



# MADISON, INDIANA

STRATEGIC INVESTMENT PLAN 2018-2021  
2017 STELLAR COMMUNITIES PROGRAM



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## Section 1

# Cover Letter



City of Madison

OFFICE OF THE MAYOR

101 W. MAIN STREET  
MADISON, INDIANA 47250-3775

Damon Welch  
MAYOR

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August 25, 2017

Office of Community and Rural Affairs  
Stellar Community Program  
Review Committee  
One North Capitol  
Indianapolis, IN 46204

**Dear Stellar Partners:**

Madison is a unique city nestled on the banks of the Ohio River with breathtaking views of our scenic hilltops, historic downtown and active riverfront. While Madison has only 12,000 residents, the city is situated in an advantageous location between Cincinnati and Louisville that has 1.7 million people within 50 miles of our Stellar Target Area. Madison has historic charm that is reflected as a National Historic Landmark District, cultural uniqueness throughout our designated Indiana Arts and Cultural District, access to quality job centers, and strong tourism. All of this makes Madison America's Stellar Hometown.

Madison has a great number of "good" things going for the city; however, our vision for Madison doesn't stop here but takes our city to the next level – to become a Stellar Community. Good doesn't fully connect our city through trails and sidewalks; it doesn't reinvent our underused and dilapidated historic properties; and it doesn't create public spaces that make Madison the destination it has the potential to be. If we allow good to be our benchmark for success, we will miss the opportunity to create a distinctive brand for the city through public art; train the next generation for cutting edge and in-demand industries while fostering new business creation; or redefine strategic corridors that function as the backbone of the community. Lastly, settling for good will not revitalize our neighborhoods that show decline, or reinvest in our aging housing stock. If we settle for good, then we will never be great. We believe that Stellar cannot only further our five-year initiative to unite our geographically and socially divided city into "One Madison," but it is the catalyst needed to bring our city from "good to great."

Madison has advanced through the commitment of a strong network of people, organizations and vested citizens behind many projects, ideas and events. Our partnerships are what make the city thrive, and are key to our future successes. As a team, we have created multiple plans and initiatives over the past five years that have been successfully implemented including ENVISION Jefferson County Vision & Action Plan (2015), America's Best Communities Plan (2016), and the Madison Comprehensive Plan (2016). These plans and projects were formed with community ideas and support, and we believe our Stellar Projects can only be successful through the Stellar process of public outreach and constant feedback. We are committed to creating a plan and implementing projects that are rooted in the community's vision for the future.

Our leadership team is made up of a diverse cross-section of our community partners who have the proven ability to gain public support and implement successful projects. Madison has also formed a Stellar Advisory Team that has over 20 committed members that represent partner projects, organizations, businesses, financial institutions, schools and local government. These core groups have the ability, positions and relationships to fully engage our citizens and business owners, and champion our Stellar projects.

Our Strategic Investment Plan outlines transformative projects that will push Madison from good to great, demonstrate our broad and integral partnerships for implementation, and show the basis for our future Stellar successes through the community's support. We are ready for this opportunity to partner with state agencies and demonstrate that we are America's Stellar Hometown!

Sincerely,

Mayor Damon Welch, City of Madison

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**Community Foundation of Madison & Jefferson County**

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**Southeastern Regional Plan Commission**

Susan Craig, Executive Director  
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**Madison Area Chamber of Commerce**

Lindsay Bloos, Executive Director  
301 East Main Street  
Madison, Indiana 47250

**Jefferson County Industrial Development**

Matt Wirth, Executive Director  
301 East Main Street  
Madison, Indiana 47250



## Section 2

# Qualifications, Community Capacity & Engagement

### Leadership Capacity

Madison's strong leadership has made the city what it is today - a good community with strong tourism, an active downtown, and a historic foundation. Being able to complete projects on time and within budget is critical to our success. Madison has demonstrated that ability at the local, state and federal level on numerous occasions through the assistance of our strong partnerships. Madison is in good standing with our partner agencies and with their teamwork Madison has completed several projects over the last five years that have enhanced our community, addressed quality of life and fostered economic development. Our Development Team and Community Partners will continue to work together to complete our Stellar Projects as well as continue to market Madison as America's Stellar Hometown.

### Community Engagement

By implementing a number of significant projects over the last five years, Madison has initiated momentum to enhance our community. These prior projects have set the stage for the Stellar Communities Program. These projects have created new partnerships and strengthened our existing ones. A number of planning efforts have recently been completed in Madison and included extensive public participation and input;

- Economic Development Review (June 2012)
- Madison Active Living Workshop (June 2014)
- VisitMadison 2016-18 Strategic Plan (Feb 2015)
- Madison Area Arts Alliance Work Plan (2016)
- Madison Active Transportation Plan (Sept 2016)
- Madison Comprehensive Plan (Sept 2016)
- Parks & Recreation Plan 2017-21 (Dec 2016)
- Envision Jefferson County Vision and Action Plan (2014)
- One Madison Community Revitalization Plan (2015)

Madison adopted the One Madison Comprehensive Plan in September of 2016. The community engagement strategy developed for One Madison was diverse and multi-faceted, relying on both traditional and web-based methods to actively engage as much of the public as possible. Ongoing engagement produced feedback that focused the planning process on those issues and projects that would be catalytic and create momentum that the city previously had trouble maintaining. Concurrent with the planning process was the formation of ENVISION Action Teams, which evolved from the process described below, and Madison's participation in rounds two and three of the America's Best Communities (ABC) program (Madison was

eventually named one of eight national finalists). The City worked to combine the efforts of the ABC, ENVISION, and consultant teams and create synergies around public engagement. This resulting information has been integrated into the goals and recommendations contained within this plan. In the course of completing these prior planning efforts, Madison has employed these engagement efforts:

- Steering Committees
- Stakeholder interviews
- Community Visioning Workshops
- Promotional materials and Branding
- Online presence
- Community Surveys
- Open Houses
- Public Hearings

Our public engagement continues to be substantial, which included participation of over 700 people during eight public meetings and two surveys to prepare for the Stellar Communities Program. Along with the success of recent planning efforts, Madison has completed, or is currently completing over 13 projects and initiatives since 2013, showing our capacity and commitment to achieving our community-wide vision.

These projects have set the stage for success in Madison. Each of these projects aligns with our vision to create One Madison – America's Stellar Hometown by enhancing our historic, cultural arts, and economic community.

Madison officially kicked-off development of a Letter of Interest for the Stellar Communities Program in February of 2017. The Stellar Advisory Committee is comprised of a broad cross section of Madison, including representatives from the high school and higher education, community partners, business owners, interested residents, the development team, and local leaders. We strove to capture a wide range of age groups, interests and opinions with the Steering Committee for Madison.

## Qualifications, Community Capacity & Engagement | 2

To further engage the community, we have developed a communication plan to inform the entire community of the process and ways to provide input throughout the Stellar Communities effort. The community engagement process includes regular Stellar updates in the Madison Courier Newspaper, email newsletter updates to 700+ people, Stellar information on the Water bills mailed to all households, launching of Madison's new webpage that features our Stellar Projects, Facebook engagement, and a Lighter, Quicker, Cheaper Stellar Project event where the community is working to build a temporary bump out on Main Street to demonstrate the potential impact of road diets in the Downtown Area and to celebrate becoming a Stellar Finalist.

Additionally, we have continued to engage the public in helping us select the final projects. We conducted an online survey, held a public open house to solicit input, held "S'More Conversations" in a city park to get feedback, and took Stellar information to large events like Main Street Music in the Park and community meetings like the Walnut Street Initiative. The results can be found in the public engagement section.

### Community Engagement Outcomes

Prior planning efforts helped us determine an initial list of redevelopment projects over the next three to four years. Continued community engagement throughout the process of competing for the Stellar Application and putting together our SIP, we were able to identify priority projects based on impact and need. In one of our surveys we asked the community to identify the top seven projects that will help take Madison from being good to great. The top seven projects identified were:

1. Adaptive Reuse: Cotton Mill Rehabilitation
2. Adaptive Reuse: Ohio Theatre Rehabilitation
3. Neighborhood Revitalization: Central Business District
4. Overhauled Corridors: Madison Plaza
5. Destination Development: Park Improvements (Playground for All Children, Riverfront, Heritage Park, Campground)
6. Multi-Modal Pathways: Madison Connector
7. Inviting Gateways

Please refer to Section 17: Public Involvement to review the full results of this survey.

### Development Team - Our Local Leaders

#### City of Madison

- Damon Welch, Mayor
- Rick Berry, Clerk-Treasurer
- Darrell Henderson, City Council
- Joe Jenner, City Attorney
- Andrew Forrester, Director of Community Relations
- Nicole Schell, City Planner

#### Madison Area Chamber of Commerce

- Lindsay Bloos, Executive Director

#### Jefferson County

- Robert Little, Jefferson County Commissioner

#### Community Foundation of Madison and Jefferson County

- Bill Barnes, President & CEO

#### Madison Main Street Program

- Victoria Perry, Executive Director

#### Jefferson County Industrial Development Corporation

- Matt Wirth, Executive Director

#### Bicycle & Pedestrian Advocacy

- Gary Valen

#### Active Retirees

- Jim Olson

### Development Team - Our Professional Consultants

#### Southern Indiana Regional Planning Commission

- Susan Craig, Executive Director

#### CWC Latitudes, LLC & Taylor Siefker Williams Design Group LLC

- Ed Curtin, FASLA, Principal
- Ron Taylor, FASLA, Principal
- Scott Siefker, AICP, FASLA, Principal
- Amy Williams, AICP, Principal

### Community Partners

- Community Foundation of Madison and Jefferson County
- ENVISION Jefferson County
- Friends of the Ohio Theatre
- German American Bank
- Habitat for Humanity
- Hanover College
- Heritage Trail Conservancy
- Historic District Board of Review
- Historic Madison, Inc.
- Jefferson County Industrial Development
- King's Daughters' Health
- Madison Area Arts Alliance
- Madison Area Chamber of Commerce
- Madison Main Street Program
- Madison Redevelopment Commission
- Riverfront Development Committee
- Southeastern Indiana Regional Planning Commission
- Trilogy Health Services
- VisitMadison



## Section 3

# Stellar Outcomes & Impacts

### Local & Regional Impact

Madison is an iconic river town with more than 133 blocks of historic buildings. As such, it is a historic asset to the Nation and State of Indiana and is a regional attraction. Our projects will build on that foundation to attract residents, businesses and tourists beyond the region. These projects will allow us to showcase Madison and the State and be a model for how local and state agencies can partner for the benefit of its citizens. Our projects will directly impact Madison and the surrounding region. They will enhance our quality of life; increase school enrollment through new housing developments; improve our educational attainment through our partnerships with Hanover College and the Madison Consolidated Schools; increase our residents income by attracting jobs and aiding entrepreneurial opportunity, increase the assessed value of the community through public-private partnerships; and create an atmosphere where our residents and businesses can flourish.

For Madison, the Stellar Designation and implementation of these transformative projects will reinforce and enhance the community as a destination, build on our efforts to be welcoming to all, and create an environment for entrepreneurial opportunity and economic success.

Like any community, we have challenges to overcome, but we are making progress! Our Strategic Investment Plan will be the capstone of our planning efforts to date and will provide us the roadmap to further revitalization. Without the designation, Madison will complete these projects over time. However, with the Stellar designation, the City of Madison will not only be able to accomplish our goals in an accelerated way, but the Designation will assist in attracting attention and investment beyond the Stellar projects and timeframe.

An investment of \$51,911,327 is expected as a result of the proposed Stellar Projects. Our responsible fiscal management, strong community partnerships, private investors and preparation for opportunities position us to provide a match of \$45,661,327 equalling 877% of local leverage.

The City of Madison and Jefferson County are economic engines for Indiana, both for products and tourism. With an unemployment rate of 2.9%, we are slightly above the state average of 2.7%. workers from beyond our county borders commute daily, both from Indiana and Kentucky to work in our community. Our Stellar Projects will provide vital infrastructure (homes and quality of life) that our existing and potential new regional industries expect in order to fulfilling critical workforce needs to grow and expand.

### Industry

The following are the major employers in both Madison and Jefferson County.

1. King's Daughters' Health Campus
2. Arvin Sango Inc.
3. Madison Precision Products Inc.
4. Grote Industries Inc
5. Vehicle Service Group
6. Madison Tool & Dye
7. Madison State Hospital
8. Midwest Tube Mills
9. Walmart Supercenter
10. MODRoto

### Regional Analysis

Over the past 15 years, the Madison Micropolitan Area's labor force has shrunk from 16,262 people (2000) to 15,480 in 2010 and a loss of 100 more jobs by 2015. Micropolitan Areas are smaller cities under 50,000 in population and have a labor market and regional economy that is more independent from large economies of large Metropolitan Statistical Areas. In essence, Madison represents a regional center that serves our rural economy and population.

Madison's economy is improving in spite of the shrinking labor force. Like many smaller cities, Madison also has an aging population. The Strategic Investment Plan provides an active intervention to attract and retain entrepreneurs, artists, younger families and talent. One of Madison's major goals is to aggressively work to attract and expand its employment talent pool to combat the shrinking labor force and retain youth as they graduate.

Madison, Hanover College, Ivy Tech Community College and Madison Consolidated Schools are working to equip our workforce with the skills they need to attract high-quality jobs and to be successful. By attracting educated residents, increasing educational opportunities and providing a great place to raise a family and grow a business, Madison is ready to grow its regional footprint. In addition, Madison has the resources, land and infrastructure, is poised for substantial growth and development of industries, small business and housing.

Madison has potential: for growth of our industries; growth of our housing; and to nurture our leadership capabilities. Madison provides an exceptional quality of life, and school system that ensures that each person receives quality educational opportunities.

Local Analysis

Madison is a gateway into the State of Indiana and is a significant regional attraction and historical asset. Madison will continue to be a great place to experience Indiana’s history and an economic magnet of tourism that has stimulated the city’s economy.

Currently there is a lack of rental residential units in Madison, specifically in the upper floors of downtown buildings. Currently, there are only 158 units (out of the 5,036 identified number of housing units) for sale in the City of Madison (realtor.com), which is just 3.13% of the housing stock. According to the national averages, having 4.1% available for sale is considered a healthy market. Madison has also experienced an out migration of residents. In 1970 the population peaked at 13,801 and has plateaued to about 12,000 since 1980. Our plan is to change this trend!

Maintaining an environment that provides opportunities for our citizens of all ages is critical. Madison is continuing to build partnerships, and retool itself while respecting its character and heritage. We believe that the Stellar Communities Designation will provide the catalytic events necessary to propel Madison to the next level of prosperity and growth. Our diverse and engaged community has played and will play a significant role in our Stellar success. We embrace the opinions of our community because it makes what we do better. That is why our community helped us target the projects we have in the Strategic Investment Plan.

Local Impact

The Stellar Projects have been selected by the community through an extensive five-year visioning process. We believe these projects will unite Madison and attract economic investment. They will stimulate new and existing business growth, provide incentive for new investment in the tri-state region and have a dramatic visible and aesthetic impact on Madison.

