible to receive funding. The application process for 2017 grants is now open.

## **Marketing Asset Grant**

Eligible projects include those that improve marketing effectiveness and increase efficiency. Projects should target the development of tourism infrastructure or collaborative marketing initiatives that align with the Indiana Tourism brand, enhance the Indiana visitor experience and increase the likelihood of visitation from outside the local area. Project topic proposals should focus on sport tourism and outdoor recreation, culinary and agritourism development, heritage tourism development, or arts and cultural tourism. Eligible projects will receive a maximum of \$20,000.

## **Indiana State Department of Health (ISDH) Bicycle and Pedestrian Master Plan Funding**

The ISDH Division of Nutrition and Physical Activity (DNPA) invests in partnerships and activities that work towards improving the health of all Indiana residents. The adoption of bicycle and pedestrian master plans by Indiana communities is seen as an effective way to invest in changes to policy and the built environment that support healthy community outcomes. The DNPA is providing matching funds to communities to assist in the preparation of community-wide Bicycle and Pedestrian Master Plans to facilitate more active living in Indiana using grant funds awarded to the ISDH from the Centers for Disease Control and Prevention's (CDC) State Public Health Actions to Prevent and Control Heart Disease, Obesity and Associated Risk Factors and Promote School Health program. Applications for the funding are typically due in January of each year and the program typically funds a minimum of two plans annually. The program is currently funded for five years through 2017.

## **National Endowment for the Arts – Our Town Program**

Our Town Program supports creative place-making projects that help transform communities into lively, beautiful, and resilient places with the arts at their core. They offer support in two areas, projects that are focused on representing the distinct character and quality of their communities (Arts Engagement, Cultural Planning, and Design Projects), and projects that provide technical assistance for place-based work (Projects that Build Knowledge about Creative Place-making). For more information visit [www.arts.gov/grants-organizations/our-town](http://www.arts.gov/grants-organizations/our-town).

## **Rails to Trails Conservancy**

Rails-to-Trails Conservancy (RTC) is a nonprofit organization dedicated to creating a nationwide network of trails from former rail lines and connecting corridors to build healthier places for healthier people. Doppelt Family Trail Development Fund

This will award \$85,000 per year from 2015-2019 to organizations and local communities working to improve and connect trails across the country. Qualifying projects include two categories:

- **Community Support:** Three to four grants in the \$5,000 – \$10,000 range will be awarded to local nonprofit organizations or “Friends of the Trail” groups that need critical funding to help get trail development efforts off the ground. Total annual support: \$30,000.
- **Project Transformation:** One to two grants in the \$15,000 – \$50,000 range will provide critical support to an organization (or organizations) completing a significant trail development or improvement project. Total annual support: not to exceed \$50,000

## **Skills Enhancement Fund**

The Skills Enhancement Fund (SEF) provides assistance to businesses to support training and upgrading skills of employees required to support new capital investment. The grant may be provided to reimburse a portion (typically 50%) of eligible training costs over a period of two full calendar years from the commencement of the project.

## **Smart Growth American Technical Assistance Workshop**

This workshop can help communities making smart growth strategies a reality. They teach local leaders about the technical aspects of smart growth development, and provide customized advice on how communities can use smart growth strategies to their advantage. As a national leader in the field, Smart Growth America has extensive experience helping communities plan for smarter growth by providing direct technical assistance. For more information please visit [www.smartgrowthamerica.org](http://www.smartgrowthamerica.org)

## **United States Department of Agriculture (USDA)**

The USDA provides leadership on food, agriculture, natural resources, rural development, nutrition, and related issues based on public policy, the best available science, and effective management. They have a vision to provide economic opportunity through innovation, helping rural America to thrive; to promote agricultural production that better nourishes Americans while also helping feed others through the world; and to preserve our Nation's natural resources through conservation, restored forests, improved watersheds, and healthy private working lands.

### **Intermediary Relending Program (IRP)**

This program provides 1% low-interest loans to local intermediaries that re-lend to businesses and for community development projects in rural communities. The maximum loan available is \$250,000, or 75% of the total cost of the ultimate recipient's project for which the loan is being made.

### **Rural Business Enterprise Grant (RBEG)**

Grants range from \$10,000 to \$500,000 and are used towards the facilitation and development of small and emerging rural businesses, distance learning networks, and employment-related adult education programs.

