



2025 STRATEGIC PLAN



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ACKNOWLEDGEMENTS

Thank You

Thank you to the Harrison County Economic Development Corporation's Board Members for your dedication and foresight in planning for Harrison County's strategic growth.

Board Members

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Joe Kellum, County Council
David Lett, Harrison REMC
Daniel Shireman, Shireman Construction
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Former Board Members

(Participated in Strategic Planning Session)
Holli Castetter, County Council
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Plan Adoption:

Harrison County Economic Development Corporation

Adoption Date:

October 29, 2025



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EXECUTIVE SUMMARY

Harrison County, located along Indiana's southern border on the Ohio River, is one of the state's original five counties. It is where Indiana's first constitution was drafted and where the first state capital stood for several years. Today, that history continues to attract visitors to the county's preserved landmarks and sites. Beyond its heritage, Harrison County offers over 900 acres of parks, the scenic Blue River winding through its western half, and easy access to Louisville, Kentucky, less than 30 miles away. Residents enjoy the county's rural landscapes, boutique hospitality, and strong sense of community, all while benefiting from proximity to metropolitan amenities.

In March 2025, Harrison County adopted its 2025–2045 Comprehensive Plan to align county-wide efforts as local towns began defining their long-term vision and strategies. Building on that momentum, the Harrison County Economic Development Corporation (HCEDC) board chose to reexamine its role within the framework of the new plan, guided by extensive community input and feedback. Established in 2004 to address rural economic challenges through infrastructure development and business growth, the HCEDC recognized this as a pivotal moment to expand its focus—taking a more proactive role in property acquisition and pursuing regional partnerships. To that end, the board held a brainstorming session to assess the organization's role in the community, reputation among residents, past accomplishments, and future opportunities for collaboration with the interim LEDO. From these discussions, the board determined that the HCEDC should create a strategic plan to set priorities, establish clear objectives, and ensure its initiatives remain aligned with the broader county comprehensive plan.

This strategic plan serves as a guide for the HCEDC board, offering a clear framework to align with the county's long-term vision and define the strategies needed to achieve its objectives. As part of this process, the board conducted a SWOT analysis to identify five key priorities for the organization's future.

These Priorities Include:

1. **Develop the HCEDC Toolbox for Economic Development** – Identify available resources and evaluate the county's competitiveness compared to peer communities and establish a decision-making timeline to expedite county approvals and streamline project execution.
2. **Create a Land Asset Analysis** – Inventory land, identify strategic parcels, and develop a curated portfolio of priority sites.
3. **Implement a Marketing Strategy** – Position HCEDC with a unified, modern, and business-friendly brand.
4. **Establish Standard Operating Procedures (SOPs)** – Ensure consistent, professional interactions with business leads.
5. **Plan for Utilities and Infrastructure** – Align utility and infrastructure investments with housing and economic development needs.

These goals strengthen the board's capacity to attract new investment and partnerships while reaffirming its commitment to addressing Harrison County's economic challenges. With this plan, the HCEDC is positioned to operate more proactively and strategically. Together, these coordinated efforts will build public trust, enhance internal operations, and deliver measurable outcomes that benefit the entire county.

INTRODUCTION

Harrison County, located along Indiana's southern border on the Ohio River, is one of the state's original five counties. It is where Indiana's first constitution was drafted and where the first state capital stood for several years. Today, that history continues to attract visitors to the county's preserved landmarks and sites. Beyond its heritage, Harrison County offers over 900 acres of parks, the scenic Blue River winding through its western half, and easy access to Louisville, Kentucky, less than 30 miles away. Residents enjoy the county's rural landscapes, boutique hospitality, and strong sense of community, all while benefiting from proximity to metropolitan amenities.

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Former Board Members

(Participated in Strategic Planning Session)

Holli Castetter, County Council
 Donnie Hussung, County Council

Facilitation Team

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HOW TO USE THIS DOCUMENT

This Strategic Plan is designed to be a practical tool for guiding decision-making, prioritizing initiatives, and aligning the efforts of the HCEDC.

We encourage all staff, board members, partners, and stakeholders to use this plan to:



**INFORM BOTH DAILY
DECISIONS AND LONG-
TERM PLANNING.**



**ALIGN INDIVIDUAL AND
DEPARTMENTAL WORK WITH
ORGANIZATIONAL GOALS.**



**GUIDE CONVERSATIONS
ABOUT PERFORMANCE,
IMPACT, AND GROWTH.**



**STAY FOCUSED ON THE
ORGANIZATION'S
MISSION AND PURPOSE.**

As a living document, this plan will be revisited and refined annually to ensure it remains relevant, realistic, and responsive to changing circumstances.

MISSION, VISION, & VALUES

The HCEDC was established in 2004 to partner with business, government, education, and community organizations in advancing the county's economic growth.

Original Mission Statement

"Harrison County Economic Development Corporation is a private, non-profit organization who works with many partners in business, government, education, and other to help local businesses improve and expand, look for opportunities to attract new businesses to the community creating new jobs, encourage entrepreneurship, aid in workforce development, and help make Harrison County a great place to live and work."

During the board's brainstorming session, members agreed that while the mission captured key elements, it was too lengthy, generic, and process-oriented. The board recommended refining the statement to be shorter, bolder, and outcome-focused, while maintaining its emphasis on collaboration and commitment to the community.

Refined Mission Statement

"To support the growth of local businesses, attract new investment and employment opportunities, foster entrepreneurship, advance workforce development, and enhance the quality of life in Harrison County."

Vision Statement

"To build a thriving economy that supports businesses and talent, while protecting Harrison County's identity as a home for families and natural beauty."



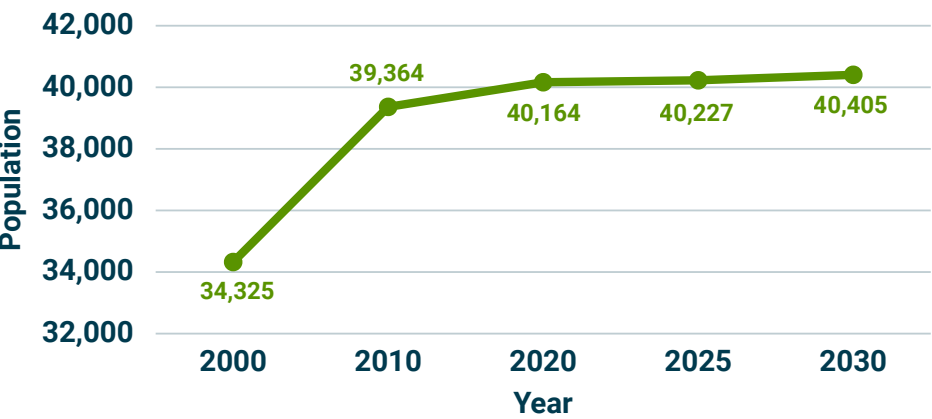
COMMUNITY & ECONOMIC SNAPSHOT

A clear understanding of Harrison County’s community and economic landscape is essential for shaping effective growth strategies. This snapshot highlights the county’s demographic trends, workforce characteristics, income levels, and key industries, along with the assets and challenges that influence its overall competitiveness.