Stellar Outcomes and Impact

-  Increase Our Assessed Value
-  Increase School Enrollment
-  Increase Our Population
-  Increase Tourism
-  Increase Resident Income
-  Increase Our Business Attraction
-  Increase Educational Attainment
-  Increase Traffic Counts

The City of Madison has identified the following outcomes that will result from the Stellar activities:

Multi-Modal Pathways: Madison Connector M1 M2 M3



- Identified as top seven in survey
- Completes the missing 3.5 miles of the 7-mile bicycle & pedestrian loop trail system.
- 50% is currently completed, but critical connecting segments remain unfinished.
- Connects our neighborhoods to schools, businesses, downtown and other attractions, fostering our One Madison mission.
- Improves safety for bicycles and pedestrians.
- Promotes a welcoming and inviting atmosphere.
- Preserves natural corridors.
- Provides recreation opportunity for all, regardless of physical ability or age
- Increases physical activity, health, and tourism.
- Adds a key component to our quality of life.
- Reduces vehicular traffic.

Adaptive Reuse of Historic Properties A1 A2 A3 A4



- Identified as top seven in survey
- The following are large buildings in downtown. Repurposing and redeveloping will improve housing and spur private investment.
  - Tower Tack Factory Senior Housing (60,000sf of seven buildings that have been vacant since 2007).
  - Cotton Mill Rehab Project (90,000sf, vacant since 1990s).
  - Ohio Theatre Rehabilitation (8,600sf).
  - Scott Block (23,000sf and four buildings).
- Attracts tourism through the development of a spa resort, hotel, convention space and additional retail/restaurant space.
- Improves residential units for all ages and needs, meeting the critical housing need.
- Preserves historic buildings that are currently vacant and in jeopardy of demolition if not rehabilitated.
- Increases assessed value and property taxes.

## Destination Development D1 D2 D3 D4 D5



- Identified as top seven in survey
- Riverfront sidewalk extension and ADA accessibility.
- Enhance the Campgrounds and Jaycee Park.
- Provides an accessible Playground for All.
- Georgetown Park: Converts an underutilized property to greenspace in a low-income neighborhood. It also identifies the role of Madison and its citizens including George DeBaptise in the mid-19th Century underground railroad.
- Creates a new space in the heart of downtown for events and activities by making Heritage Park a community gathering space.
- Engages visitors and residents with our natural and recreational amenities.
- Protects and preserves the floodplain.
- Based on National Recreation Parks Association’s research we expect to see improved health, a closer connection to nature and a greater sense of community. This will lead to lower health care costs, higher property values and an overall boost in the standard of living that benefits all.
- Based on the American Planning Association’s briefing paper on “How Cities use parks for Economic Development,” we expect to see an increase in property values, increase in municipal revenue, attraction of affluent retirees, talent attraction, and increased homebuyers.

## Inviting Gateways I1 I2 I3 I4



- Identified as top seven in survey
- Provides a welcoming atmosphere for residents and visitors.
- Provides better connectivity, furthering our vision of One Madison.
- Provides distinctive gateways to our community, especially on the hilltop.
- Improves the “bridge approach” area in conjunction with active (2019-2020) INDOT project.

## Student Community Initiatives S



- Improves training opportunities through the “Technology Transfer Program” with Hanover College and nursing education & training facility on West Street.
- Improves entrepreneurial support through a student business, entrepreneurship center, and mentoring program.
- Redevelops vacant buildings on West St. that were part of former King’s Daughters’ Health.
- Attracts and retains talent to Madison.

## Overhauled Corridors O1 O2 O3



- Identified as top seven in survey
- Improves aesthetic appeal and appearance of Clifty & Lanier Drives.
- Re-envision and revitalizes vacant area of Madison Plaza along Clifty Drive.
- Provides pedestrian access along these corridors and improves connectivity.

## Neighborhood Revitalization N1 N2



- Identified as top seven in survey
- Four major neighborhoods/areas (downtown, Lanier Drive, Green Road, Central Business District) will be impacted by the following revitalization efforts:
  - Owner-occupied rehabilitation.
  - Façade rehabilitation.
  - Sidewalk improvements.
  - 2nd/3rd Floor rehabilitation.
  - Habitat neighborhood rehabilitation.
- Neighborhood revitalization will be a catalyst to additional private investment & increased property values.
- Provides redevelopment of existing housing stock to create quality housing for Madison residents.
- Targets single-family housing units (affordable and senior).
- Increases property values.



## Section 4

# Strategic Investment Plan

# SECTION 4.1

## Project Costs

### City of Madison, Indiana Local Investment Detail 2018-2021

Funding Source	Available Funds	Multi-Modal Pathways: Madison Connector	Adaptive Reuse: Cotton Mill Rehabilitation	Adaptive Reuse: Ohio Theatre Rehabilitation	Adaptive Reuse: Tack Factory Rehabilitation	Adaptive Reuse: Scott Block	Destination Development	Inviting Gateways	Student - Community Initiatives: Entrepreneurship / Tech Transfer / Education	Overhauled Corridors: Clifty Drive & Lanier Drive	Overhaul Corridors: Madison Plaza Shopping Center Redevelopment	Neighborhood Revitalization: Owner Occupied Rehabilitation	Neighborhood Revitalization: Central Business District Revitalization	Total
Potential Partners		M 1 - 3	A1	A2	A3	A4	D 1 - 5	I 1 - 4	S	O 1 & 2	O3	N1	N2	
Project Cost		\$2,710,836	\$17,469,463	\$2,002,384	\$7,716,581	\$6,213,583	\$2,274,500	\$522,942	\$518,089	\$1,543,225	\$10,104,477	\$328,500	\$506,747	\$51,911,327
IHCDA	\$2,250,000				\$1,000,000	\$1,000,000						\$250,000		\$2,250,000
INDOT	\$2,000,000	\$1,458,643								\$541,357				\$2,000,000
OCRA	\$2,000,000			\$400,000			\$1,350,000						\$250,000	\$2,000,000
Local Funding Sources														\$6,250,000
City of Madison	\$9,600,000	\$758,443	\$1,500,000		\$1,500,000	\$1,500,000	\$924,500	\$522,942	\$250,000	\$1,001,868	\$1,500,000	\$78,500	\$63,747	\$9,600,000
Community Foundation of Madison & Jefferson County		\$250,000							\$268,089					\$518,089
Private / Developers		\$243,750	\$15,969,463	\$1,602,384	\$5,216,581	\$3,713,583					\$8,604,477		\$193,000	\$35,543,238
Subtotal	\$9,600,000	\$1,252,193	\$17,469,463	\$1,602,384	\$6,716,581	\$5,213,583	\$924,500	\$522,942	\$518,089	\$1,001,868	\$8,604,477	\$78,500	\$256,747	\$45,661,327
<b>Total</b>		\$2,710,836	\$17,469,463	\$2,002,384	\$7,716,581	\$6,213,583	\$2,274,500	\$522,942	\$518,089	\$1,543,225	\$10,104,477	\$328,500	\$506,747	\$51,911,327

## SECTION 4.2 PROJECT GOALS & OBJECTIVES

Madison's elected officials, business owners, and residents have been diligently working together over the past five years to revitalize, redefine and reinvigorate Madison's future. This has not been a process taken lightly or developed by a few. Thousands of people have been involved from not only the city but the county and region as well. The result is a clear direction and vision that was developed by grassroots efforts, ideas and dreams. While we are confident Madison will eventually implement this vision and action plan with its current partners, a partnership with the State can provide the needed acceleration to establish the city not only within the region but within the tri-state area as well.

Every Stellar Project works to help to implement the planning efforts that have occurred over the past five years. These efforts include the Envision Jefferson County Vision & Action Plan, Madison Comprehensive Plan, and One Madison Community Revitalization Plan.

### Envision Jefferson County (2015)

Prior to the Madison Comprehensive Plan and One Madison Community Revitalization Plan, local Industry Leaders initiated an effort to develop Envision Jefferson County. This plan was created to produce careful stewardship and adapt to changing circumstances, as well as to create an effective and lasting agenda for the future. Overall, this plan aims to achieve six goals and 30 actions. The goals include:

- Advancing personal prosperity & community economic vitality;
- Creating attractive, productive & desirable places;
- Creating quality education;
- Shaping a vibrant community through entertainment & arts;
- Building a positive community through collaboration & leadership; and
- Promoting health, safety, & wellbeing.

The top actions of this plan include:

- Creating incentives to redevelop downtown;
- Creating a quality education task force;
- Strengthening current workforce development initiatives;
- Providing more recreational opportunities and engagement with the Ohio River;
- Supporting the implementation of the Madison Area Arts Alliance Plan;
- Creating a healthy community initiative;
- Initiating a process to recruit an inpatient facility supporting resources for drug addicted individuals,
- Develop an active living program; and
- Working with local employers to identify local jobs and career paths.

### Madison Comprehensive Plan (2016)

The One Madison Comprehensive Plan is a call to action that evolved from the city and county's year-long visioning effort and resulted in six overarching themes that include:

- Governmental excellence;
- Quality of life;
- Land use;
- Transportation & mobility;
- Infrastructure & public services;
- Economic development; and
- Targeted redevelopment.

Over the next 10 years, Madison now has the tools and framework they need to implement their community-wide vision.

### One Madison Community Revitalization Plan (2016)

This plan was also recently developed in 2016 to overcome the challenge of connecting "two Madisons." In 1809, Madison's river trade successes led it to become the first city in Indiana to get a rail line that then connected areas of Madison near the Ohio River and North Madison (Hilltop). Due to the cease of rail use, and a super cell tornado in the 1970s that destroyed much of North Madison, the hilltop community rebuilt with land use patterns that distinctly contrasts downtown Madison. This ultimately created a disconnect between the two areas, thus facilitating the separation of the community. This plan proposes a catalyst project to unify the community through the Madison Connector, which would connect the community both physically, socially and economically as One Madison.

## SECTION 4.3

### Target Population

#### Target Population – Visitors, Businesses and Our Residents

Our residents, businesses and partners have identified a number of projects that will have a catalytic impact on Madison, the region and the State of Indiana. Madison is ready to implement these projects that will reap benefits for a wide array of stakeholders.

**Arts & Culture Community:** In 2015, the Indiana Arts Commission designated Madison an Indiana Cultural District for having a high concentration of arts and cultural assets. The boundaries for the Madison Arts and Cultural District overlap Madison’s National Historic Landmark and National Register Districts. As such, it further aligns with local revitalization, arts and historic preservation programs. Spanning 133+ blocks, this area has national importance and reflects the past and future success of Madison and the people who live, work and create here.

**Education & The Arts:** The arts surround every part of Madison. In 2011 Madison Consolidated Schools founded the Madison Fine Arts Academy, offering fine art classes as part of its core curriculum. 75 students are currently enrolled, with a goal of 10% of the student-age population to be enrolled in the future. As a result, students have become more involved in local arts and culture (even re-theming the Christmas parade). Madison’s Ivy Tech Campus offers music in the rotunda, and Hanover College hosts a Community Artist Series attracting international performances to the area each year.

**Art as Economic Development:** The City of Madison continues to be supportive in art-centric development through public works, festival support, street beautification, parks, green space and riverfront development, public art, murals, mosaics, and sculpture. The new Alley Activation Project develops alleys for public art display. Bi-Centennial Park is an outdoor performance venue overlooking the river. The City also supports a tree board, a historic preservation officer, and an arborist who maintains perennial gardens along Madison’s Main Street and Riverfront.

By creating a strong arts and cultural community, Madison can attract new and visiting populations, create a foundation for defining the City’s sense of place, as well as contribute to the development of a skilled workforce.

**Downtown Businesses:** The improvement projects proposed for the Central Business District Neighborhood known as Mulberry Street will significantly improve customer traffic in an area which will be redeveloped for new small boutique businesses in the heart of downtown. The Student Community Initiatives Project will help identify and promote the commercialization of new, emerging, advanced technologies and foster the investment of new angel capital in entrepreneurial ventures, in alignment with Hanover’s College’s new Engineering Undergraduate Program.

**Entrepreneurs:** Madison is home to many creative residents. Madison will build on that resource to attract young professionals to move back to the area after college or remain after graduating. There is still much to be done to provide quality, affordable housing; offer better amenities and improve the overall quality of life needed to keep and attract more of our youth back to Madison. The Student Community Initiatives Project, the Scott Block Project, and the Cotton Mill Project will each provide the necessary infrastructure and multi-use space requirements necessary to attract new artists and entrepreneurs.

**Health & Wellness Advocates:** Working to make Madison a more walkable and bicycle-friendly community will connect our community and provide a great resource for our residents and visitors to use safe and accessible trails. This single action will directly affect all citizens and visitors regardless of age or ability. This will also tie into our effort to promote physical activity and community spirit.

**Professionals:** A primary goal of the Stellar Communities planning process has been to enhance the activities and amenities necessary to build on the existing quality of life amenities in Madison. Improving community amenities will serve to attract new millennial professionals who will be critical to the growth requirements of local industries. New professionals and qualified technicians will be needed by existing industry, the arts communities, and the new advanced technology entrepreneurial ventures.

**Active Retirees:** The Active Retiree Living Development at the Tack Factory, and the proximity of recreation, business and services in the immediate vicinity, makes the development an attractive site for active retirees. Close access to the Trail system will create a walkable and bicycle friendly community that will encourage them to visit and travel throughout the neighborhood and other areas of the community that are connected via the trail system.

**Tourists & Visitors:** By reinforcing the fabric of Madison and making it a more walkable and bicycle friendly space; providing venues for events and activities that attract a broad spectrum of visitors; and having a greater variety of festivals and special events, the Central Business District will become a Stellar Connection for tourists and visitors to Madison.

**Workforce:** To attract the workforce necessary to fill the jobs being created in Madison, and to have the workforce necessary to grow our industrial base, we need quality of life amenities, reliable infrastructure and housing at an reasonable price point. By providing a variety of housing options we can meet the needs and desires of each family.

**Youth:** The youth in our community play a significant role in the future of Madison. Engaging Madison's youth with our revitalization efforts is key to our goal of retaining youth after graduation. Organizations such as Lide White Boys and Girls, Inc. are examples of local youth development agencies serving over 5000 members that will assist in the engagement of our youth. For example these organizations participated in the coloring sheets in Section 17: Public involvement and will likely utilize improved parks such as the proposed Playground for all Children and Riverfront improvements.

## SECTION 4.4 Project Activities

This section will outline the activities that will take place in each of our Stellar Projects, as well as highlight the steps that have already been taken to complete them.