### **Rural Business Opportunity Grant (RBOG)**

This program promotes economic growth in rural communities through training support and technical assistance for business development and to assist with regional economic development planning. A specific emphasis on funding is the support for a collaborative economic planning and development through regional food systems. The maximum grant is \$100,000.

### **Rural Economic Development Grant**

This is a loan and grant program that provides funding to rural projects through local utility organizations. The loan provides a zero percent interest loans to local utilities, which is then passed to local businesses for projects that will create and retain employment in rural areas. The grant program provides grant funds to establish a revolving loan funding.

### **Rural Micro-entrepreneur Assistance Program**

This program offers microloans for microenterprise start-ups and growth through a Rural Microloan Revolving Fund. Grants are provided for technical assistance and must have a 15% match. Loans up to \$50,000-\$500,000 may be used for establishing a rural microloan revolving fund managed by the Microenterprise Development Organization (MDO).

## **United States Department of Housing and Urban Development (HUD)**

HUD is focused on housing and urban development related to homes for residents of the United States. Topic areas in HUD include home ownership, homelessness, energy efficiency, etc.

### **HOME Investment Partnership Program (HOME)**

The HOME Investment Partnerships Program (HOME) provides formula grants to States and localities that communities use - often in partnership with local nonprofit groups - to fund a wide range of activities including building, buying, and/or rehabilitating affordable housing for rent or home ownership or providing direct rental assistance to low-income people. HOME is the largest Federal block grant to state and local governments designed exclusively to create affordable housing for low-income households

## **United States Department of Justice**

The Department offers funding opportunities to conduct research, to support law enforcement activities in state and local jurisdictions, to provide training and technical assistance, and to implement programs that improve the criminal justice system.

The Community Oriented Policing Services Office (COPS) offers grants to help law enforcement agencies to hire more community policing officers, to acquire new technologies and equipment, to hire civilians for administrative tasks, and to promote innovative approaches to solving crime. The COPS Office Response Center provides information on programs, grants, and application assistance for the Office of Community Oriented Policing Services. The COPS Office Response Center also assists COPS grantees with financial questions and grant-related inquiries about COPS.

### **COPS Anti-Methamphetamine Program (CAMP)**

Advances public safety by providing \$7 million in funds to investigate illicit activities related to the manufacture and distribution of methamphetamine. Each grant recipient may receive a maximum of \$1.5 million. Each grant is two years (24 months) in duration. No local match or retention requirement

### **COPS Hiring Program (CHP)**

The Fiscal Year 2016 COPS Hiring Program (CHP) is a competitive solicitation, open to all state, local, and tribal law enforcement agencies with primary law enforcement authority. CHP provides funding to hire and re-hire entry level career law enforcement officers in order to preserve jobs, increase community policing capacities and support crime prevention efforts.

### **COPS Anti-Heroin Task Force (AHTF)**

Advances public safety by providing funds to investigate illicit activities related to the distribution of heroin or unlawful distribution of prescription opioids, or unlawful heroin and prescription opioid traffickers through statewide collaboration. Each grant recipient may receive a maximum of \$1.5 million. Each grant is two years (24 months) in duration. No local match or retention requirement

### **Community Policing Development (CPD)**

CPD funds are used to advance the practice of community policing through training and technical assistance, the development of innovative community policing strategies, applied research, guidebooks, and best practices that are national in scope



# APPENDIX: A



## IN THIS CHAPTER

- Comparing Our Community
- Growing Rapidly
- Becoming More Diverse
- Improvement Educational Attainment
- Access to Quality Jobs
- Affordable Living



## COMPARING OUR COMMUNITY

An important first step in the planning process includes a demographic analysis of the Charlestown population and economic trends and how this information lines up against the region, state, or nation. This information provides a base for the community, which can later be used as a measuring tool as Charlestown evolves. By comparing Charlestown demographics over time to other similar communities, trends can now be identified. The comparison communities selected share similar characteristics to Charlestown, and were selected based on the following:

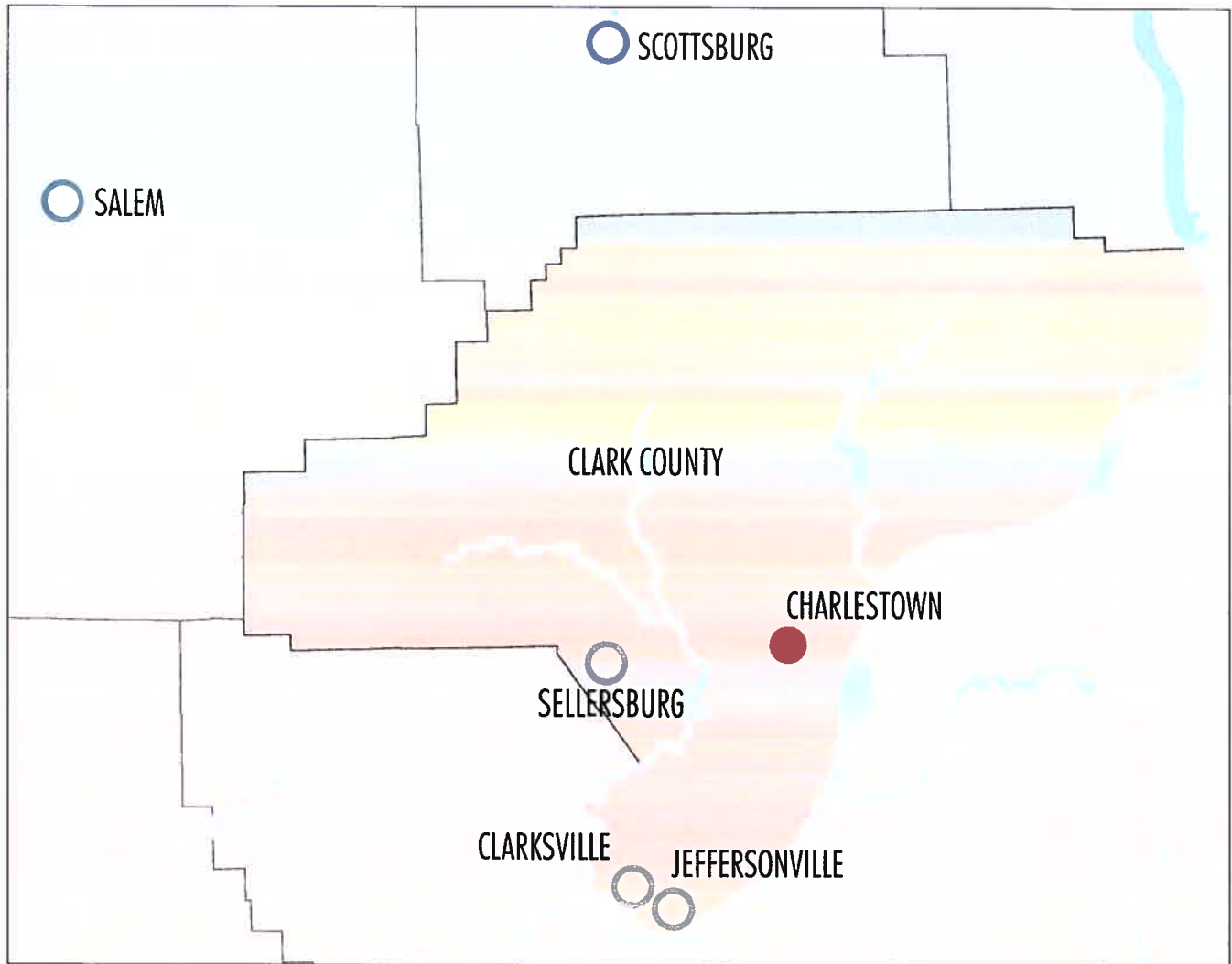
- Geographic Characteristics
- Demographic Characteristics
- Economic Characteristics

The following comparison communities used in this analysis include:

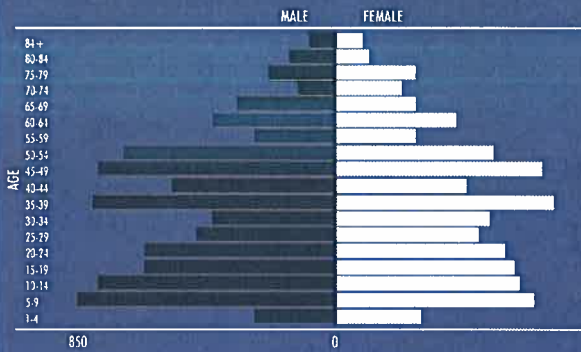
- Jeffersonville, Indiana
- Clarksville, Indiana
- Sellersburg, Indiana
- Scottsburg, Indiana
- Salem, Indiana

In addition, Clark County, Indiana, and the United States were also used as comparisons.