ECONOMIC PROFILE

Total Population

From 2000 to 2020, Harrison County’s population grew steadily, though growth slowed in the most recent decade. The county’s population rose by 17% over that 20-year span, with most of the increase (15%) occurring before 2010. Looking ahead, growth is projected to continue at a gradual pace, reaching 40,227 by 2025 and 40,405 by 2030. These trends suggest that while Harrison County saw strong expansion in the early 2000s, more recent years reflect a stabilization in population growth.



Percentage Change

+15%
2000–2010

+2%
2010–2020

Source: STATSIndiana – Harrison County Population Projections

Population Demographics

American Indiana or Alaska Native	0.4%
Asian	0.7%
Black	1.0%
Native Hawaiian and Other Pacific Islands	0.1%
White	96.3%
Two or More Race Groups	1.5%

Income and Poverty

Per Capita Income (2023)	\$57,403
Median Household Income (2023)	\$75,443
Poverty Rate (2023)	8.6%
Poverty Rate in Children Under 18	10.5%

Source: STATSIndiana InDepth Profile – Harrison County

Major Industries & Workforce

Harrison County's employment landscape is diverse, with a few sectors serving as key anchors of the local economy. Educational services, healthcare, and social assistance account for the largest share of employment at 24.2%, underscoring their central role in the community. Manufacturing follows at 17.4%, reflecting the county's strong industrial base, while retail trade employs 11.1% of workers.

Other important contributors include construction (8.1%) and arts, entertainment, recreation, accommodation, and food services (8.6%), which support both quality of life and economic vitality. Mid-sized sectors such as transportation, warehousing, and utilities (6.9%); professional and administrative services (6.2%); and finance, insurance, and real estate (5.3%) provide additional stability.

Smaller but steady segments—agriculture, forestry, fishing, hunting, and mining (1.1%); wholesale trade (2.3%); information (1.0%); other services (4.7%); and public administration (3.2%)—round out a workforce that blends traditional industries with service-driven growth.

Top 5 Major Employers



1. Caesars Southern Indiana Hotel & Casino



2. South Harrison Community School Corporation



3. Harrison County Hospital



4. Walmart Supercenter



5. Harrison County Government

Agriculture, Forestry, Fishing, Hunting & Mining	1.1%
Construction	8.1%
Manufacturing	17.4%
Wholesale Trade	2.3%
Retail Trade	11.1%
Transportation, Warehousing & Utilities	6.9%
Information	1.0%
Finance, Insurance, Real Estate, Rental & Leasing	5.3%
Professional, Scientific, Management & Administrative	6.2%
Educational Services, Healthcare & Social Assistance	24.2%
Arts, Entertainment, Recreation & Accommodation Food Services	8.6%
Other Services	4.7%
Public Administration	3.2%

ACT Work Ready Communities

ACT Work Ready Communities is a national workforce development initiative led by ACT. It is designed to help states, counties, and regions build stronger workforce pipelines and align education and training efforts with the needs of employers. The program certifies communities as “work ready” once they meet specific goals tied to skills, business engagement, and workforce development.

Harrison County is one of seven Indiana counties who are certified as a Work Ready Community. Harrison County received their certification in August 2019 and maintained their certification in April 2024.



Education Attainment

Harrison County has a strong foundation of educational attainment, with 89.8% of residents holding a high school diploma or higher. However, only 18.4% have earned a bachelor's degree or above. This pattern shows that while most residents achieve a baseline level of education, relatively few pursue advanced degrees—a factor that can shape workforce readiness, limit higher-skill economic opportunities, and affect the county's long-term growth potential.

89.8%

High School Graduate or Higher

18.4%

Bachelor's Degree or Higher

Harrison County Assets

Cultural & Historical

Harrison County holds a rich cultural and historical legacy that distinguishes it in Indiana's story. As the state's first capital, Corydon preserves the Corydon Capitol State Historic Site, where delegates drafted Indiana's first constitution in 1816 beneath the legendary Constitution Elm. Downtown Corydon features museums, historic buildings, and walking tours that give visitors a vivid sense of the county's early leadership in shaping the state.



The county is also home to the only Civil War battle fought in Indiana—the Battle of Corydon—adding a distinctive layer of heritage tourism. Together, these landmarks and preserved architectural treasures make Harrison County a destination where Indiana's history and cultural identity come vividly to life.



Parks & Recreation

Harrison County offers extensive access to parks and recreation, highlighting both its natural beauty and historical significance. The county maintains 10 public parks spanning more than 900 acres, offering diverse opportunities for outdoor recreation. These parks provide spaces for hiking, camping, and water activities like canoeing and kayaking, while also featuring playgrounds, ball fields, and community gathering areas. Together, they ensure that residents and visitors alike have access to year-round activities that support both leisure and community connection.



Hayswood Nature Reserve in Corydon is home to Possibility Playground, the largest all-inclusive playground in the country. Designed for children of all abilities, it provides a fully accessible experience and serves as a model for inclusive recreation.

Beyond local parks, the Harrison-Crawford State Forest adds more than 20,000 acres of outdoor adventure, offering opportunities for hiking, hunting, fishing, and horseback riding. Together, these assets highlight Harrison County's commitment to recreation, wellness, and quality of life.