### Multi-modal Pathways: Madison Connector



#### Project Activities

- Enhances prominent corridors and provides safe bicycle and pedestrian connections between destinations
- Urban Trail includes a wider sidewalk, decorative pavers/markers, history and art displays, and lighting along the trail
- Project supports connectivity and pedestrian safety
- Completes missing connector piece of 3.5 mile along the 7.0 mile trail system
- Provides a safe pedestrian and bicyclist connection from the Johnson Lake to the Heritage Trail
- Preserves natural corridors, increases physical activity and promotes tourism

#### Project Readiness & Feasibility

- Conceptual design has been completed
- Project is located in the right-of-way of the city, county or state
- No acquisition is required
- Community Identified Priority Project

#### Project Sustainability & Maintenance

- Maintenance absorbed by parks/streets department budget (see Section 8: Detailed Budgets)

### Adaptive Reuse: Cotton Mill Rehabilitation



#### Project Activities

- Preserves and redevelops a historic 4 story 90,000 SF building that is in jeopardy if not rehabilitated
- Includes: Mixed use development including spa resort, brew pub, meeting and convention space, specialty shops and a 124 room hotel

#### Project Readiness & Feasibility

- Conceptual design has been developed
- Owner is ready and willing to develop
- Ready to hire an architect
- Community Identified Priority Project

#### Project Sustainability & Maintenance

- Maintained by private owner (see Section 8: Detailed Budgets)

### Adaptive Reuse: Ohio Theatre Rehabilitation



#### Project Activities

- Preserves and redevelops a historic building that is in jeopardy if not rehabilitated and is located in the heart of Downtown Madison
- Includes: performing arts space including visual, stage music, live production, movies and comedy
- Includes: rehabilitation of structure to meet ADA guidelines
- Includes: restoration of façade

#### Project Readiness & Feasibility

- Local Not-for-Profit has purchased the building with the intent to improve the historic downtown
- Feasibility study is underway and will be completed December 2017
- Consultant has been hired
- No property located in the floodplain
- Community Identified Priority Project

#### Project Sustainability & Maintenance

- Maintained by not-for-profit based on anticipated revenues (see Section 8: Detailed Budgets)

## Adaptive Reuse: Tack Factory Rehabilitation

A3

### Project Activities

- Preserves and redevelops 7 historic buildings comprising 60,000 SF that are in jeopardy if not rehabilitated
- Includes 40 quality housing opportunities for seniors
- Preserves and rehabilitates historically intrinsic property in downtown Madison

### Project Readiness & Feasibility

- Regional firm has purchased the building with the intent to improve the historic downtown
- Phase I & II environmental has been completed
- Conceptual design has been completed
- An application to request rezoning classification has been submitted
- Ready to hire an architect
- Developer willing and interested

### Project Sustainability & Maintenance

- Maintained by private developer

## Adaptive Reuse: Scott Block

A4

### Project Activities

- Preserves and redevelops historic buildings comprising 23,000 SF and consisting of 4 buildings making up a quarter city block
- Includes: Live work space
- Includes: Commercial and retail space on the first floor
- Includes: Art gallery space
- Includes: Residential units on the second and third floors that can be marketed to local artists and young adults

### Project Readiness & Feasibility

- Conceptual design has been completed
- Artspace is currently in discussions about development of the project
- Ready to hire an architect
- No floodplain requirements

### Project Sustainability & Maintenance

- Maintained by private developer and building owner

## Destination Development



### Project Activities

- Includes parks in areas of our community that have seen limited investment including addressing ADA issues in current park.
- Improves the Riverfront
- Provides a Playground for all Children
- Develops Heritage Park
- Creates Georgetown Park
- Enhances Jaycee Park

### Project Readiness & Feasibility

- Conceptual design has been completed
- Project is located on City property or Community Partner Property
- Community Identified Priority Project
- Minimal acquisition required with willing seller

### Project Sustainability & Maintenance

- Maintenance absorbed by parks department budget (see Section 8: Detailed Budgets)

## Inviting Gateways



### Project Activities

- Enhances prominent corridors
- Enhances the gateway into State of Indiana and historic downtown Madison
- Adds art to gateways to enhance and showcase our arts and cultural district

### Project Readiness & Feasibility

- Conceptual design has been completed
- Project is located in the right-of-way
- No acquisition required
- Community Identified Priority Project

### Project Sustainability & Maintenance

- Maintenance absorbed by streets department budget (see Section 8: Detailed Budgets)

## Student - Community Initiatives: Entrepreneurship / Tech Transfer / Education



### Project Activities

- Trilogy committed to \$40k/4 years, most of which will be dedicated to the remodeling of their buildings on West Street to be part of the student/community initiatives
- Hosting a nursing training (apprenticeship) facility potentially in the basement of their new property
- One of the buildings for a co-working space or entrepreneurial/tech transfer space
- Using at least one more building for student housing for students from Ivy Tech or Hanover College
- Project will create a community development and workforce training campus

### Project Readiness & Feasibility

- Conceptual design has been completed
- Structural evaluation has been completed on two buildings
- Owners are ready to develop and are partners in Stellar
- No floodplain requirements

### Project Sustainability & Maintenance

- Maintained by Trilogy/building owner

## Overhauled Corridors: Clifty Drive & Lanier Drive

01 02

### Project Activities

- Enhances prominent corridors and provides safe bicycle and pedestrian connections between all destinations
- Enhances the gateway into historic Madison
- Project supports connectivity and pedestrian safety

### Project Readiness & Feasibility

- Conceptual design has been completed
- Project is located in the right-of-way of the city, county or state
- No acquisition required

### Project Sustainability & Maintenance

- Maintenance absorbed by streets department budget

## Madison Plaza Shopping Center Redevelopment

03

### Project Activities

- Development of a mixed use project
- Owner has an agreement with the Redevelopment Commission to develop as mixed use development
- This 22 acre track will include commercial and residential development

### Project Readiness & Feasibility

- Conceptual design has been completed
- Owner has agreement with the Redevelopment Commission to develop over the next three years
- No floodplain requirements
- Community Identified Priority Project

### Project Sustainability & Maintenance

- Maintained by private developer

## Neighborhood Revitalization: Owner Occupied

N1

### Project Activities

- Provides rehabilitation of the existing housing stock to create quality housing for Madison residents
- Renovates single-family housing units throughout the target area to help residents pay for new roofs, HVAC units, electrical work, etc.
- Renovates housing units to provide quality housing opportunities that are affordable and ADA-accessible

### Project Readiness & Feasibility

- Program defined
- SIRPC currently administers owner occupied programs
- No floodplain requirements
- No acquisition required

### Project Sustainability & Maintenance

- Responsibility of the homeowner to maintain

## Neighborhood Revitalization: Central Business District Redevelopment

N2

### Project Activities

- To renovate and redevelop 2nd and 3rd floor space for useable housing and live work space

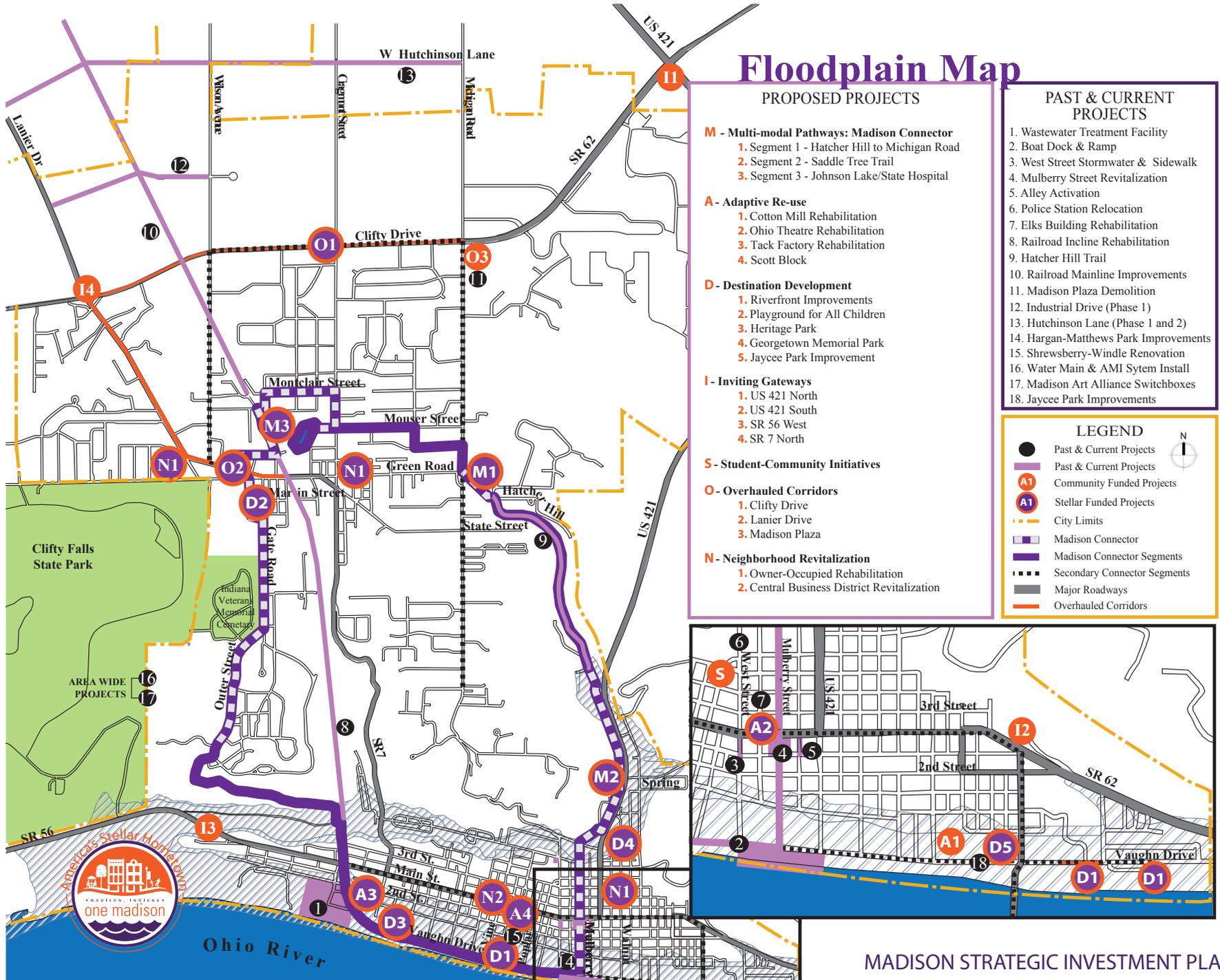
### Project Readiness & Feasibility

- Project is located in Madison Central Business District
- No acquisition requirements
- No floodplain requirements
- Community Identified Priority Project

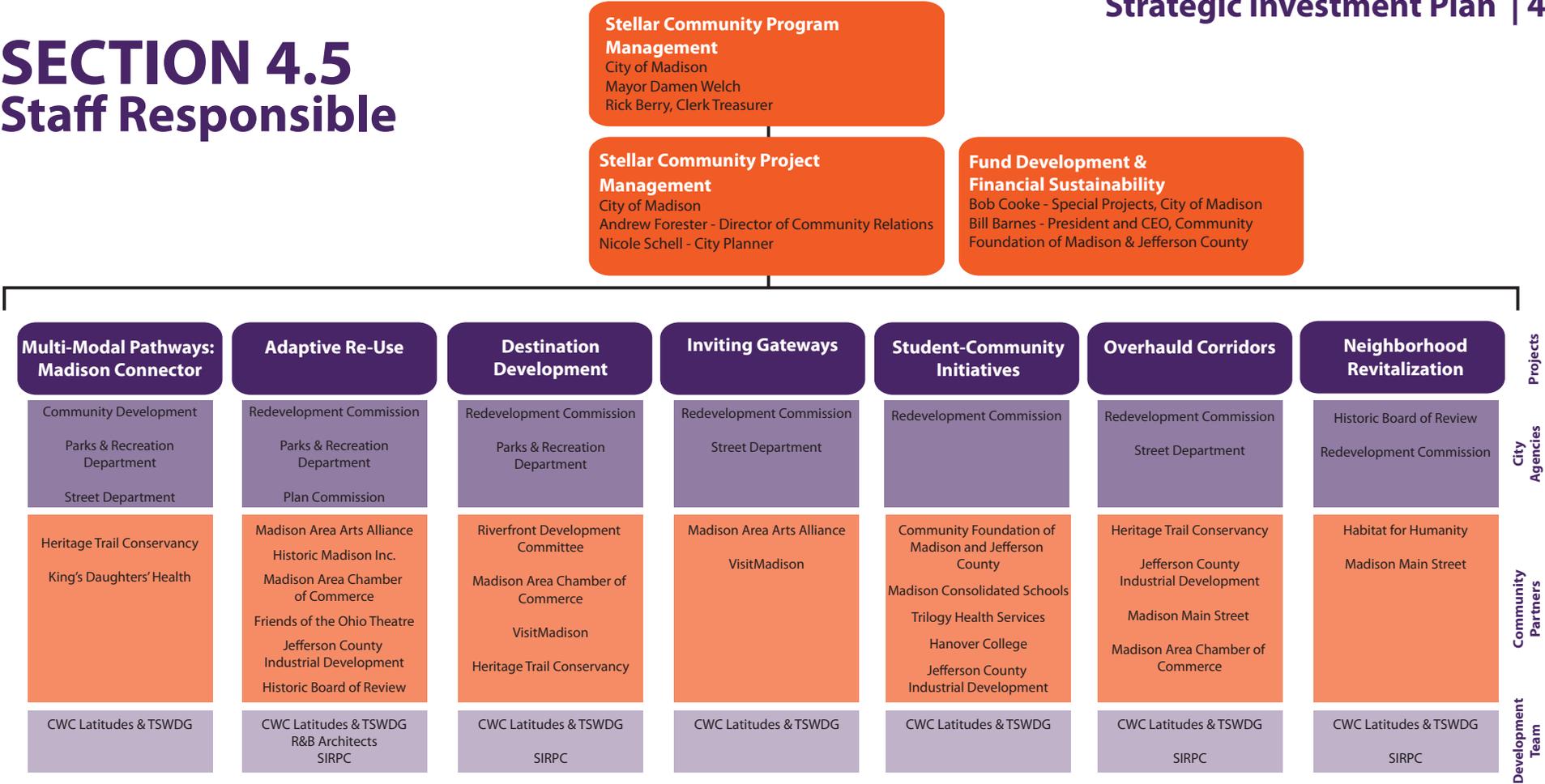
### Project Sustainability & Maintenance

- Maintained through City's PACE Program

# Floodplain Map



# SECTION 4.5 Staff Responsible



- **City of Madison.** Damon Welch, Mayor, who has overseen the implementation multiple of multi-million-dollar projects, will retain the ultimate responsibility for the implementation of our Stellar Projects. Rick Berry, Clerk-Treasurer, will provide fiscal and administrative assistance and Bob Cooke will be the ERC.
- **Community Foundation of Madison and Jefferson County.** The Community Foundation of Madison and Jefferson County is a funding partner; Bill Barnes, President & CEO of Community Foundation of Madison and Jefferson County, will participate in the Stellar Advisory Committee. The Foundation funds over \$375,000 each year in grants to local organizations in addition to student scholarships. The grants go to support placemaking, educational experiences, and economic development and opportunities.
- **ENVISION Jefferson County.** ENVISION Jefferson County is a group of volunteers tasked with implementing the ENVISION Jefferson County Vision Plan. Valecia Crisafulli will assist with stellar projects that overlap the ENVISION initiatives.
- **Friends of the Ohio Theatre.** Friends of the Ohio Theatre, Inc. is a not-for-profit organization dedicated to restoring the historic Ohio Theatre. Its mission is to preserve Madison’s cinematic heritage to create a community-supported, multi-use arts facility. More than 80 community volunteers are involved with the project and the theatre has no paid employees. Since March of 2016, volunteers have hosted movies, concerts, live theatre and other events to raise funds to pay monthly bills and make small repairs. Elizabeth Auxier, President, will be assisting with the Adaptive Reuse projects.