It is also important to note that Census geographies are not static, meaning boundaries can change or be redrawn entirely due to changes in political boundaries, population growth or other factors. For the purposes of comparing historical (such as 2000 and 2010) and current (2014) Census data, the geographic areas are considered to be generally equivalent.



Population  
**7,802**



**White**  
**88.1%**

**African American**  
**4%**

**Other**  
**7.9%**

**11.6%**  
**Hispanic or Latino origin**

## GROWING RAPIDLY

Charlestown is currently experiencing rapid growth due to many factors such as the development of River Ridge, construction of the East End Bridge, and growth of the Louisville Metropolitan Region. As of 2014, Charlestown's population was recorded at 7,802 people, growing by over 30% since 2000. Charlestown has even surpassed Indiana's growth rate, which is currently 9% and has mirrored the growth rate of nearby communities such as Jeffersonville and Sellersburg.

Projected growth for the population of Charlestown in 2035 is expected to reach 9,450-12,500 people. Although population growth is desired by many communities, rapid growth can present problems in the community such as outpacing the capacity of infrastructure (utilities, roads, etc.), housing, and community facilities (schools, parks, etc.) It is important that as the City continues to grow at a rapid pace, that all community needs are being met to continue to be a great place to live!

An age pyramid shows the distribution of age groups in the population, while also showing the male and female population breakdown. A naturally growing population is indicated by a high birth rate. Charlestown's age pyramid has a wide base, indicating a growing population with the exception of the lack of young children. Charlestown's growth isn't just attributed to natural birth, but a migration of people that are attracted to this community. In addition to growing population, it is important to note a larger baby boomer (ages 56-76) and millennial population (ages 16-36) within the community, which is typical of many of its comparison communities. Although the median age in Charlestown is 37.1, it is apparent that there is a large group of individuals within the community that have different needs based on their age, life stage, income, etc. Having a diverse group of individuals in your community translates having options of housing, shopping, necessities, entertainment to provide for each individual.

## BECOMING MORE DIVERSE

Diversity is important because it helps people learn the importance of cultural diversity and harmony. Charlestown is more diverse than most communities in Indiana and is expected to become more diverse throughout the years. Currently 88.1% of the population is White or Caucasian, 4% is African-American, and 7.9% of the population is of a different race. Race and ethnicity are considered two separate and distinct characteristics. Race categories include White, African-American, American/Indian/Alaska Native, Asian, Native Hawaiian/Pacific Islander, and Other Race. Ethnicity refers to a person's origin. Examples of Hispanic origin could include a person of Cuban, Mexican, Puerto Rican, South/Central American, or other Spanish culture or origin as Hispanic, Latino or Spanish can be any race. Charlestown uniquely has a higher percentage of a Hispanic or Latino population (11.6%) compared to Indiana and other nearby communities (1-2%) with the exception of Clarksville (10.6%). About 1 out of 10 people in Charlestown is Hispanic or Latino.

## IMPROVING EDUCATIONAL ATTAINMENT

In 2000, 69.6% of those who were 25 and older had a high school diploma. Since then, the educational attainment has significantly increased by over 15%. A large part of increase in educational attainment in Charlestown is due to the educational focus and programs that the Mayor and School Leadership have helped to champion such as the 1:1 Computer Program, where each child has their own laptop to use for school. Currently the educational attainment is right behind Sellersburg (90.8%), Jeffersonville (88.1%), Clark County (87.0%), and Indiana (87.6%) on the number of people who are 25 or older and have completed a high school education or higher. At 85.8%, the community has come a long way since 2000, and is expected to continue to increase. Similarly 25.4% of high school graduates 25 or older have some college education with no degree, 7.8% have an associate's degree, 9.4% hold a bachelor's degree, and 5.8% have a professional or graduate degree.

## ACCESS TO QUALITY JOBS

According to the 2014 American Community Survey, 64.4% of the population is currently in the labor force and the unemployment rate is 6.6%. The unemployment rate is double the rate in 2000 but is actually lower than Indiana and Clark County. Over half of residents stay in Clark County for work, 18% travel to other counties and, 23% travel to Kentucky. The average commute times for workers who live in Charlestown is 25.4 minutes. With the expansion of jobs in River Ridge and Louisville, Charlestown has conveniently access high-paying career opportunities.

Education, Health, Manufacturing, and retail are the largest industries, making up half of the communities workforce. Occupations among the workforce are almost evenly distributed. 23% of the workforce has occupations in business, management, science or arts. 29% of the workforce have occupations in sales or offices, and 23% have occupations in production, transportation, and material moving. Additionally a vast majority (83.6%) of the workforce receives private wages or salaries, 10.5% work for the government, and 6% are self-employed.