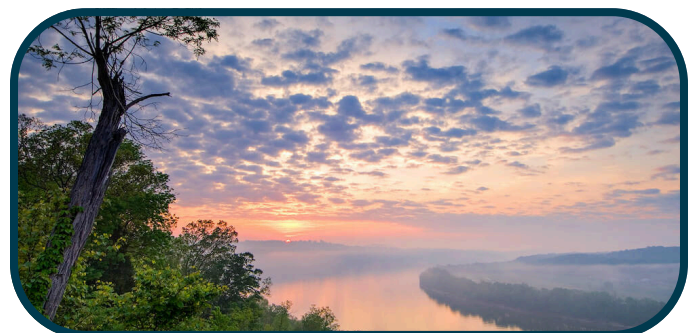
County Parks

- Hayswood Nature Reserve
- Rhoads Pool
- South Harrison Park
- Buffalo Trace Park
- Noe's Rest Park
- Walter Q. Gresham Park
- Battle of Corydon Memorial Park
- Hubbard House
- Morvin's Landing
- The Overlook

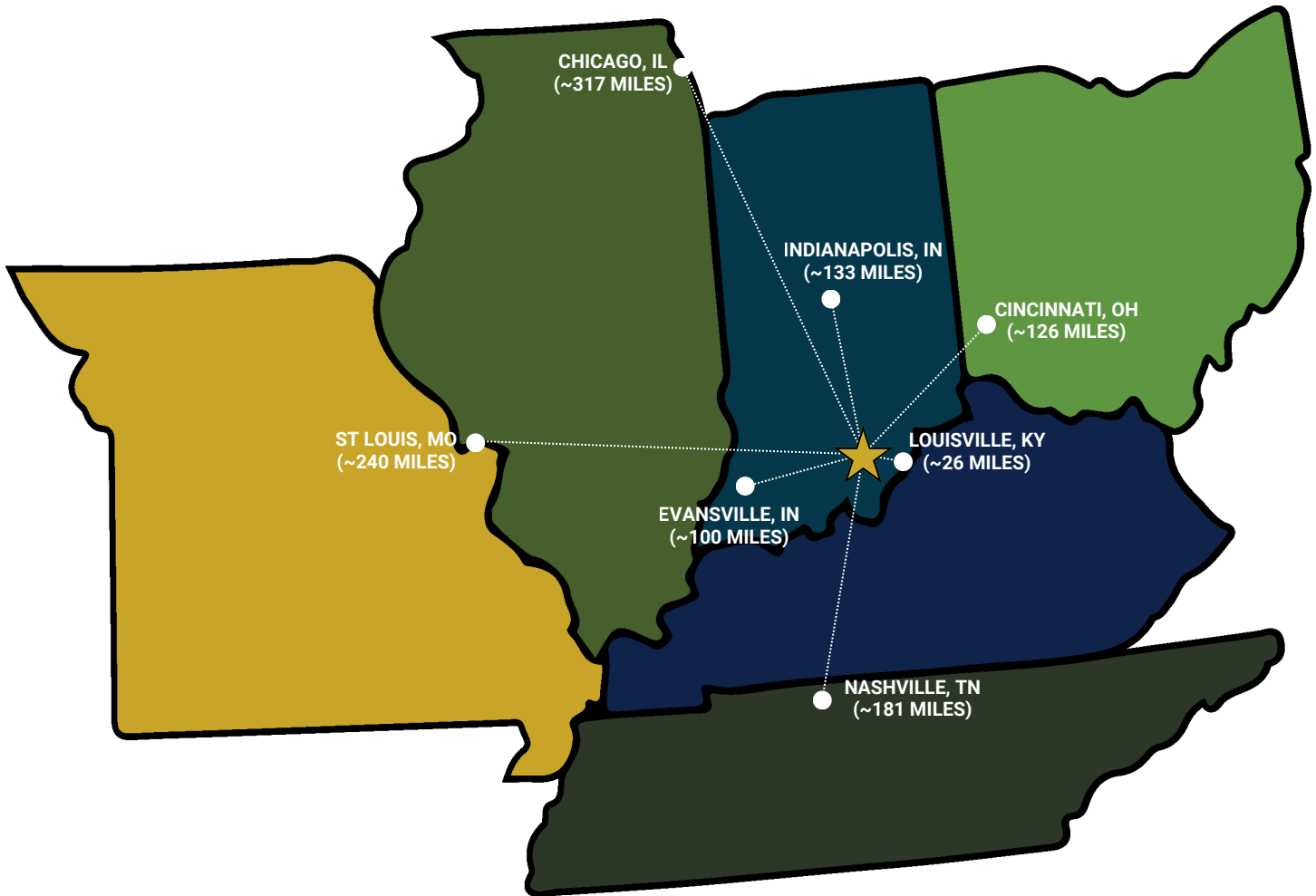
River Access

Harrison County benefits from abundant water access through the Blue River and the Ohio River, both of which provide opportunities for recreation, natural resource use, and economic activity. The Blue River, one of Indiana's most scenic waterways, winds through the county and attracts paddlers, anglers, and wildlife enthusiasts to its clean, spring-fed waters. Canoeing and kayaking are especially popular, with multiple public access points offering convenient entry for day trips and float adventures.

Along the county's southern border, the Ohio River serves as both a major transportation corridor and a gateway for commerce, while also supporting fishing, boating, and riverside recreation. Together, these rivers enrich Harrison County's quality of life, strengthen its tourism appeal, and serve as valuable natural assets that connect the county to regional trade networks as well as outdoor experiences.



Distance From Major Cities



Transportation Assets

Highways & Roads

Key roadways serving Harrison County:

- **Interstate 64** (east-west) runs through the county.
- **US Route 150** crosses the northern part of the county.
- **State Roads 135** (north-south), **62, 64, 111, 337, 211** and **462**.

These provide connections to neighboring counties and serve both local and through traffic.

Airports

Major nearby commercial/international airports:

- **Louisville International Airport** (SDF/KSDF)—~35 miles.
- **Cincinnati/Northern Kentucky International** (CVG)—~123 miles.
- **Indianapolis International** (IND)—~143 miles.

Local airports in Harrison County.

- **Robinson Airpark** (1IN4) near Elizabeth, IN—general aviation.

Regional Draws

Harrison County is uniquely positioned near several regional draws that attract visitors and strengthen its appeal as a destination. At the center is **Caesars Southern Indiana Casino**, one of the state's largest gaming and entertainment venues. Caesars brings in guests from across Indiana, Kentucky, and Ohio with its mix of gaming, live shows, and dining.

Just across the river in Louisville, the world-famous **Kentucky Derby at Churchill Downs** draws international attention each May, while the broader Louisville area provides a steady stream of visitors year-round with events, arts, and dining. Harrison County also benefits from proximity to the **Kentucky Bourbon Trail**, which brings thousands of tourists through southern Indiana each year.