- **Habitat for Humanity.** Habitat for Humanity of Jefferson County's mission is to partner with low-income, hardworking families in Jefferson County with the conviction that every person and family deserves a simple, decent, and affordable place to live in, safely. Mark Van Meter, Executive Director will assist in the Neighborhood Revitalization Projects.
- **Hanover College.** Private, liberal arts institution with 33 majors that attract the best and the brightest from across the region and beyond. Hanover College will leverage resources for the Student Community Initiative. Christopher Gage, Special Assistant to the President for Strategic Initiatives and External Relationships will assist with the Owner-Occupied Rehabilitation Project.
- **Heritage Trail Conservancy.** A volunteer-based organization dedicated to preservation and management of natural/scenic/historic/cultural resources associated with the Heritage Trail Greenway. Gary Valen, Chairman, will assist with Multi-Modal Pathways & Overhauled Corridors.
- **Historic District Board of Review.** Administers the Historic District ordinance, which aims to protect the oldest and most historic parts of Madison. Valecia Crisafulli, Vice Chair, will assist with the Adaptive Reuse projects and the Central Business District Redevelopment.
- **Historic Madison, Inc.** In 1960 Mr. and Mrs. John T. Windle founded Historic Madison, Inc., a non-profit historic preservation organization that has played a key role for the preservation, restoration, education and development of Madison's 133 block historic district. John Stacier, President and Executive Director, will assist with Adaptive Reuse and Central Business District Projects.
- **Jefferson County Industrial Development Corporation.** JCIDC is a private, non-profit 501(c)4 corporation that supports existing industrial employers and the promotion of industrial investment within Jefferson County. Matt Wirth, Executive Director will assist with the Adaptive Reuse, Destination Development and Overhauled Corridor Projects.
- **King's Daughters' Health.** Provides care, service and education for residents regarding health. KDH will assist with the Multi-modal Pathways as part of the Healthy Communities Initiative.
- **Madison Area Arts Alliance.** A grassroots 501 (c) 3 non-profit organization, facilitated by Bill Barnes and led by artist, Bob Saueressig and a collection of 10 additional artists, have worked hard to build a new arts advocacy organization. Kim Nyberg, Executive Director will assist with the Scott Block Project and those projects incorporating the arts.
- **Madison Area Chamber of Commerce.** Connects nearly 400 members with support and resources to develop, sustain, and grow. Lindsay Bloos, Executive Director will assist with Adaptive Reuse, Destination Development and Overhauled Corridors Projects as well as communicate to businesses regarding Stellar.
- **Madison Consolidated Schools.** Madison Consolidated Schools is a comprehensive Pre K-12 public school corporation serving approximately 2,700 students in Jefferson County. Ashley Schutte, Communication Director, will be assisting with the Student Community Initiative.
- **Madison Main Street.** Madison Main Street is a team of residents, merchants, property owners, and other interested citizens who believe that Madison is a special place to visit, live, work, shop and stay. Victoria Perry, Executive Director, will assist with projects related to Downtown Madison.
- **Redevelopment Commission.** The Redevelopment Commission oversees the funds collected within the Tax Incremental Finance (TIF) designated area. Bob Cook, Purchasing Director will be the ERC and City Agency tasked with overseeing all Stellar Projects and assisting with the local match.
- **Riverfront Development Committee.** In order to preserve and enhance its relationship with the Ohio River, the City of Madison worked with the Corps of Engineers and GEC planners to establish a program and master plan for the riverfront area of the city. Jim Pruitt, Chair, will assist with the Destination Projects.
- **Southeastern Indiana Regional Planning Commission.** Susan Craig, Executive Director, has served as the grant administrator on all OCRA projects in Madison. She has a vast experience administering, overseeing and managing grant funds and will be assisting Clerk-Treasurer with budget preparation throughout the Stellar Designation period as well as help administer the Owner-Occupied Rehabilitation.
- **Trilogy Health Services.** Since 1997, Trilogy has dedicated themselves to being the best healthcare company in the Midwest by providing exceptional, comprehensive care to seniors in every community we serve. Dr. Todd Schmiedeler, SVP, Foundation and Workforce Development, will be assisting with Student Community Initiatives Project.
- **VisitMadison.** Visit Madison is the promotional and marketing agency that promotes events and activities to attract tourists, residents and businesses to Madison. Tawana Thomas, Executive Director will assist with the marketing of Madison with its Stellar Designation.
- **CWC Latitudes & Taylor Siefker Williams Design Group (TSWDG).** CWC Latitudes and TSWDG will facilitate project implementation of the Stellar Projects. This team has successfully implemented dozens of community projects and have overseen dozens of state and federally-funded projects through agencies such as OCRA, INDOT and/or USACE.
- **R&B Architects.** Expertise in Adaptive Re-Use, Renovation & Historic Preservation. Brent Mather, Principal, will assist the Adaptive Reuse Projects.





## Section 5

# Target Area

## Description of Target Area

Madison's target area encompasses the majority of city limits, primarily focused in areas of Historic Downtown, along SR 62, and along Lanier Drive which connects SR 62 and Downtown. We acknowledge this is a broad area, but this is due to the nature of our community and combining the two distinct areas - the hilltop and downtown - to create One Madison. The topography of Madison and lack of connections between these areas has contributed to two distinct areas of Madison. Each of these areas have a different character from one another and feel like two different communities. Our natural setting nestled in the Ohio River Valley, National Historic Landmark District and Indiana Arts and Cultural District are what make us strong, but further investment and improvement throughout the entire community will help us overcome separation and unify Madison. The following past, current and future projects are all targeted at achieving our unified vision.

### Past Projects (2013-2017)

- Boat Dock and Ramp
- Jaycee Park Improvements
- Railroad Mainline Improvements
- West Street Stormwater Systems & Sidewalks
- Railroad Incline Rehabilitation
- Madison Plaza Demolition
- Hutchinson Lane Phase 1 & 2
- Alley Activation
- Hatcher Hill Trail
- Industrial Drive Phase 1

### Previous Planning

- Economic Development Review
- Madison Active Living Workshop
- ENVISION Jefferson County
- Visit Madison Strategic Plan 2016-2018
- Madison Area Alliance Work Plan
- America's Best Communities Plan
- Madison Active Transportation Plan
- Madison Comprehensive Plan
- Parks & Recreation Plan 2017-2021
- One Madison Community Revitalization Plan

### Current Projects (2017)

- Wastewater Treatment Facility
- Water Main Relocation & Water Meter AMI System Install
- Mulberry Street Revitalization
- Madison Police Station Relocation
- Hargan-Matthews Park Upgrades
- Shrewsbury-Windle House National Historic Landmark Renovation
- Elks Building Rehabilitation
- Madison Arts Alliance Switchbox Project

### Complimentary Projects

- Elks Building Rehabilitation
- Hargan-Matthews Park
- Shrewsbury-Windle House Renovation
- Michigan Road Sidewalk Extension

### Proposed Projects (2018-2021)

- Multi-Modal Pathways
- Adaptive Reuse of Historic Properties
- Destination Development
- Inviting Gateways
- Student Community Initiatives
- Overhauled Corridors
- Neighborhood Revitalization

# Madison Target Area Map





## Section 6

# Stellar Projects

# MADISON

## Multi-Modal Pathways: Madison Connector

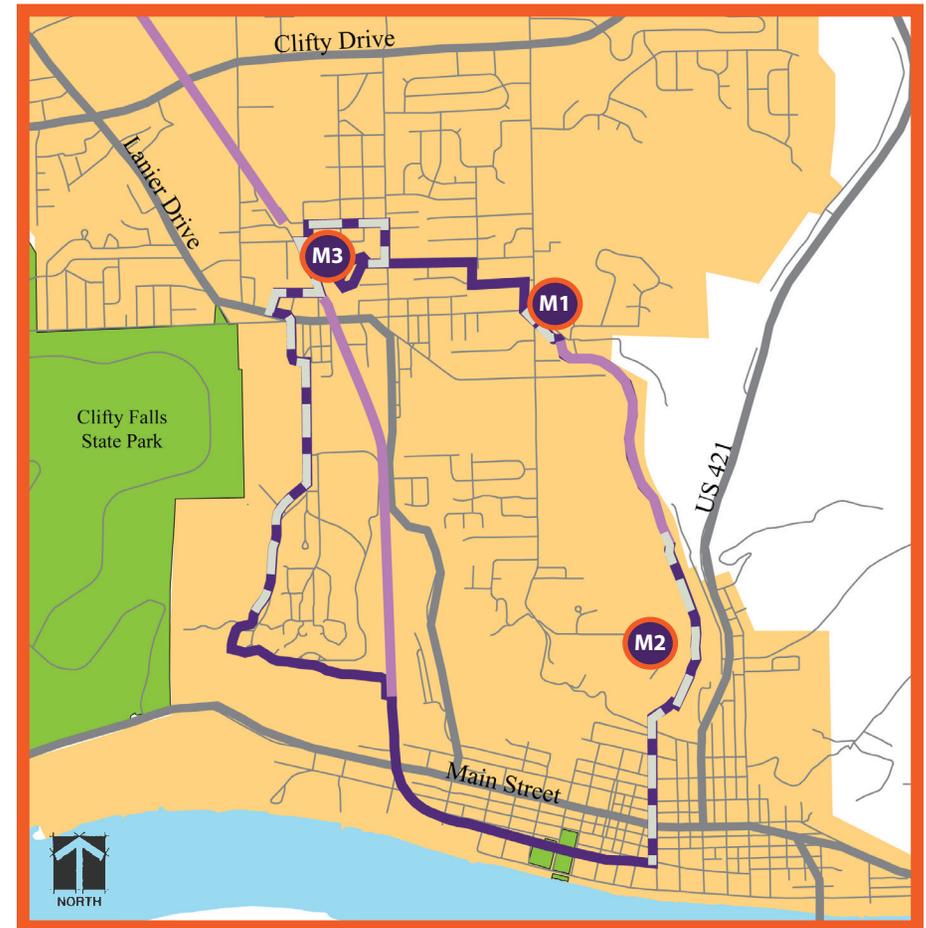
### Project Description

- This project was originally identified in the Community Revitalization Plan, intended to connect the “two” communities, closing the physical, economic and psychological gap
- It will provide a seven-mile bicycle & pedestrian loop throughout Madison and is divided into four phases
- Phase one was the Heritage Trail and riverfront development from the 1980’s to now.
- Phase two is complete and included reopening of Hatcher Hill Trail
- Phase three will connect Hatcher Hill Trail to Michigan Road and improve Michigan Road
- Phase four will complete the Saddle Tree Segment, connecting Hatcher Hill and Mulberry Street
- Phase five will connect Johnson Lake, Madison State Hospital, and Clifty Falls to complete the loop
- All proposed routes are located within the right-of-way

**M1** Segment 1 - Hatcher Hill to Michigan Road

**M2** Segment 2 - Saddle Tree Trail

**M3** Segment 3 - Johnson Lake/State Hospital



# MADISON

## A - Adaptive Re-use

### Project Description

- Rehabilitates four historic properties that influence the image of Downtown Madison for the purposes of housing, these include:
  - The Cotton Mill, which is a prominent 90,000 square foot building located along the riverfront and has been vacant since the 1990s
  - The Tower Tack Factory, which is another 60,000 square foot building located on the riverfront that has been vacant for a decade
  - The Ohio Theatre, which is a former downtown destination located on SR 56 in the heart of downtown
  - Revitalization of Scott Block as a mixed-use facility with live-work spaces
- Reinforces downtown as a neighborhood, provides affordable housing and enhances under-utilized spaces in downtown

### A1 Cotton Mill Rehabilitation

#### Cotton Mill Rehabilitation

Parcel Number:	39-13-02-143-006.001-007
Owner:	River Mill Preservation Co.
Site Control:	Yes
Willing Owner/Seller:	Yes
Activity/Proposed Activity:	Mixed-Use
Preservation Requirements:	Yes



# MADISON

## A - Adaptive Re-use

### A2 Ohio Theatre Rehabilitation

#### Ohio Theatre Rehabilitation

Parcel Number: 39-13-02-214-042.000-007  
 Owner: Friends of the Ohio Theatre, Inc.  
 Site Control: Yes  
 Willing Owner/Seller: Yes  
 Activity/Proposed Activity: Performing Arts Space  
 Preservation Requirements: Yes



### A3 Tack Factory Rehabilitation

#### Tack Factory Rehabilitation

Parcel Number: 39-13-03-122-014.000-007  
 Owner: Perkins Glenn  
 Anticipated Owner: Madison Horizon Patrons LLC  
 Site Control: Yes  
 Willing Owner/Seller: Yes  
 Activity/Proposed Activity: Senior Housing  
 Preservation Requirements: Yes



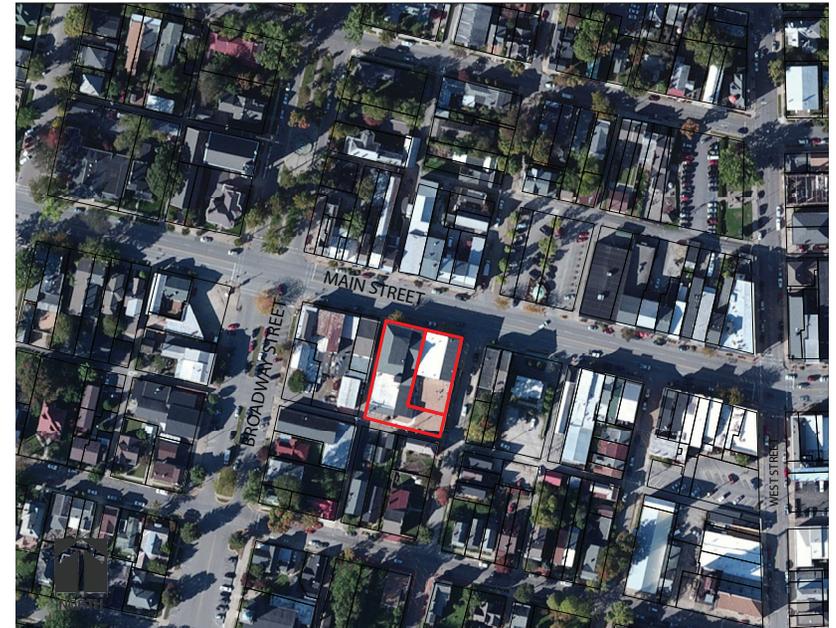
# MADISON A - Adaptive Re-use

**A4** Scott Block

**Scott Block**

Parcel Number: 39-13-02-224-010.000-007  
 Owner: Scott Elmer E  
 Site Control: Yes  
 Willing Owner/Seller: Yes  
 Activity/Proposed Activity: Mixed-Use  
 Preservation Requirements: Yes