**85.8%**  
**High School  
Graduate or  
higher**



**64.4%**  
**in labor force**

**25.4 minutes**  
**mean travel time**





**\$43,046**  
median household  
income



**10.3%**  
vacant  
housing  
units



**\$109,500**  
median value



**\$640**  
median rent

## AFFORDABLE LIVING

Household income combines the income of all persons living in one household. The median household income for Charlestown is \$43,046 which is currently behind Indiana, Clark County, Jeffersonville, and Sellersburg. Attracting residents with a higher income, offering a strong primary and secondary educational system, and high paying jobs will raise the median household income in Charlestown. Currently one in five people are in poverty in Charlestown, which is comparable to Scottsburg, Salem, and Indiana, but still significantly higher than Jeffersonville, Sellersburg or Clarksville. In addition, Charlestown's per capita income is \$21,006. Per Capita Income takes the total income made by all persons within Charlestown and divides it by the total number of people living in Charlestown. This number can appear lower because it includes those who are unemployed, retired, or those below working age.

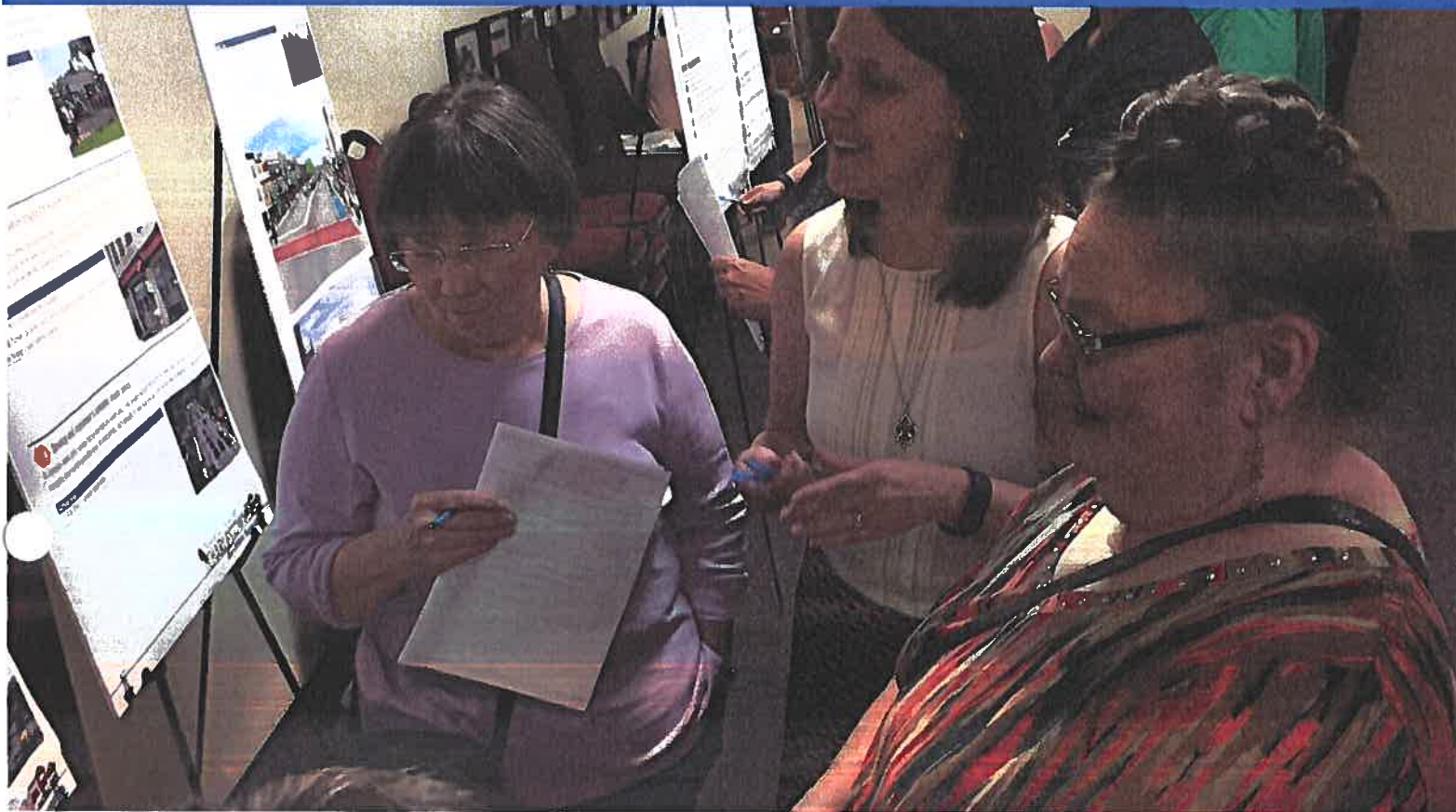
A household includes all persons who occupy a housing unit (house, apartment, mobile home, single room, etc.). The occupants could be related or non-related. A family is a group of two or more people related by birth, marriage, or adoption that live together. One quarter of the households within the community consist of one person. From 2010-2014 Charlestown saw a rise in one person households of 5%. This is a national trend and will impact future housing developments. Two-person households is the largest household size in Charlestown and makes up 36.3% of households, leaving 13% for three-person households, and 25.7% for households with four or more people.