Adding to these high-profile attractions, Harrison County is also home to three remarkable caves that highlight both natural wonders and cultural history:



Indiana Caverns Family Adventure Park

Part of the Binkley Cave system, Indiana's longest cave. Highlights include an underground boat ride, a 35-foot waterfall, and above-ground activities like escape rooms and the Bat Chaser aerial coaster.



Marengo Cave

A U.S. National Landmark that has welcomed visitors since 1883. Known for intricate formations, easy walking tours, and adventurous cave explorations.



Squire Boone Caverns & Village

Discovered in 1790 by pioneer Squire Boone. Features underground wonders such as the nation's largest rimstone dam, plus a recreated pioneer village with traditional crafts and a historic gristmill.

Together, these attractions make Harrison County a premier destination for year-round exploration, adventure, and family fun.

Regional Partnerships

Harrison County is an active partner in advancing the goals of the Southwest Indiana Development Council and Indiana First Region. Through Indiana First, the county collaborates with regional communities to promote economic growth, workforce development, and regional competitiveness across southern Indiana. These partnerships position Harrison County as a key contributor to regional initiatives that attract new businesses, expand opportunities, and enhance quality of life for residents.

Alignment with the Southwest Indiana Development Council - Indiana First Regional Plan

The Southwest Indiana Development Council (SWIDC) comprises of 10 Indiana counties including Crawford, Daviess, Dubois, Harrison, Knox, Martin, Orange, Perry, Pike, and Spencer. SWIDC serves as a gateway to economic development in Southwest Indiana, bringing together the counties land ready for growth and development.

As a part of the regional strategy, Indiana First Region—comprised of Harrison, Knox, Perry, Pike, and Spencer Counties—has established a strong foundation of collaboration by recognizing shared assets, challenges, and opportunities. Through READI 1.0, the counties demonstrated the value of collective planning, consistent communication, and cross-county partnerships, lessons that now guide the strategic vision for READI 2.0.

Together, the region leverages its agricultural strength, industrial capacity, tourism assets, and affordable quality of life to attract residents, develop the workforce, and foster private investment. By uniting around five core pillars, Indiana First presents a cohesive strategy that positions the region as both a benchmark for rural economic growth and a model for long-term sustainability.



FIVE STRATEGIC PILLARS

Pillar 1

Development Viability

Remove Barriers to development through infrastructure investment, shovel-ready sites, and speculative buildings.

Pillar 2

Business Development

Diversify the economy, foster entrepreneurship, and offer robust incentive packages.

Pillar 3

Talent Attraction

Strengthen partnerships with schools, support coal workforce transition, create migration incentives, and enhance quality-of-life amenities.

Pillar 4

Housing

Address shortages by funding blight removal, creating a land bank, expanding housing incentives, and encouraging a mix of housing types.

Pillar 5

Quality of Life

Invest in recreation, gathering spaces, tourism, and cultural amenities.

SWOT ANALYSIS

As the HCEDC advances its refreshed mission and vision, it is essential to ground this work in a clear understanding of the internal and external dynamics shaping the county's economic future. A SWOT analysis provides that foundation by identifying strengths to build on, weaknesses to address, opportunities to leverage, and threats to anticipate.

By recognizing where the county has natural advantages, where gaps remain, and where proactive strategies can make the greatest impact, HCEDC can prioritize initiatives that drive long-term growth, foster collaboration, and enhance public trust. These findings directly inform the board's strategic priorities, offering a roadmap to strengthen organizational capacity, attract targeted industries, and position Harrison County as a business-friendly community ready for sustained success.

The insights from this SWOT analysis emphasize the need for a deliberate, coordinated strategy to guide economic development in Harrison County. Strengths such as location, available land, and committed leadership provide a solid foundation, while weaknesses and threats point to the need for updated tools, stronger processes, and a modernized approach to marketing and engagement. At the same time, opportunities to expand capacity, build partnerships, and strengthen competitiveness create momentum for growth.

Together, these findings set the stage for the strategic priorities outlined in the next section. They provide a roadmap for aligning resources, implementing best practices, and taking intentional steps toward sustainable growth and enhance public confidence in HCEDC's role.



Strengths

LEADERSHIP COMMITMENT
LOCATION AND INFRASTRUCTURE
PUBLICLY-OWNED PARCELS
WILLINGNESS/COMMITMENT TO INNOVATE



Opportunities

STRATEGIC VISION AND ALIGNMENT
IMPLEMENTATION OF NEW TOOLS
PUBLIC-PRIVATE PARTNERSHIPS
MARKETING AND STORYTELLING
WORKFORCE DEVELOPMENT
REGIONAL COLLABORATION



Weaknesses

LIMITED ECONOMIC DEVELOPMENT TOOLBOX
PERCEPTION AND BRANDING GAPS
INCONSISTENT PROCESSES
LAND READINESS GAPS



Threats

COMPETITION FROM NEIGHBORING COUNTIES
LEGISLATIVE AND PUBLIC RESISTANCE
ECONOMIC UNCERTAINTY
INFRASTRUCTURE GAPS
TALENT RETENTION

EDC STRATEGIC PRIORITIES & GOALS

The strategic objectives in this section provide a framework for decision-making and resource alignment. They focus on leveraging county assets, mapping development opportunities, building key partnerships, and uniting all efforts under HCEDC's refreshed mission and vision. From preparing shovel-ready sites to attracting target industries and telling a compelling story about Harrison County's future, these objectives form the foundation for long-term growth and enhance public trust.

Recommended Strategies

1. Toolbox Development

a. Needs Assessment for Economic Development Tools

- i. **Economic Development Income Tax** – Explore options for dedicated funding to support long-term initiatives.
- ii. **Redevelopment Commission (RDC)** – Strengthen coordination with the RDC to align priorities and maximize impact.
- iii. **Tax Abatement Strategy** – Develop a clear, consistent framework for incentives to attract and retain businesses.

b. Deal Closing Strategy – Establish a decision-making timeline to expedite approvals and streamline project execution.

- 2. **Land Asset Analysis** – Inventory available properties, identify strategic parcels, and create a curated portfolio of sites.
- 3. **Marketing Strategy** – Position HCEDC with a unified, modern, and business-friendly brand.
- 4. **Standard Operating Procedures (SOPs)** – Create consistent protocols for engagement with business leads.
- 5. **Infrastructure and Capacity Planning** – Ensure utilities, transportation, and housing systems support economic development and population growth.