Parcel Number: 39-13-02-224-011.000-007  
 Owner: Penshell Properties LLC  
 Site Control: Yes  
 Willing Owner/Seller: Yes  
 Activity/Proposed Activity: Mixed-Use  
 Preservation Requirements: Yes

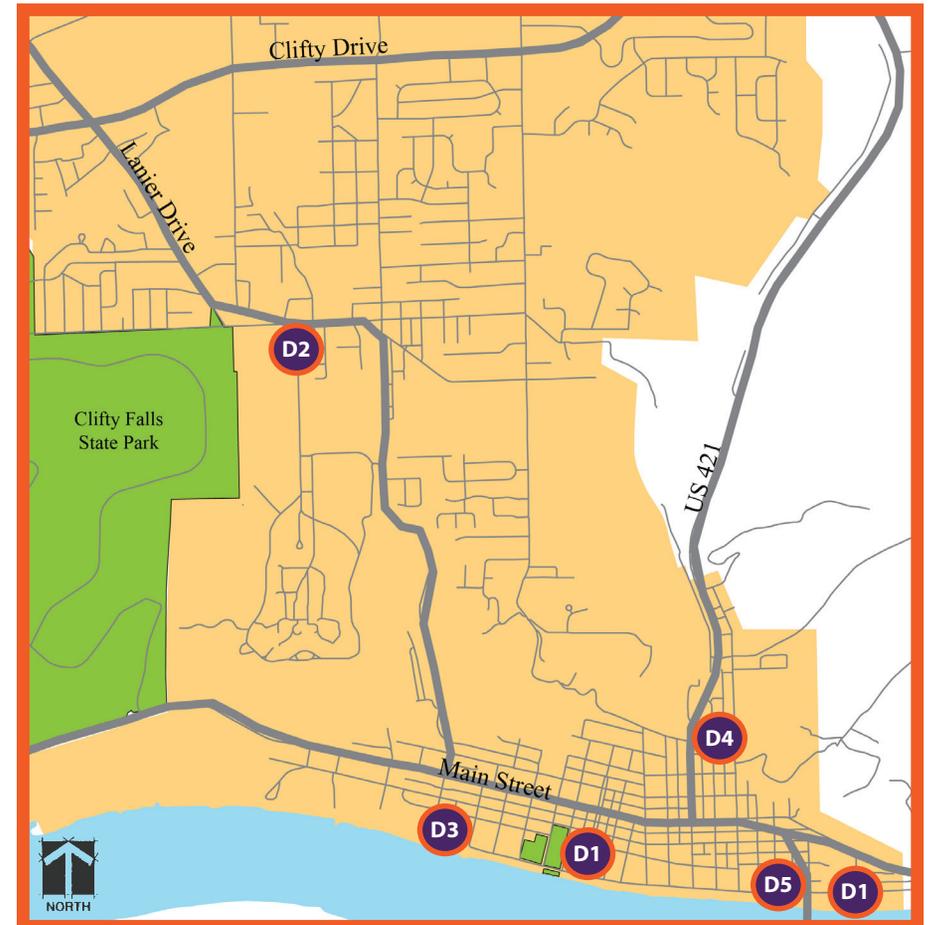


# MADISON

## D - Destination Development

### Project Description

- This project enforces the ENVISION Jefferson County Plan of improving the reputation as a destination for tourism, and is primarily focused on downtown
- This project will:
  - Extend the sidewalk along the Riverfront
  - Improve and expand the existing Campground along the riverfront
  - Redevelops an existing playground to be an accessible playground named Playground for All Children on the hilltop
  - Create and develop Georgetown Memorial Park
  - Develops Heritage Park
  - Develop Jaycee Park Restrooms



# MADISON D - Destination Development

## D1 Riverfront Improvements

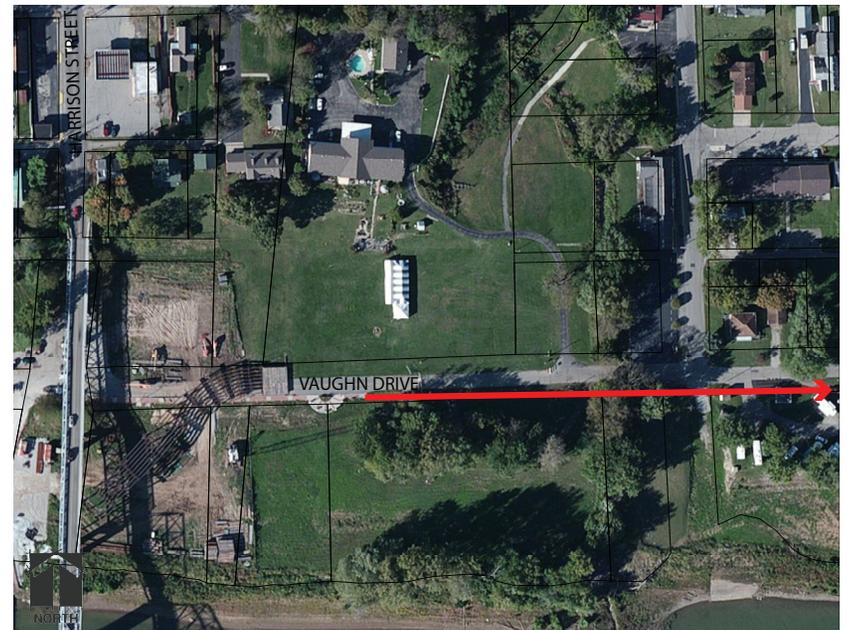
### Campgrounds

Parcel Number: 39-13-01-223-068.000-007  
 39-13-01-223-069.000-007  
 Owner: City of Madison  
 Site Control: Yes  
 Willing Owner/Seller: Yes  
 Activity/Proposed Activity: Recreation  
 Preservation Requirements: No

## D1 Riverfront Improvements

### Riverfront Sidewalk Extension

Parcel Number: Vaughn Drive Right of Way  
 Owner: City of Madison  
 Site Control: Yes  
 Willing Owner/Seller: Yes  
 Activity/Proposed Activity: Sidewalk Extension/ ADA Accessibility  
 Preservation Requirements: No



# MADISON D - Destination Development

## D2 Playground for All Children

### Playground for All Children

Parcel Number: 39-08-27-000-013.001-007  
 Owner: City of Madison  
 Site Control: Yes  
 Willing Owner/Seller: Yes  
 Activity/Proposed Activity: Recreation/ ADA Accessibility  
 Preservation Requirements: No



# MADISON D - Destination Development

## D3 Heritage Park

### Heritage Park

Parcel Numbers:

39-13-03-000-009.000-007  
 39-13-03-113-021.000-007  
 39-13-03-113-022.000-007  
 39-13-03-123-001.000-007  
 39-13-03-123-001.000-007  
 39-13-03-124-013.000-007  
 39-13-03-124-014.000-007  
 39-13-03-124-014.001-007  
 39-13-03-124-015.000-007  
 39-13-03-124-017.000-007  
 39-13-03-124-019.000-007  
 39-13-03-124-023.000-007

Owner:

Heritage Trail Conservancy Inc.

Site Control:

Yes

Willing Owner/Seller:

Yes

Activity/Proposed Activity:

Recreation

Preservation Requirements:

No

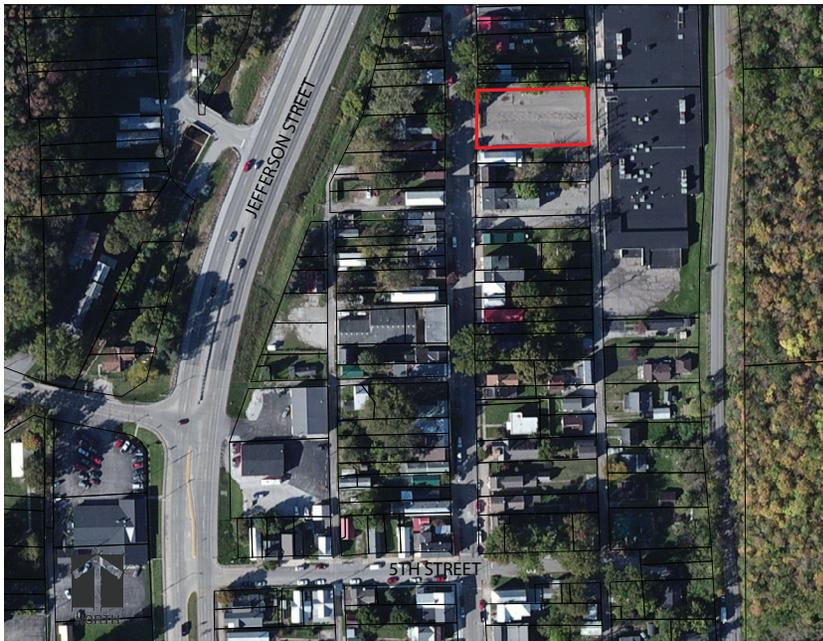


# MADISON D - Destination Development

## D4 Georgetown Memorial Park

### Georgetown Memorial Park

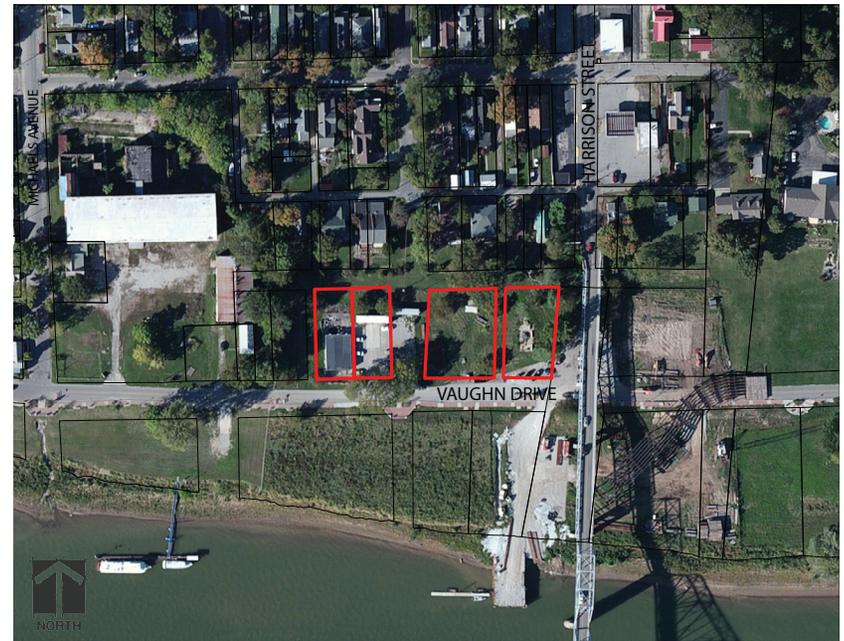
Parcel Number: 39-08-35-443-035.000-007  
 Owner: J&R Real Estate Holdings LLC  
 Site Control: Yes  
 Willing Owner/Seller: Yes  
 Activity/Proposed Activity: Recreation  
 Preservation Requirements: No



## D5 Jaycee Park Improvement

### Jaycee Park

Parcel Number: 39-13-02-143-011.000-007  
 39-13-02-143-012.000-007  
 39-13-02-144-023.000-007  
 39-13-02-144-022.000-007  
 Owner: City of Madison  
 Site Control: Yes  
 Willing Owner/Seller: Yes  
 Activity/Proposed Activity: Recreation/ ADA Accessibility  
 Preservation Requirements: No

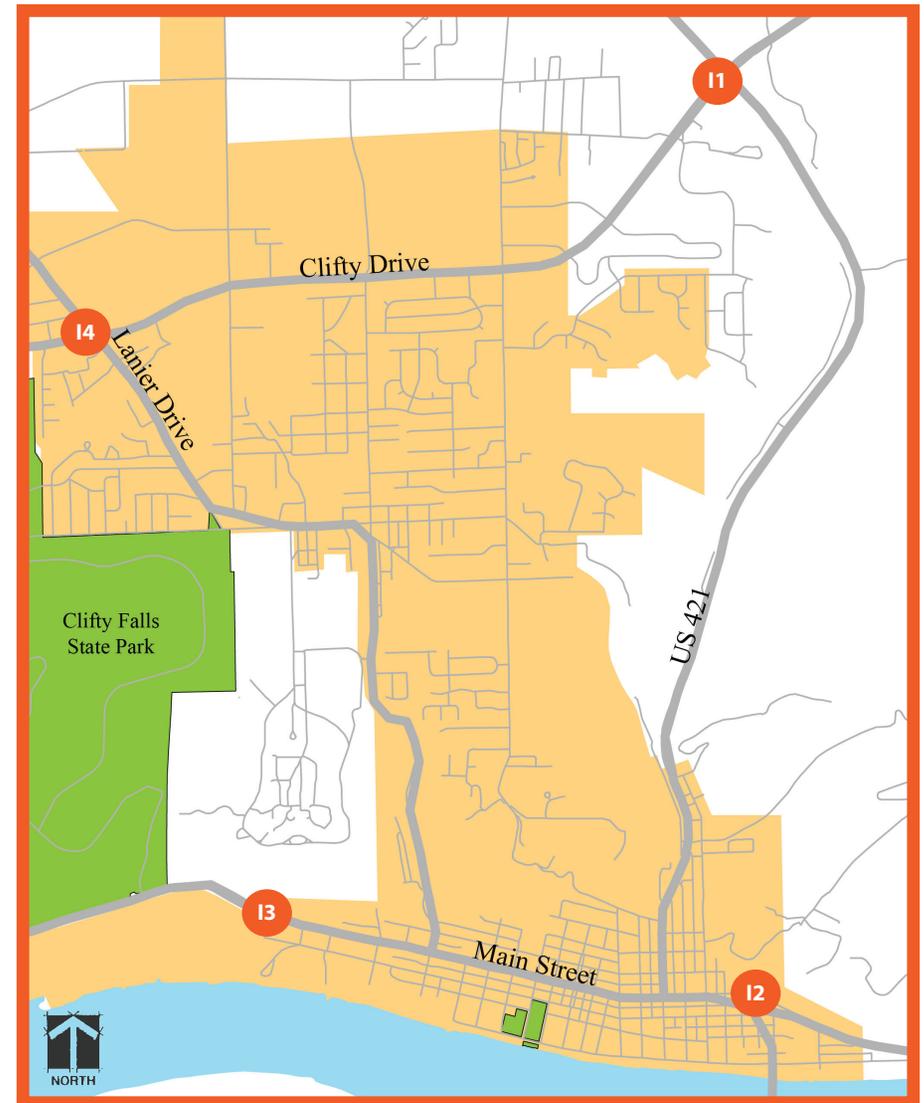


# MADISON I - Inviting Gateways

## Project Description

- Implements two primary gateways, one district gateway and improves the “bridge approach area”
- The primary gateways are located at the intersection of SR 62 and US 421 and on SR 56 into downtown
- The district gateway for Historic Downtown that is located at the intersection of SR 56 and Harrison Street
- Part of the gateway will include the implementation of public art along state routes into Madison
- This project is also paired with the current INDOT project (2019-2020)
- All gateways are located in current right-of-way

- I1** US 421 North
- I2** US 421 South
- I3** SR 56 West
- I4** SR 7 North



# MADISON

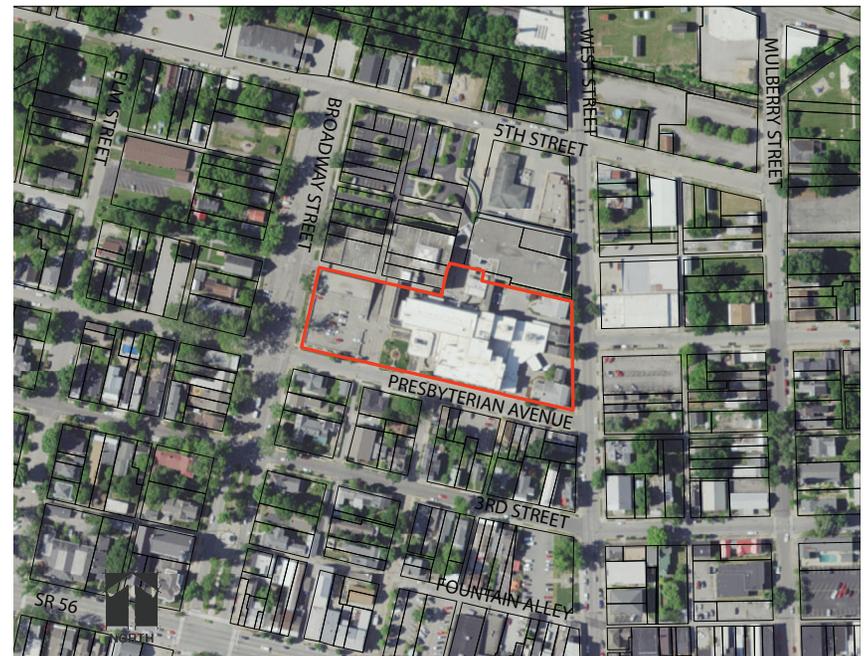
## S - Student-Community Initiatives

### Project Description

- Focuses educational initiatives in Downtown Madison and enhances underutilized buildings
- Renovates five vacant historic buildings next to River Terrace Health Campus on West Street for:
  - A student business, entrepreneurship center, and mentoring program;
  - The launch of “Technology Transfer Program” with Hanover College; and
  - A nursing education and training facility located on West Street.