Within Charlestown, almost 50% of households are married couples with or without children and 26% of family households have no wife or husband present. Additionally almost 70% of family households in the community have no children. Non-family households, which are householders who are living alone or with a non-related family member (roommate, significant other, etc.), make up 28% of households in Charlestown. A large majority (63%) of householders are between the ages of 35 and 64 years old. Householders who are 65 years and older make up 23% of households, and those between the ages 15 and 34 make up 14% of households.

Charlestown consists of 3,302 housing units, which includes single-family units, multi-family units, and mobile homes. 2,461 of Charlestown's housing units are the typical single-family home and the vacancy rate of all units in Charlestown is 10.3%. This rate is lower than Indiana, Clark County, Jeffersonville, Scottsburg, Clarksville and Salem. Almost 70% of the housing stock was built in 1980 or before, which may require more maintenance for the majority of the housing stock. The median value of an owner-occupied unit in Charlestown is worth around \$110,000, which is significantly higher than Scottsburg and Salem, but still lower compared to Indiana, Clark County, Jeffersonville, Sellersburg and Clarksville. Similarly 37% of the housing stock in Charlestown is rented, with the median gross rent around \$650.



# APPENDIX B



## IN THIS CHAPTER

- Introduction
- Coordination Group Meetings
- Public Workshop
- Adoption Hearings



## CITY COORDINATION MEETING #2

Based on the feedback that was gathered from the first City Coordination Meeting, the vision and goals were revised, and the strategies and action steps for the plan were created. During this meeting the group reviewed the strategies and action steps and made recommendations for changes. The group recorded their feedback from a survey that asked the participants if they agreed or disagreed with the strategies and actions steps, if they had any comments, and to prioritize each action step.

## CITY COORDINATION MEETING #3

Following the public open house and workshop this group met to review the draft of the Charlestown Comprehensive Plan. The draft included all of the information that was collected from the previous city coordination meetings, the public workshop and open house, and best practices. Based on the information received by the group, the draft was revised and public input was documented.

## PUBLIC MEETINGS:

### PUBLIC WORKSHOP

After the second City Coordination Meeting a public open house and workshop was held on Tuesday, May 24th from 5:00 pm -7:00 pm to gather input on the comprehensive plans vision, goals, strategies and action steps. Participants were given a survey to let us know if they agreed or disagreed with the vision, goals and strategies and were able to apply specific comments. Participants were also asked to prioritize each strategy and characterize them as a low, moderate, high, or very high priority. The input received from this meeting was incorporated into the draft comprehensive plan.

### FOUNDERS DAY BOOTH

Founders Day is an annual event celebrating the birth of Charlestown. From June 23-25 a booth was set up at the Founders Day celebration that displayed the plan's renderings and strategies. The public was invited to view the plan progress and talk about the plan with the Mayor and his staff.

## KEY PERSON INTERVIEWS:

During the planning process, key person interviews were held with the following people to coordinate existing programs and planning.

- Tom Vittitow, River Ridge
- Mayor Bob Hall, City of Charlestown
- Tony Jackson, City of Charlestown

## ADOPTION HEARINGS:

A Public Hearing that was held on MONTH XX, 2016 by the Plan Commission that produced a favorable recommendation for the comprehensive plan. The Charlestown Comprehensive Plan was formally adopted on MONTH XX, 2016 by the City Council.





Planning Our Legacy   
**CHARLESTOWN**   
**Our Future Generation**