OBJECTIVES & ACTION PLAN

The strategic priorities identified by the board establish the framework for Harrison County's future growth. To translate these priorities into measurable outcomes, HCEDC must move from vision to execution through clearly defined strategies and action steps. This section provides that bridge.

Each priority is paired with a guiding strategy—explaining what we aim to achieve and why it matters—and a targeted action plan that details how it will be carried out. Together, these elements align resources, engage stakeholders, and ensure accountability.

By combining high-level vision with practical implementation, HCEDC is positioned to act decisively, build credibility with partners, and deliver tangible results. The strategies and action plans that follow will strengthen organizational capacity, accelerate momentum, and secure long-term economic success for Harrison County.

OBJECTIVE 1: TOOLBOX DEVELOPMENT

Strategies listed in this objective are about **assembling and strengthening the individual tools**—policies, incentives, governance structures, and land use regulations—that HCEDC can later draw from to attract investment. This approach **organizes the identified tools into a cohesive package** that can be quickly and effectively deployed to entice and secure business investment. It is recognized, however, that not every tool developed under Objective 1 will always be viable or available due to local circumstances, constraints from SEA 1 (2025), or other implementation hurdles. These strategies emphasize using what is feasible, assembling it into a streamlined and competitive offer.

STRATEGY 1.1

Evaluate the county's current economic development toolbox and identify areas for expansion, adoption, and implementation to remain competitive with peer communities.

ACTION 1.1.1

Audit existing policies, incentives, and governance tools currently available to HCEDC and benchmark against regional best practices.

ACTION 1.1.2

Explore new tools for implementation.

Economic Development Income Tax (EDIT):

- Assess the county's current taxing structure and feasibility of implementing EDIT.
- Model potential revenue scenarios and allowable uses for incentives and infrastructure funds.
- Develop public engagement and legislative strategies to build support.

Gaming Tax Revenue:

- Evaluate how existing casino revenue can be leveraged for strategic economic development projects.
- Prioritize uses that enhance long-term competitiveness, such as infrastructure improvements or site readiness.
- Develop transparent policies for reinvesting these funds to maximize community impact.

Redevelopment Commission (RDC):

- Recommend forming an RDC to provide local control over redevelopment planning.
- Outline governance structure, legal formation steps, and staffing requirements.
- Identify benefits such as Tax Increment Financing (TIF) and expanded redevelopment authority.

Tax Abatement Strategy:

- Develop a transparent, tiered abatement policy tied to job creation, wages, and capital investment.
- Establish monitoring and compliance benchmarks.
- Prepare a standardized abatement application and approval process for consistency and transparency.

ACTION 1.1.3

Prepare a comprehensive report with recommendations for adoption, including financial models, governance implications, and anticipated impact on competitiveness.

ACTION 1.1.4

Modernize land use regulations and development policies to reflect the goals of the Comprehensive Plan and promote efficient, adaptable, and development-friendly practices.

STRATEGY 1.2

Equip HCEDC with standardized tools and processes to secure investment efficiently and competitively.

ACTION 1.2.1

Develop a preset incentive package with abatement strategies, permitting, pre-approved entitlements, and workforce support.

ACTION 1.2.2

Establish a step-by-step deal review and negotiation process.

ACTION 1.2.3

Form an internal “deal team” including legal, financial, and infrastructure advisors.

ACTION 1.2.4

Create a decision-making timeline to expedite county approvals.

ACTION 1.2.5

Strengthen partnerships with IEDC and regional agencies for layered incentives.

ACTION 1.2.6

Require all incentive agreements to include performance benchmarks (e.g., job creation, capital investment, timeline adherence) with claw back provisions or scaling based on results.

OBJECTIVE 2: LAND ASSET ANALYSIS

STRATEGY 2

Build a clear vision for land acquisition, marketing, and readiness to ensure HCEDC controls and promotes the right sites.

ACTION 2.1

Land HCEDC Owns – Inventory and map all publicly-owned parcels with infrastructure/zoning details. Prioritize parcels with near-term development potential.

ACTION 2.2

Work with the Redevelopment Commission to identify sites for future development.

ACTION 2.3

Land HCEDC Can Market – Work with existing landowners to create a curated portfolio of sites; produce marketing sheets with visuals, zoning, incentives, and utilities.

ACTION 2.4

Identify gaps in site readiness and establish funding/partnership strategies to address them.

ACTION 2.5

Rezone priority development areas to align with targeted business uses (industrial, commercial, mixed-use) and remove barriers to expedite project approvals.

ACTION 2.6

Utilize Zoom Prospector to build and maintain an online inventory of real estate for development.

ACTION 2.7

Modernize Harrison County's zoning and land use regulations to promote a strong local economy.



OBJECTIVE 3: MARKETING STRATEGY

STRATEGY 3

Position Harrison County with a unified, modern, and business-friendly brand that communicates readiness.

ACTION 3.1

Develop a unified brand identity for all economic development initiatives.

ACTION 3.2

Promote preset incentive packages on digital platforms and collateral.

ACTION 3.3

Produce quality marketing assets (videos, aerials, renderings, downloadable site sheets).

ACTION 3.4

Engage in proactive outreach via tradeshows, broker networks, and targeted industry events.

OBJECTIVE 4: STANDARD OPERATING PROCEDURES (SOPs) FOR BUSINESS LEADS

STRATEGY 4

Ensure consistency, professionalism, and efficiency in how HCEDC engages with prospects.

ACTION 4.1

Design a standardized intake form for capturing initial project details.

ACTION 4.2

Create a prioritization framework to evaluate project viability.

ACTION 4.3

Assign project managers and define follow-up cadence.

ACTION 4.4

Establish standard NDAs and confidentiality processes.

ACTION 4.5

Maintain a CRM system to track leads and next steps.

ACTION 4.6

Conduct post-meeting reviews and briefings to ensure alignment and knowledge transfer.

OBJECTIVE 5: INFRASTRUCTURE & CAPACITY PLANNING**STRATEGY 5**

Ensure that utility and infrastructure systems keep pace with housing and economic development.

ACTION 5.1

Conduct a comprehensive sewage capacity study and implement infrastructure improvements to support projected housing developments.

ACTION 5.2

Partner with local utilities, engineering firms, and municipal planners to develop realistic capacity solutions that align with growth projections.