### S Student-Community Initiatives

Parcel Number:	39-13-02-212-005.000-007
Owner:	Trilogy FSC Investors LLC
Site Control:	Yes
Willing Owner/Seller:	Yes
Activity/Proposed Activity:	Training, Education & Co-Working/ Entrepreneurial Space
Preservation Requirements:	Yes



# MADISON

## O - Overhauled Corridors

### Project Description

- Enhances and improves major corridors in Madison (Lanier Drive & Clifty Drive) through:
  - Re-envisioning the former Madison Plaza, a vacant property in a prime location
  - Implementing sidewalks and improvements along major corridor routes
  - Increasing beautification efforts along major corridor routes
  - Clifty Drive and Lanier Drive are both in State right-of-way

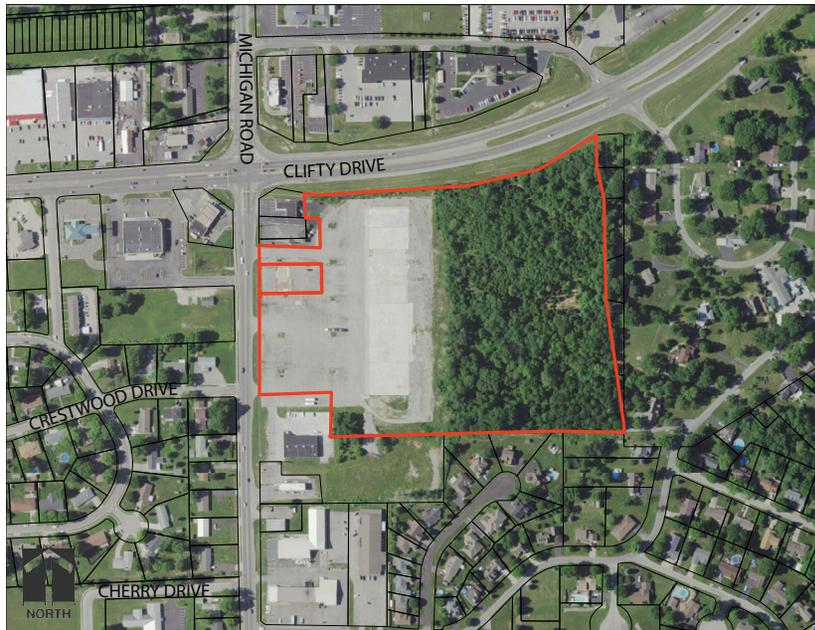
- 01 Clifty Drive**
- 02 Lanier Drive**
- 03 Madison Plaza**



# MADISON O - Overhauled Corridors

## 03 Madison Plaza

Parcel Number:	39-08-23-300-024.000-007 39-08-23-300-025.000-007 39-08-23-300-021.000-007
Owner:	Madison Plaza Group LLC
Site Control:	Yes
Willing Owner/Seller:	Yes
Activity/Proposed Activity:	Mixed-Use
Preservation Requirements:	No



# MADISON

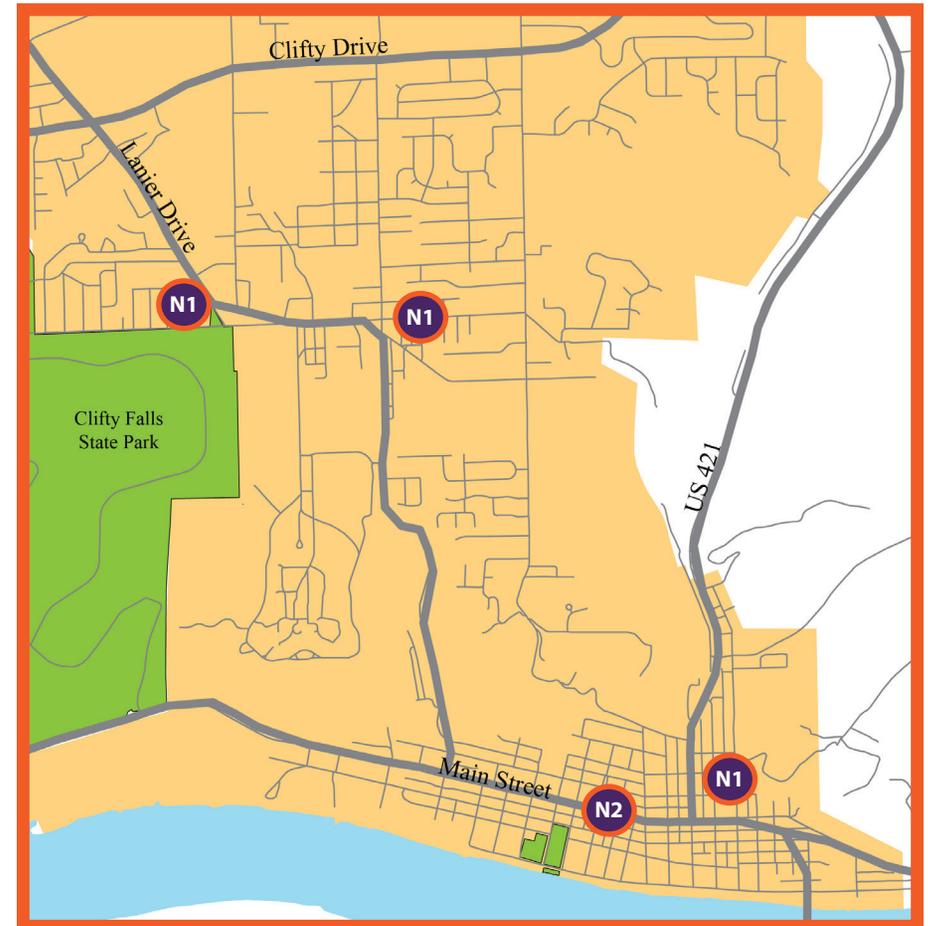
## N - Neighborhood Revitalization

### Project Description

- Revitalizes the neighborhoods of downtown, Lanier Drive, Green Road, downtown and the Central Business District through:
  - Owner-occupied rehabilitation of homes;
  - Renovation of facades and 2nd/3rd floors of buildings in downtown;
  - Improves and implements sidewalk connections;
  - Continues to implement Habitat for Humanity housing projects.

**N1** Owner-Occupied Rehabilitation

**N2** Central Business District Revitalization





## Section 7

# Project Renderings

# MADISON Multi-Modal Pathways: Madison Connector

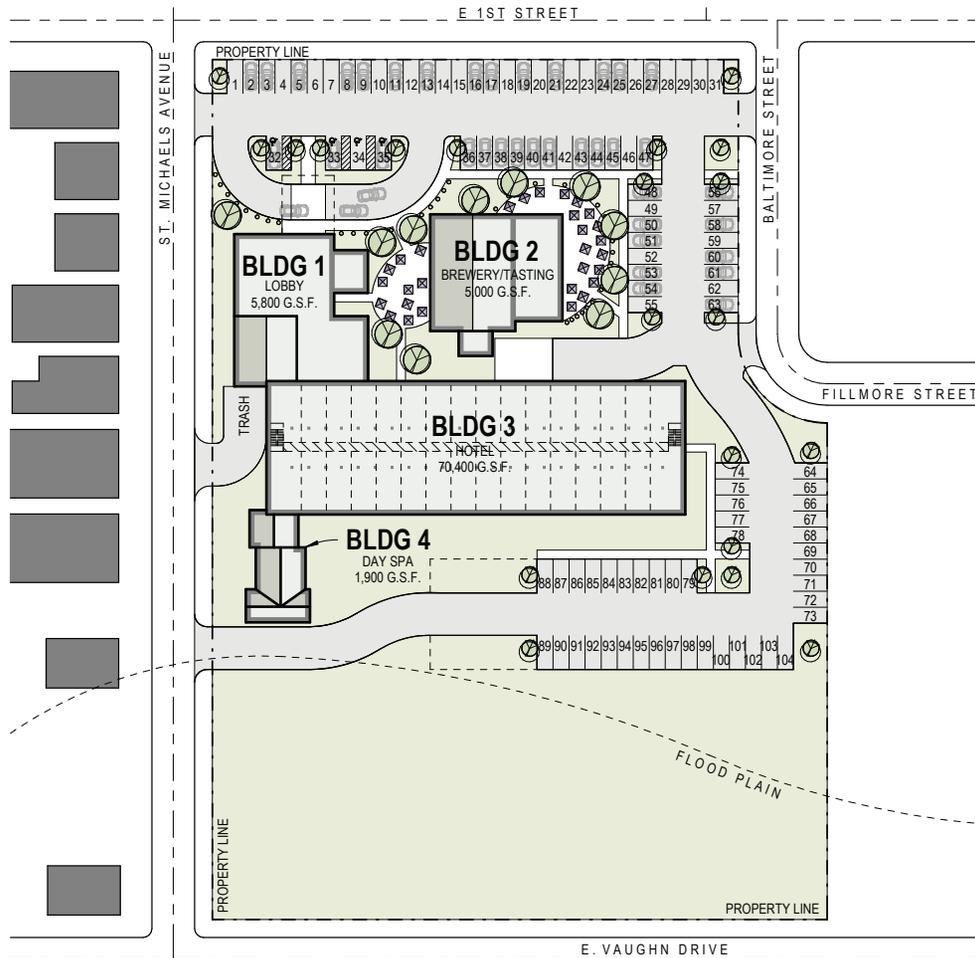
- M1** Segment 1 - Hatcher Hill to Michigan Road
- M2** Segment 2 - Saddle Tree Trail
- M3** Segment 3 - Johnson Lake/State Hospital



The photos on the left illustrate the conceptual design and location of the Madison Connector, a 7-mile pedestrian and bicycle loop connecting the “two communities.”

# MADISON A - Adaptive Re-use

## A1 Cotton Mill



### SITE SUMMARY

PROPERTY: 157,000 G.S.F.  
HOTEL ROOMS: 124  
TOTAL ROOMS: 124  
PARKING: 104 +/-

The Site Plan on the left shows the layout of how the Cotton Mill Redevelopment Project will be developed. The project will include a lobby and hotel, brewery and tasting facility, day spa and ample parking.

### BOUTIQUE HOTEL

PROPOSED PRELIMINARY SITE PLAN  
1" = 60'-0"  
MADISON, INDIANA

SITE PLAN  
AUGUST 11, 2017



# MADISON A - Adaptive Re-use

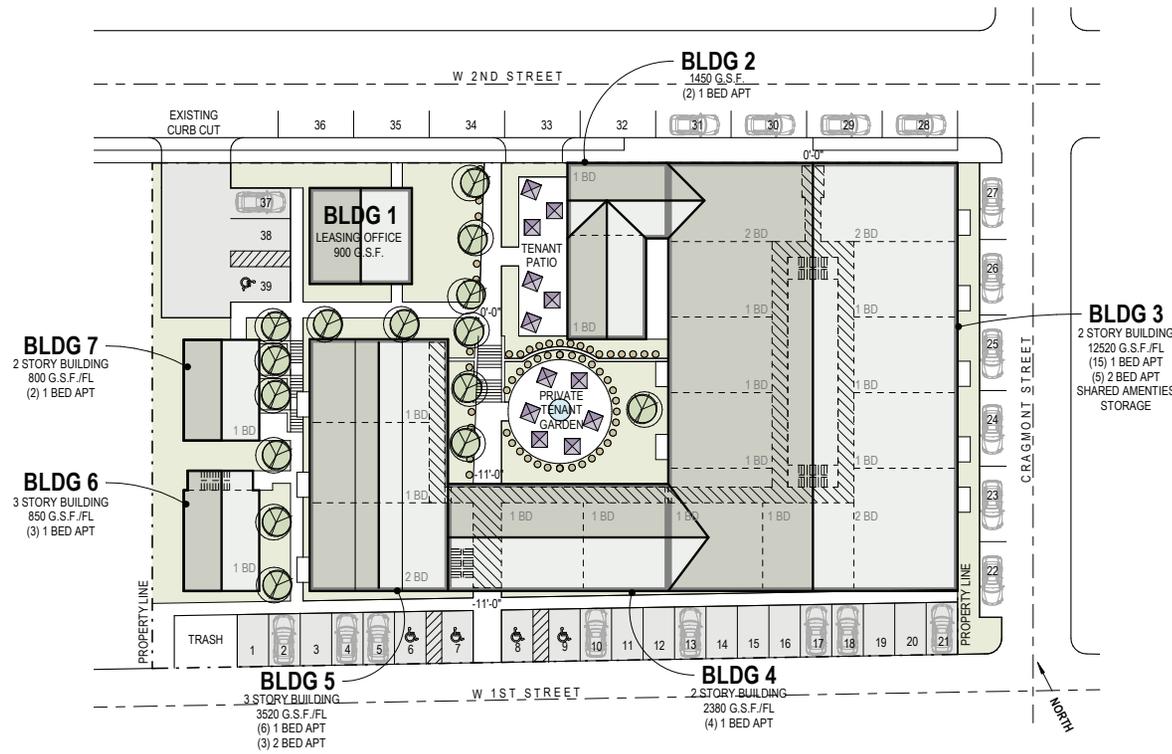
## A2 Ohio Theatre Rehabilitation



The above images show a historic images of Ohio Theatre, the existing condition of the building, and a rendering depicting proposed façade improvements. The proposed façade improvements would restore the Art Deco era finish and details to better represent the historic character of the building.

# MADISON A - Adaptive Re-use

## A3 Tack Factory Rehabilitation



### SITE SUMMARY

PROPERTY: 40,580 G.S.F.  
 1 BED APT: 32  
 2 BED APT: 8  
**TOTAL UNITS: 40**  
 PARKING: 39

The Site Plan on the left shows the layout of how the Tower Tack Factory Project will be developed for housing. The project will include 40 apartments (32 one-bedroom & 8 two-bedroom) and 39 parking spaces. The development will also include a tenant garden, patio and amenity storage.

### TACK TOWER HOUSING

PROPOSED PRELIMINARY SITE PLAN  
 1" = 30'-0"  
 MADISON, INDIANA

SITE PLAN  
 AUGUST 4, 2017

# MADISON A - Adaptive Re-use

**A4** Scott Block



**SITE SUMMARY**

PROPERTY: 22,260 G.S.F.  
 BUILDING: 12,600 G.S.F.  
 GALLERY: 7,060 G.S.F.  
 STUDIO: 3,910 G.S.F.  
 1 BED APT: 14  
 2 BED APT: 4  
**TOTAL UNITS: 18**  
 PARKING: 20

The Site Plan on the left shows the layout of how Scott Block will be developed. The project will provide studio and gallery space with parking oriented in the back.

**ARTIST'S LIVE/WORK STUDIOS**  
 PROPOSED PRELIMINARY SITE PLAN  
 1" = 30'-0"  
 MADISON, INDIANA



# MADISON

## D - Destination Development

### D1 Riverfront Improvements



The above diagram shows several improvements along the waterfront. The improvements would include: completing the sidewalk connection from the river walk to the campground, improved boat ramp, new restroom and improved campground.

# MADISON

## D - Destination Development

### D2 Playground for All Children



The existing playground, walkways and parking at The Playground for All Children does not comply with current ADA regulations. This concept shows improved ADA circulation, parking, an accessible playground and accessible sprayground. All features will meet current ADA accessibility standards and provide a dynamic play environment that is inclusive of those who have different accessibility needs.

# MADISON D - Destination Development

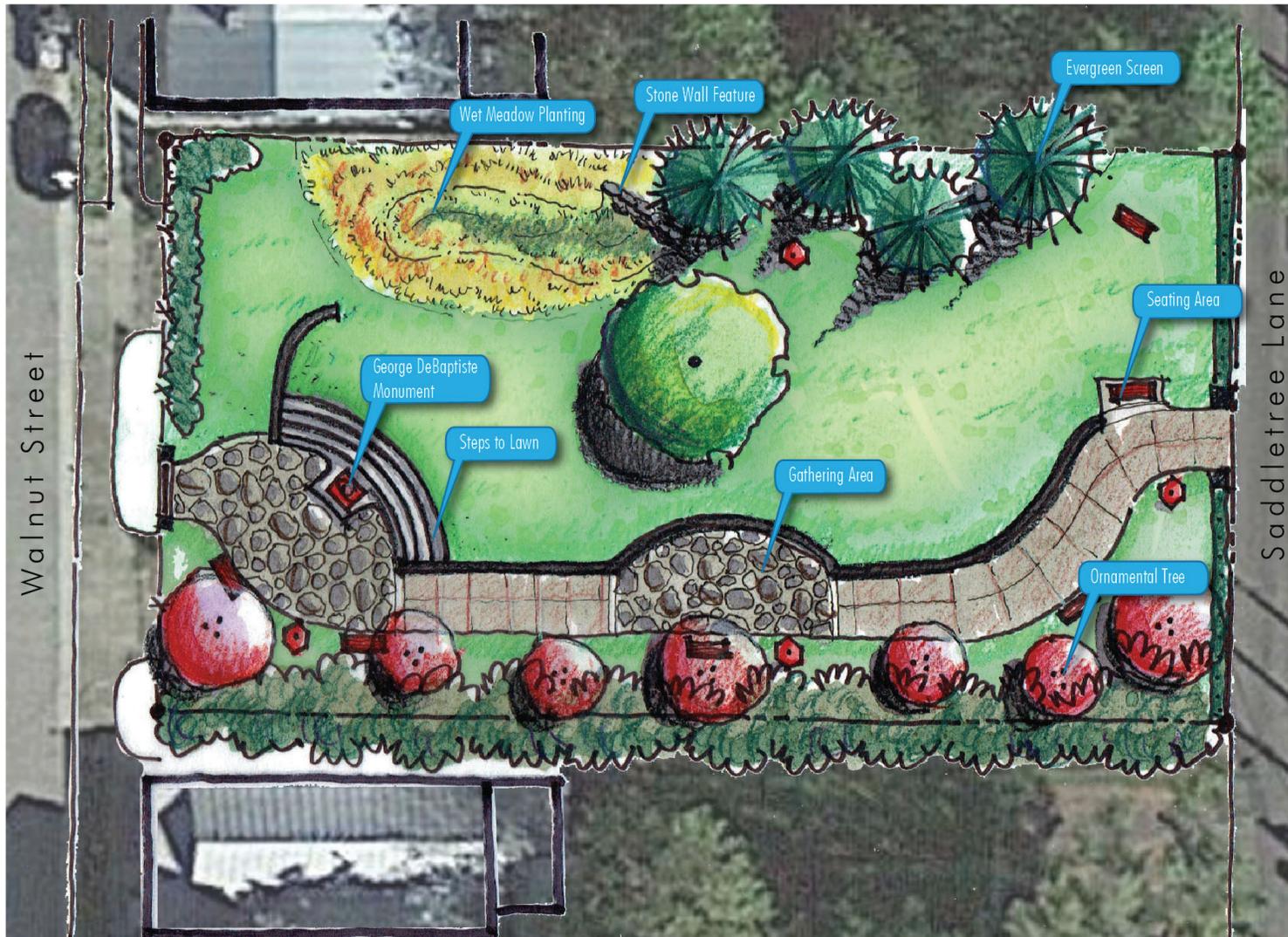
## D3 Heritage Park



The image on the left shows a vacant field being transformed into a neighborhood park. Heritage Park will provide a walking path, improved parking, a shelter, restroom, benches, and an overlook of the Ohio River.

# MADISON D - Destination Development

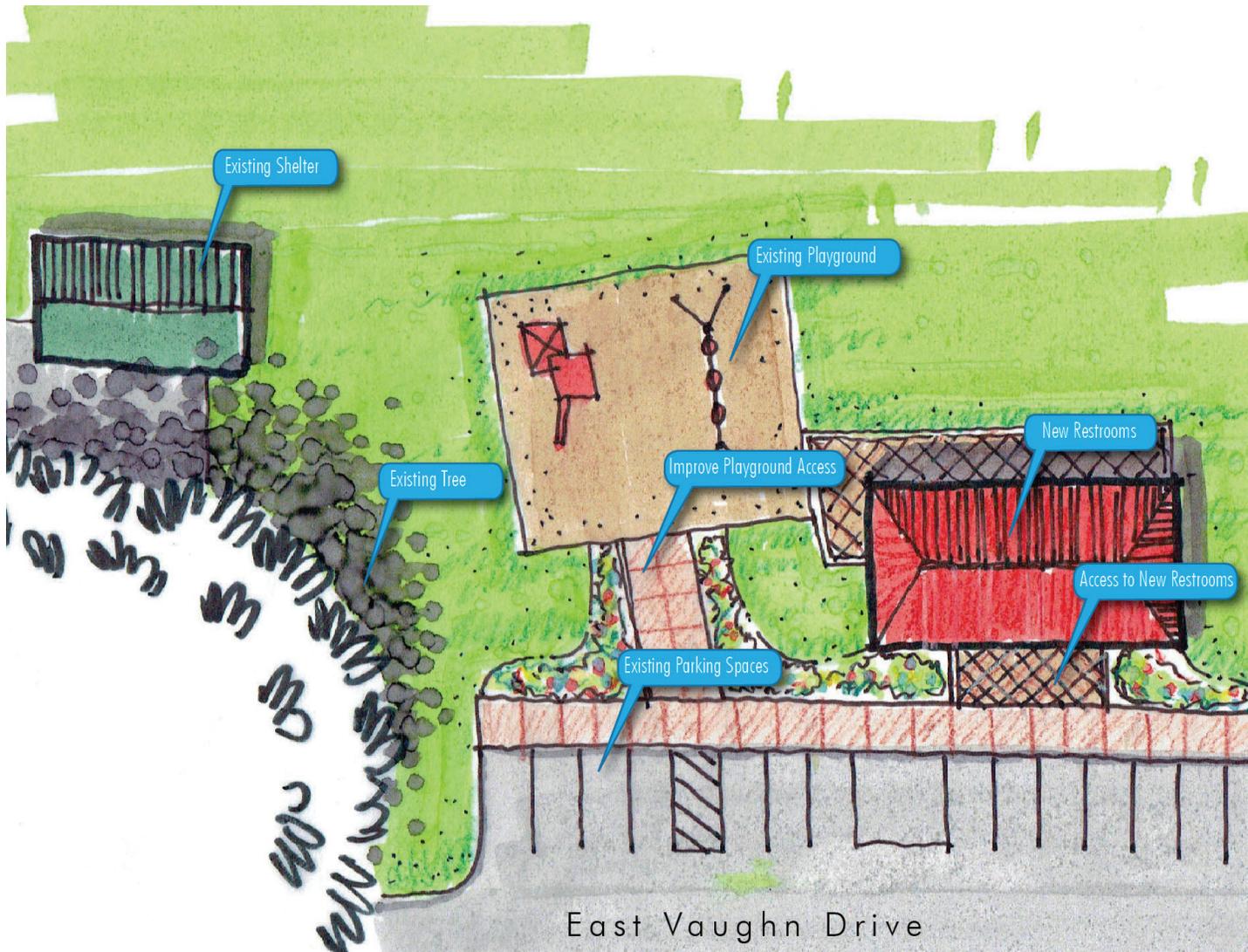
## D4 Georgetown Memorial Park



The image on the left shows how a vacant lot could be transformed into a vibrant neighborhood park. The park would serve the neighborhood by providing a green gathering space that could include such features as: benches, lawn area, landscaping, art, walkways, and even a monument commemorating George DeBaptiste.

# MADISON D - Destination Development

## D5 Jaycee Park Improvement



Jaycee Park, shown on the left, is an existing park that is in need of facility improvements to better accommodate use demands. The proposed improvements would include adding ADA accessible walkways, a new restroom and landscaping around the entrance into the park.

# M A D I S O N

## I - Inviting Gateways

- I1** US 421 North
- I2** US 421 South
- I3** SR 56 West
- I4** SR 7 North



The image above is an example of a gateway treatment that creates a welcoming experience for those entering Madison. Limestone, brick, and black iron railing are all materials that can be used in the gateway and tie back to historic Main Street. This treatment could be scaled down to accommodate smaller gateways as necessary.

# M A D I S O N

## S - Student-Community Initiatives

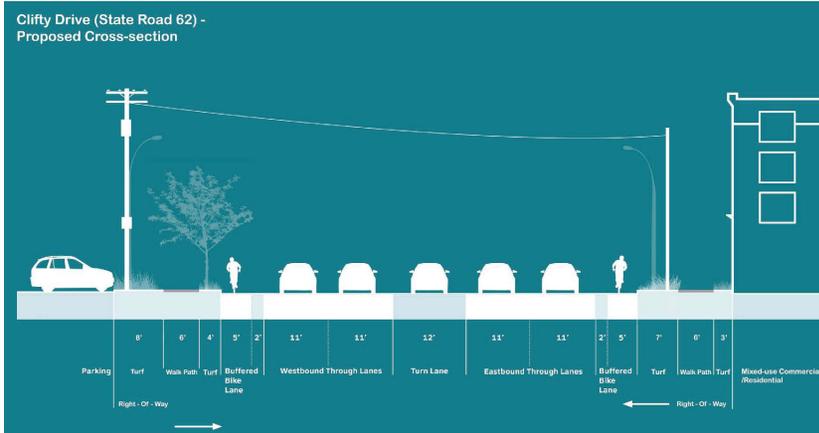
### S Student-Community Initiatives



The images above are currently vacant and were formerly part of King's Daughters' Health. This initiative will be adaptively reused to provide training opportunities through the "Technology Transfer Program" with Hanover College and a nursing education & training facility. It will also include a student business center, entrepreneurial center, and mentorship program.

# MADISON O - Overhauled Corridors

## 01 Clifty Drive



The image above shows an cross section of improvements for Clifty Drive, a major corridor in Madison. This corridor will be improved to provide pedestrian and bicycle connections, and improve the aesthetic appearance of the corridor. These improvements will also spur additional development and improvement along the corridors.

## 02 Lanier Drive



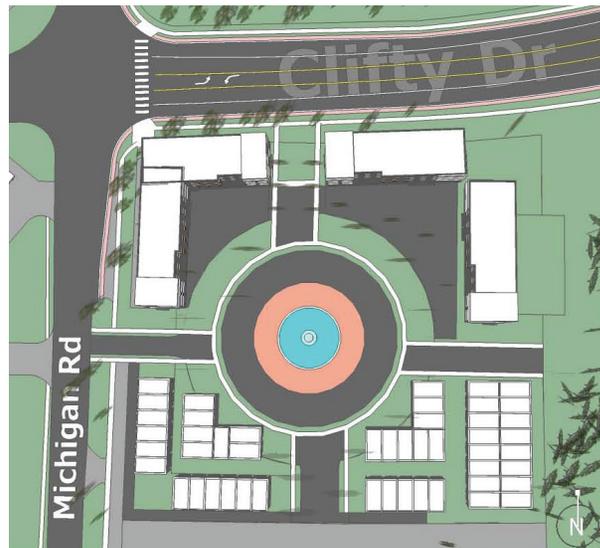
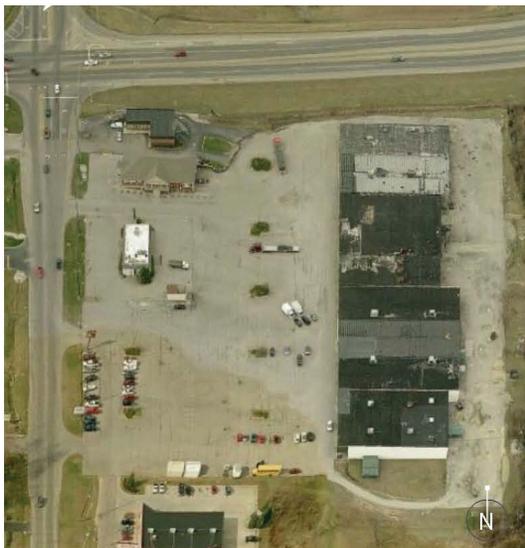
The image above shows a cross section of improvements for Lanier Drive, a major corridor in Madison. This corridor will be improved to provide pedestrian connections and improve the aesthetic appearance of the corridor. These improvements will also spur additional development and improvement along the corridors.