ACTION 5.3

Establish policies that require adequate sewage infrastructure planning before approving new housing projects.



SUPPORTING EXISTING BUSINESSES

While the Harrison County Economic Development Corporation (HCEDC) is focused on attracting new investment, fostering entrepreneurship, and expanding infrastructure capacity, equal emphasis will be placed on supporting and leveraging existing businesses as foundational pillars of growth.

Harrison County's business community represents a powerful network of employers and community leaders whose success drives the county's overall economic health. By strengthening relationships with these existing businesses, HCEDC can both stimulate internal expansion and position them as strategic assets in attracting new opportunities.

OBJECTIVE A

HCEDC will develop programs and partnerships that help local companies attract new customers, expand operations, and access improved infrastructure and utilities. This includes:

SUPPORT FOR EXISTING BUSINESSES

- Proactive outreach to identify business needs and barriers to growth.
- Coordination with local utilities and infrastructure partners to ensure expansion-ready conditions.
- Assistance with workforce recruitment and training through partnerships with local schools and regional education providers.
- Promotion of available incentives and redevelopment tools that can be applied to business retention and expansion projects.

OBJECTIVE B

Build a clear vision for land acquisition, marketing, and readiness to ensure HCEDC controls and promotes the right sites.

LEVERAGING EXISTING BUSINESSES TO ATTRACT NEW INVESTMENT

HCEDC will highlight the services, capabilities, and collaborative potential of existing companies as part of its marketing and business attraction efforts. Harrison County's established industries and supply chains offer valuable assets that can help new or relocating businesses thrive. For example, existing manufacturers and suppliers that already serve major clients, such as regional or national brands, demonstrate the county's ability to compete and collaborate effectively.

By positioning local businesses as partners in growth, HCEDC can strengthen regional networks, increase confidence among potential investors, and reinforce the message that Harrison County's economic ecosystem is not only open for business—but ready to help new ventures succeed.

PERFORMANCE METRICS & EVALUATION

To ensure accountability, transparency, and long-term success, HCEDC will implement a performance measurement framework aligned with its strategic priorities and action plans. This framework will provide clear metrics that enable the board, stakeholders, and the public to track progress, evaluate effectiveness, and adjust strategies as conditions evolve.

Guiding Approach

- **Clarity** - Metrics are tied directly to the priorities outlined in this plan.
- **Transparency** - Progress will be reported annually to stakeholders and made publicly available.
- **Adaptability** - Evaluation will include both quantitative and qualitative measures, with flexibility to revise as needed.

Core Metrics By Strategic Priority

Objective 1: Economic Toolbox Development

- **Strategy 1.1: Needs Assessment on Economic Development Tools**
 - Adoption of potential new tools (EDIT, Gaming Tax, RDC, Tax Abatement Policy).
 - Estimated and actual revenue generated through new tools.
 - Number of businesses/projects utilizing abatements or TIF.
- **Strategy 1.2: Deal Closing Strategy**
 - Number of incentive packages offered and deals closed.
 - Average project approval timeline compared to benchmarks.
 - Capital investment and jobs created from completed projects.

Objective 2: Land Asset Analysis

- Number of parcels inventoried, prioritized, and controlled.
- Acreage prepared as shovel ready.
- Number of market-ready parcels promoted through collateral.

Objective 3: Marketing Strategy

- Number of site visits and inquiries generated.
- Traffic and engagement with online property database.
- Attendance/engagement at tradeshow and industry events.

Objective 4: SOPs for Business Leads

- Percentage of leads entered into CRM system.
- Average response time to business inquiries.
- Lead conversion rate from initial contact to active project.

Objective 5: Infrastructure and Capacity Planning

- Percent of infrastructure and capacity studies completed (baseline year vs. updated annually).
- Number of sewage infrastructure improvement projects initiated and completed within planned timelines.
- Number of new housing units permitted/constructed in areas with confirmed adequate sewage capacity.
- Total dollars secured through grants, partnerships, or local investment for housing infrastructure upgrades.

Evaluation Process

To ensure HCEDC's efforts lead to tangible results, the evaluation process establishes a consistent framework for tracking outcomes, reviewing performance, and maintaining accountability to stakeholders. This process provides the board, partners, and the public with clear evidence of impact while enhancing trust in HCEDC's role as the county's lead organization for economic growth. It also ensures that decisions remain data-driven, with resources aligned to the priorities and actions that deliver the greatest return on investment for Harrison County.

Evaluation Components

- **Quarterly Reviews** – Staff and the board will review metrics each quarter to assess progress and adjust tactics as needed.
- **Annual Reporting** – HCEDC will publish an annual report summarizing outcomes, successes, and areas for improvement.
- **Annual Plan Evaluation** – The board will conduct an annual review of this plan to ensure alignment with evolving needs, economic conditions, and community priorities.

Through a structured and transparent evaluation process, HCEDC will demonstrate measurable progress while building confidence among residents, businesses, and elected leaders. By holding itself accountable to clear benchmarks and openly communicating results, HCEDC not only strengthens public trust but also ensures that economic development efforts remain focused, adaptive, and sustainable. This commitment to evaluation reinforces the organization's role as a trusted partner in guiding Harrison County toward long-term prosperity.

ALIGNMENT WITH HARRISON COUNTY COMPREHENSIVE PLAN

HCEDC will support the county's 2025–2045 Comprehensive Plan by actively engaging in initiatives and partnerships that advance its established goals. In addition to pursuing HCEDC's internal strategies, the organization is committed to collaborating as a strategic partner to help implement the county's long-term vision. The following goals and strategies, drawn directly from the Comprehensive Plan, reflect areas where HCEDC will play a key role in alignment and execution.



Goals & Strategies

Goal 1: Focus development in key areas with high growth potential and adequate infrastructure to minimize the impact on productive farmland as well as natural and forested areas.	
Utilize the county and town future land use plans and coordinate growth with partner agencies to make informed decisions on development.	Support Partner
Maintain a safe and attractive community by enforcing property maintenance codes and other local ordinances.	Support Partner
Encourage a variety of commercial uses (retail, office, entertainment, and dining) and light industrial uses at appropriate locations in county.	Support Partner
Create or update small areas plans for areas near the I-64 interchanges.	Support Partner
Goal 4: Develop a safe and efficient transportation system to serve the needs of all residents, businesses, and visitors.	
Actively participate in regional transportation initiatives.	Support Partner
Goal 4: Develop a safe and efficient transportation system to serve the needs of all residents, businesses, and visitors.	
Support the implementation of the projects and policies with the Harrison County EDC plan.	Primary Partner
Increase partnerships between schools, regional colleges, and local employers to provide students with multiple career paths and training after graduation.	Primary Partner
Promote Harrison County as the ideal place to live within the larger region with a focus on quality-of-life amenities and regional access.	Primary Partner

CLOSING SUMMARY: HARRISON COUNTY EDC STRATEGIC PLAN

The HCEDC Strategic Plan provides a comprehensive roadmap to guide decisions, strengthen organizational capacity, and position the county for long-term growth. Grounded in board input, stakeholder engagement, and best practices in economic development, the plan connects vision with action.

At its core, the plan focuses on leveraging assets, preparing sites for development, creating competitive tools, building partnerships, and telling a compelling story about Harrison County's future. The strategic priorities address both immediate needs and long-term opportunities by:

- **Expanding economic development tools** such as EDIT, RDC, and tax abatement policies to enhance competitiveness and equipping HCEDC with standardized processes for incentives, decision-making, and partnerships to secure investment.
- **Prioritizing, acquiring, and marketing sites** to ensure development readiness.
- **Creating a unified identity and marketing collateral** to signal readiness and attract targeted industries.
- **Establishing SOPs for lead management** and strengthening stakeholder engagement and communication.
- **Planning for infrastructure and utility growth** to support housing and economic development.

Implementation will be guided by a performance framework that includes quarterly reviews, annual reporting, and periodic plan updates to ensure adaptability. Progress will be measured not only by jobs created and investments secured, but also by the trust built with residents, businesses, and public leaders.

This strategic plan is both a blueprint and a commitment—to transparency, collaboration, and measurable results. By remaining focused, accountable, and proactive, HCEDC will position Harrison County as a competitive, business-friendly community prepared to thrive in a rapidly changing economic landscape.

APPENDICES

APPENDIX A: WORKS CITED

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APPENDIX B: HARRISON COUNTY EDC BRAND GUIDE



BRAND IDENTITY GUIDELINES

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INTRODUCTION

Harrison County Economic Development Corporation (HCEDC), a trusted partner in advancing prosperity and opportunity across Harrison County, Indiana. As one of the region's leading drivers of economic growth, HCEDC is committed to attracting investment, supporting local businesses, and enhancing the quality of life for residents through strategic development and forward-thinking collaboration.

At the heart of HCEDC's identity is a deep-rooted pride in our community's history, natural beauty, entrepreneurial spirit, and bright future. Our brand reflects the balance between tradition and innovation, local connection and regional impact.

By using this guide, you're helping to tell the story of a vibrant, business-ready Harrison County, a place where opportunity grows.



THE BRAND STORY

BRAND CHARACTER

The Harrison County Economic Development Corporation brand reflects a strong connection to community and forward momentum. It balances approachability with professionalism, positioning HCEDC as a reliable partner in growth. With clean lines and a modern feel, the brand communicates stability, progress, and a deep respect for local identity.

EMOTIONAL IMPACT

Built to inspire trust, pride, and optimism. The rising sun and structured design suggest hope and a bright future. Its clean, welcoming look builds confidence and encourages people to get involved in the county's success. Overall, the brand creates a sense of place and shared purpose that resonates with both residents and partners.

VISUAL MISSION

The brand is built around symbols that reflect Harrison County's unique character, rich past, and future vision. The sunburst represents optimism, progress, and forward-looking energy. At the center, the cupola, modeled after Indiana's First State Capitol in Corydon, honors the county's leadership role in Indiana and its civic legacy. Surrounding land patterns evoke the county's strong agribusiness roots and rural landscape. Together, these elements create a brand that feels grounded in place while looking confidently toward growth and opportunity.



THE LOGO

LOGO GUIDELINES

- Primary Logo on a white background should always be the first option.
- Primary Logo may also appear against a solid colored or patterned background if needed.
- Only use Secondary Logos when space limitations, merchandise, or digital platforms require it.
- A Typographic variation may be used when space does not allow for the icon.
- Clear Space: Maintain a visible buffer to preserve legibility and impact.
- Minimum Size: Ensure readability in all applications.
- Avoid: Distorting, recoloring, or altering the logo in any way that dilutes its strength.

PRIMARY LOGOS



LIGHT BACKGROUND



DARK BACKGROUND

SECONDARY LOGOS



SINGLE COLOR



WHITE

TYPOGRAPHIC LOGOS



FULL COLOR



SINGLE COLOR



WHITE

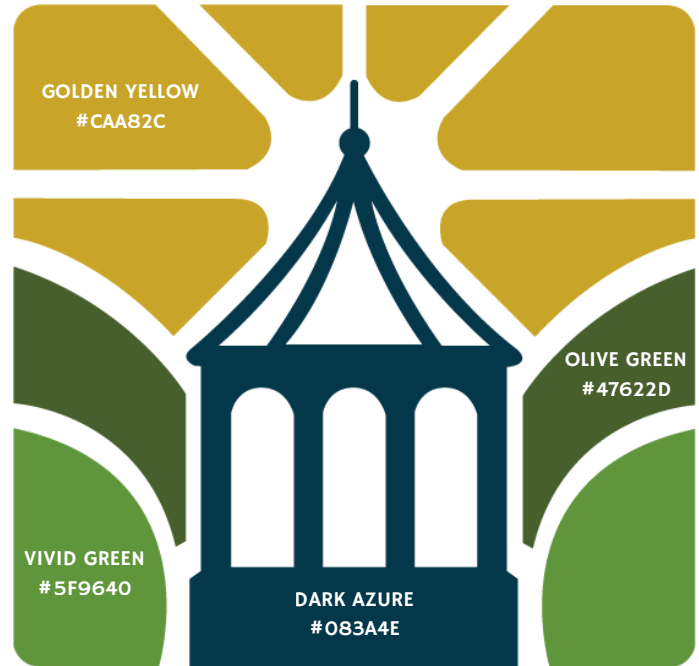
COLOR PALETTE

DARK AZURE - Conveys stability, trust, and professionalism. This color anchors the palette and reflects the reliability of HCEDC as a partner in development.

GOLDEN YELLOW - Symbolizes opportunity, prosperity, and the promise of a bright economic future. It adds energy and optimism to the visual identity.

VIVID GREEN - Represents growth, agriculture, and the richness of Harrison County's land. This color connects the brand to its rural roots while symbolizing sustainability and vitality.

OLIVE GREEN - Supports the agricultural theme with a more muted, earthy tone. It adds depth and balance to the palette.



TYPOGRAPHY

Typography is a vital part of the Harrison County Economic Development Corporation's brand guide because it visually communicates the EDC's tone. Together, these fonts create a visual language that blends progressive energy with dependable stability, aligning with HCEDC's mission to foster growth while preserving the community's approachable character.

Hammersmith One ● AaBbCc123

Used for headlines, section titles, and other high-visibility text. Maintains brand recognition and ensures a modern, professional appearance.

Roboto ● AaBbCc123

Used for body copy. Ideal for print and digital applications where clarity and readability are key. Complements Hammersmith One without competing visually.

THANK YOU!



BY YOUR SIDE – WHATEVER YOU NEED

Harrison County EDC's brand is more than a logo, a color palette, or a set of design elements. It is the shared voice of our community, a reflection of our heritage, and a vision for our future. By applying this guide with consistency and care, we strengthen our identity, build trust, and honor the character that makes Harrison County unique. Let this brand serve as a unifying symbol, proud, welcoming, and future-focused, as we work together to grow opportunity and preserve the spirit of our home.

CONNECT WITH US

For guidance on applying this brand or requesting official assets, please contact:

Ryan Ritchie, Interim LEDO

765.716.5104

rritchie@rjlsolutions.com

APPENDIX C: EDC MARKETING STRATEGY GUIDE

Executive Summary

The HCEDC marketing strategy provides a structured approach to attract investment, strengthen community pride, and build awareness of Harrison County as a business-ready destination. This strategy ensures consistency and sustainability, giving future leadership a clear roadmap for continuing growth.

Purpose

This strategy equips HCEDC with a clear, repeatable approach to marketing. The goal is to attract businesses, strengthen community pride, and share the county's story in a way that is professional, approachable, and consistent with the brand.

Content Pillars

BUSINESS ATTRACTION & READINESS

- Spotlight available sites, infrastructure, and location advantages.
- Share updates on business parks, publicly owned parcels, and new development opportunities.
- **Examples:**
 - Drone video of Harrison Business Park.
 - Graphic/map showing proximity to I-64 Corridor.
 - Post about new TIF district or infrastructure upgrades.

COMMUNITY & QUALITY OF LIFE

- Highlight parks, restaurants, local businesses, festivals, and cultural assets.
- Showcase Harrison County as a place where businesses and families thrive together.
- **Examples:**
 - "Best of Harrison County" photo series of parks, restaurants, and shops.
 - Festival recap with community photos.
 - Back-to-school feature on Harrison County schools.

SUCCESS STORIES & PARTNERSHIPS

- Celebrate new business investments, expansions, and collaborations.
- Feature testimonials from local leaders and partners displaying trust and momentum.
- **Examples:**
 - Case study of a business expansion or relocation.
 - Quote card from a local official or business leader.
 - Video highlight of a regional collaboration win.

HERITAGE & INNOVATION

- Balance Harrison County's rich history with its forward-looking vision.
- Share how innovation, workforce development, and partnerships prepare the county for future growth.
- **Examples:**
 - Anniversary spotlight on the historic courthouse.
 - Workforce training program feature (e.g., Ivy Tech).
 - Before/after image of a redeveloped site.

DIGITAL ADVERTISING & PROMOTION

- Use digital advertising for business attraction campaigns (e.g., highlighting industrial parks, infrastructure, and workforce strengths).
- Run short campaigns around major announcements, grant wins, or site readiness updates.
- Leverage retargeting ads so people who visit the website see reminders to reconnect.
- **Examples:**
 - LinkedIn ad targeting site selectors.
 - Facebook geo-targeted ads promoting festivals.
 - Google Display ads promoting industrial sites.

POSTING & CADENCE

Consistency matters more than volume. Aim for 2–3 posts per week.

- Blend the four content pillars throughout each month.
- Tie posts to seasonal opportunities (festivals, holidays, business milestones, industry months).
- Keep the tone professional, welcoming, and community-focused.
- **Examples:**
 - January: Workforce spotlight post.
 - May: Economic Development Week campaign.
 - November: Small Business Saturday promotion.

WEBSITE & DIGITAL PRESENCE

- Maintain a clear, mobile-friendly “Why Harrison County” section with business advantages, workforce data, and site availability.
- Include downloadable one-pagers or brochures that reflect the EDC's brand identity.
- Keep contact information easy to find to capture inquiries.
- **Examples:**
 - Interactive map of available parcels.
 - Downloadable one-pager for each major site.
 - Short “Why Harrison County” video header with drone footage and testimonials.

ACTION ITEMS FOR THE DIRECTOR

- Establish a content calendar that balances all four pillars.
- Refresh and maintain an asset library (photos, videos, testimonials, fact sheets).
- Track and review basic analytics monthly (reach, engagement, inquiries).
- Issue press releases or partner updates quarterly to highlight wins and reinforce credibility.
- Continue regional collaboration by cross-promoting with partners and neighboring counties.
- **Examples/Tools:**
 - Canva templates for branded social media posts.
 - Google Sheets content calendar.
 - Twice-yearly seasonal photo/video shoots.

SUCCESS INDICATORS

- Growth in engagement and followers over time.
- Inquiries from businesses or site selectors that reference digital content.
- Increased awareness of Harrison County in regional and state-level conversations.
- Positive community response to storytelling that highlights both heritage and opportunity.
- **Targets:**
 - +10% engagement growth per quarter.
 - 25% annual follower growth across platforms.
 - 2–3 qualified inquiries per quarter citing the website or digital ads.

GOALS & KEY OUTCOMES

- Increase awareness of Harrison County's business assets.
- Build a consistent online identity that reflects professionalism and trust.
- Generate measurable engagement that leads to inquiries from site selectors and business prospects.

MEASUREMENT & ACCOUNTABILITY

- **Engagement:** Growth in shares, likes, and comments.
- **Reach:** Growth in followers and website visits.
- **Conversion:** Number of inquiries received through website/contact forms.
- **Process:**
 - Monthly analytics review.
 - Quarterly report to the board.
 - Annual evaluation of marketing outcomes.

HARRISON CO.

— ECONOMIC DEVELOPMENT —
CORPORATION

245 Atwood Street
Corydon, Indiana 47112

2025 STRATEGIC PLAN