# MADISON O - Overhauled Corridors

## 03 Madison Plaza



The images on the left show an existing photo of the demolished Madison Plaza and conceptual perspective and site plan renderings. The development will utilize 22 acres for a be mixed-use shopping center.



# MADISON N - Neighborhood Revitalization

## N1 Owner-Occupied Rehabilitation



The above photos include a before and after version of an existing house within the target area, and an example of how homes will be improved through the Neighborhood Revitalization: Owner-Occupied Rehabilitation Project.



## Section 8

# Detailed Budget

# MADISON

## Multi-Modal Pathways: Madison Connector

**M1** Segment 1 - Hatcher Hill to Michigan Road

**M2** Segment 2 - Saddle Tree Trail

**M3** Segment 3 - Johnson Lake/State Hospital

Potential Sources					
City of Madison					\$758,443
Community Foundation of Madison & Jefferson County					\$250,000
Private					\$243,750
INDOT					\$1,458,643
<b>Total</b>					<b>\$2,710,836</b>

Uses					
#	Description	Units	Quantity	Unit Cost	Total
1	Mobilization and Demobilization	LS	1	\$65,000.00	\$65,000
2	Borrow	CYS	800	\$38.00	\$30,400
3	Casting	EA	10	\$330.00	\$3,300
4	Clearing Right-of-Way/Site Clearing	LS	1	\$25,000.00	\$25,000
5	Common Excavation	CYS	4200	\$38.00	\$159,600
6	Compacted Aggregate for Base No. 53	TON	150	\$92.00	\$13,800
7	Concrete, Curb, Remove	LFT	400	\$10.00	\$4,000
8	Construction Engineering	LS	1	\$45,000.00	\$45,000
9	Curb, Concrete A	LFT	230	\$37.00	\$8,510
10	Curb Ramp Concrete, A	SYS	64	\$150.00	\$9,600
11	Curb Ramp Concrete, A, A2, Modified	SYS	72	\$150.00	\$10,800
12	Curb, Concrete B	LFT	40	\$200.00	\$8,000
13	Demolition / Removal	SYS	2200	\$31.00	\$68,200
14	Lights Standard and Foundation Removal	EA	14	\$1,400.00	\$19,600
15	Line Stop	EA	8	\$5,700.00	\$45,600
16	Mulch Hardwood Shredded Bark	CYS	12	\$120.00	\$1,440
17	Pavement Removal	SYS	1200	\$31.00	\$37,200
18	PCCP for Approaches 9 IN.	SYS	243	\$69.00	\$16,767
19	Pipe Type 2 Circular 12"	LFT	275	\$95.00	\$26,125
20	Pipe Type 2 Circular 8"	LFT	170	\$96.00	\$16,320
21	Plant Deciduous tree	EA	20	\$360.00	\$7,200
22	Plant Ground Cover 4" pot	EA	800	\$5.40	\$4,320
23	Plant Perennial, 1 Gallon	EA	416	\$13.00	\$5,408
24	Plant Root Tuber, Corm, Bulb	EA	320	\$2.70	\$864
25	Service Line 1", Water	LFT	440	\$56.00	\$24,640
26	Sidewalk Concrete,	SYS	1200	\$75.00	\$90,000
27	Signal Mast Arm & Pole Removal	EA	2	\$1,200.00	\$2,400
28	Structural Backfill Type 1	CYS	226	\$18.00	\$4,068
29	Structural Soil Mixes	CYS	130	\$150.00	\$19,500
30	Subgrade Treatment Type 1C	SYS	450	\$32.00	\$14,400
31	Subgrade Treatment Type IIIA	SYS	244	\$47.00	\$11,468
32	Temporary Construction Entrance/Exit	LS	8	\$4,000.00	\$32,000
33	Temporary Erosion & Sediment Control	LS	1	\$12,500.00	\$12,500
34	Topsoil	CYS	105	\$89.00	\$9,345

Uses - continued					
#	Description	Units	Quantity	Unit Cost	Total
38	Barricade III-B	LFT	32	\$32.00	\$1,024
39	Construction Sign A	EA	4	\$145.00	\$580
40	Controller & Cabinet	EA	2	\$12,000.00	\$24,000
41	Fertilizer	TON	1	\$1,040.00	\$1,040
42	Handhole, Signal	EA	10	\$1,000.00	\$10,000
43	HMA Inter. Type A	TON	1460	\$260.00	\$379,600
44	HMA Patching Type A	TON	452	\$120.00	\$54,240
45	HMA Surface Type A	TON	1050	\$380.00	\$399,000
46	Inlet Cap	EA	12	\$690.00	\$8,280
47	Inlet J10	EA	24	\$2,000.00	\$48,000
48	Inlet, M10	EA	2	\$2,300.00	\$4,600
49	Line, Thermoplastic, Solid, Red, 4"	LFT	500	\$5.00	\$2,500
50	Maintaining Traffic	LS	1	\$15,000.00	\$15,000
51	Mulch	TON	2	\$630.00	\$1,260
52	Mulch Hardwood Shredded Bark	CYS	90	\$95.00	\$8,550
53	Pedestrian Signal Head	EA	16	\$630.00	\$10,080
54	Pipe, RCP, 12 IN	LFT	240	\$75.00	\$18,000
55	Plant Deciduous Tree	EA	75	\$350.00	\$26,250
56	Road Closure Assembly	EA	2	\$220.00	\$440
57	Seeding	LBS	499	\$9.00	\$4,491
58	Sign, Sheet, with Legend 0.080"	SFT	320	\$45.00	\$14,400
59	Signal Service	EA	1	\$3,900.00	\$3,900
60	Signal Support Foundation	EA	8	\$4,780.00	\$38,240
61	Soil Preparation	CYS	180	\$55.00	\$9,900
62	Thermoplastic, Crosswalk, 8"	LFT	230	\$10.00	\$2,300
63	Traffic Signal Equipment, Remove	EA	1	\$3,100.00	\$3,100
64	Traffic Signal Head	EA	8	\$670.00	\$5,360
65	Trail Signs	EA	10	\$350.00	\$3,500
66	Transverse Marking	LFT	145	\$15.00	\$2,175
67	<b>Total</b>				<b>\$2,001,445</b>
68	Contingency				\$200,145
69					<b>\$2,201,590</b>
70	<b>Other Costs</b>				
71	Topographic Survey				\$13,889
72	Engineering				\$275,199
73	Construction Eng./Observation/Admin				\$220,159
74	<b>Total</b>				<b>\$2,710,836</b>

# MADISON A - Adaptive Re-use

## A1 Cottonmill

Potential Sources			
	<b>City of Madison</b>		\$1,500,000
	<b>Private</b>		\$15,969,463
	<b>Total</b>		<b>\$17,469,463</b>
Uses			
#	Description	Cost	
1	<b>Design/Engineering Fees</b>		
2	Architect	\$939,612	
3	Civil Engineer	\$281,884	
4	Structural Engineer	\$156,602	
5	Mechanical Engineer	\$156,602	
6	Electrical Engineer	\$156,602	
7	Surveyor	\$3,500	
8	Furnishings	\$1,000	
9	Landscape	\$93,961	
10	Expenses	\$10,000	
11			<b>\$1,799,763</b>
12	<b>Miscellaneous Expenses</b>		
13	Environmental - Phase 1	\$7,500	
14	State and local filing fees	\$2,000	
15			<b>\$9,500</b>

Uses - Continued			
#	Description	Cost	
16	GC Bid - Ruscilli Construction Build-out (Historic Buildings)	\$8,440,000	
17	Maintenance Building / Flood Control System	\$120,000	
18	Grading / Parking Lot/ Asphalt	\$110,000	
19	Entry Signage / Canopy	\$25,000	
20	GC General Construction Contingency	\$150,000	
21	Other Landscape / Site Improvements	\$45,000	
22	Deferred Developer Fee	\$2,900,000	
23	Developer Fee (Custom Labor/Special Projects to defer costs)	\$300,000	
24	<b>Owner Items</b>		
25	FF&E	\$1,200,000	
26	Interior Signage	\$50,000	
27	Attorney Fees	\$70,000	
28	Architect / Engineer / Environmental Design Costs	\$375,000	
29	Builder's Risk Insurance	\$30,000	
30	Project Contingency	\$200,000	
31	Building Permit/Tap Fees/liquor	\$5,200	
32	Debt Service (Construction Phase)	\$180,000	
33	Land	\$1,275,000	
34	Start-Up Marketing & Operating Costs	\$185,000	
35			<b>\$15,660,200</b>
36	<b>Total</b>		<b>\$17,469,463</b>

# MADISON A - Adaptive Re-use

## A2 Ohio Theatre Rehabilitation

Potential Sources			
OCRA			\$400,000
Private			\$1,602,384
<b>Total</b>			<b>\$2,002,384</b>

Uses			
#	Description	Cost	
1	<b>Design/Engineering Fees</b>		
2	Architect	\$110,240	
3	Civil Engineer	\$15,264	
4	Structural Engineer	\$16,960	
5	Mechanical Engineer	\$16,960	
6	Electrical Engineer	\$16,960	
7	Feasibility Study	\$65,000	
8	Restoration Plan	\$25,000	
9	Fundraising Plan	\$30,000	
10	Expenses	\$10,000	
11			<b>\$306,384</b>
12	<b>Construction</b>		
13	Tuck Pointing	\$35,000	
14	Gutters	\$1,000	
15	Marquee	\$50,000	
16	Exterior Repair	\$10,000	
17	Plumbing	\$40,000	
18	Projector - Main	\$100,000	
19	Stage - Main	\$100,000	

Uses - Continued			
#	Description	Cost	
20	Projector - Balcony	\$75,000	
21	Stage - Balcony	\$20,000	
22	Lights - Balcony	\$5,000	
23	Sound System - Balcony	\$10,000	
24	Theatre Seating	\$210,000	
25	Electrical	\$75,000	
26	Lights - Main	\$25,000	
27	Sound System - Main	\$25,000	
28	HV/AC	\$50,000	
29	Sprinkler System	\$60,000	
30	Elevator	\$100,000	
31	Finish Work	\$200,000	
32	Concessions Stand	\$20,000	
33	Sidewalk	\$5,000	
34	Environmental Abatement	\$75,000	
35	ADA Compliance	\$400,000	
36	Toilet accessories	\$3,000	
37	Toilet partitions	\$2,000	
38			<b>\$1,696,000</b>
39	<b>Total</b>		<b>\$2,002,384</b>

# MADISON A - Adaptive Re-use

## A3 Tack Factory Rehabilitation

Potential Sources			
	<i>City of Madison</i>		\$1,500,000
	<i>IHCDA</i>		\$1,000,000
	<i>Developer</i>		\$5,216,581
	<b>Total</b>		<b>\$7,716,581</b>
Uses			
#	Description	Cost	
1	<b>Design/Engineering Fees</b>		
2	Architect	\$693,055	
3	Civil Engineer	\$375,405	
4	Structural Engineer	\$288,773	
5	Mechanical Engineer	\$346,527	
6	Electrical Engineer	\$144,386	
7	Surveyor	\$9,722	
8	Furnishings	\$1,000	
9	Landscape	\$57,755	
10	Expenses	\$15,000	
11			<b>\$1,931,623</b>
12	<b>Miscellaneous Expenses</b>		
13	Environmental - Phase 1	\$7,500	
14	State and local filing fees	\$2,000	
15			<b>\$9,500</b>
16	<b>Construction</b>		
17	General Requirements	\$88,958	
18	Landscaping/Sprinkler/Drainage	\$158,000	
19	Fences/Walks/Retaining	\$80,000	
20	Amenities/Pool/Playground	\$12,000	
21	Driveways/Parking	\$40,000	

Uses - Continued			
#	Description	Cost	
22	Roofs/Dormers/Chimneys	\$110,000	
23	Flashing/Eaves/Ventilators/Cap	\$18,000	
24	Gutters/Downspout/Drains	\$8,000	
25	Balconies/Fire Escapes/Porches/Steps	\$4,500	
26	Exterior/Siding/Patios	\$185,000	
27	Doors/Windows/Trim	\$325,000	
28	Lobbies/Hallways/Stairways/Carpet	\$580,000	
29	Mailboxes	\$2,500	
30	Foundations/Piers/Beams	\$22,500	
31	Basement/Storage/Laundry	\$320,000	
32	HVAC	\$460,000	
33	Plumbing/Water Heaters/Washers	\$320,000	
34	Smoke Detectors/Fire Extinguishers	\$151,000	
35	Electrical/Fans/Intercom/Systems	\$400,000	
36	Boilers/Burners/Pumps/Incinerators	\$45,000	
37	Elevators/Security	\$165,000	
38	Flooring Carpet	\$320,000	
39	Landscape	\$10,000	
40	Environmental Remediation	\$150,000	
41	Int Framing + Wall Finishes	\$1,800,000	
42			<b>\$5,775,458</b>
43	<b>Total</b>		<b>\$7,716,581</b>

# MADISON A - Adaptive Re-use

**A4** Scott Block

Potential Sources			
City of Madison			\$1,500,000
IHCDA			\$1,000,000
Private			\$3,713,583
<b>Total</b>			<b>\$6,213,583</b>
Uses			
#	Description	Cost	
1	<b>Design/Engineering Fees</b>		
2	Architect	\$517,885	
3	Civil Engineer	\$282,483	
4	Structural Engineer	\$235,402	
5	Mechanical Engineer	\$282,483	
6	Electrical Engineer	\$117,701	
7	Surveyor	\$10,000	
8	Furnishings	\$1,000	
9	Landscape	\$47,080	
10	Expenses	\$2,000	
11			<b>\$1,496,035</b>
12	<b>Miscellaneous Expenses</b>		
13	Environmental - Phase 1	\$7,500	
14	State and local filing fees	\$2,000	
15			<b>\$9,500</b>
16	<b>Construction</b>		
17	General Requirements	\$88,958	
18	Landscaping/Sprinkler/Drainage	\$142,500	
19	Fences/Walks/Retaining	\$65,200	
20	Amenities/Pool/Playground	\$32,000	

Uses - Continued			
#	Description	Cost	
21	Driveways/Parking	\$28,000	
22	Roofs/Dormers/Chimneys	\$90,000	
23	Balconies/Fire Escapes/Porches/Steps	\$3,500	
24	Exterior/Siding/Patios	\$153,890	
25	Doors/Windows/Trim	\$282,000	
26	Lobbies/Hallways/Stairways/Carpet	\$380,000	
27	Mailboxes	\$2,500	
28	Foundations/Piers/Beams	\$10,500	
29	Basement/Storage/Laundry	\$40,000	
30	HVAC	\$380,000	
31	Plumbing/Water Heaters/Washers	\$290,000	
32	Smoke Detectors/Fire Extinguishers	\$139,000	
33	Electrical/Fans/Intercom/Systems	\$365,000	
34	Boilers/Burners/Pumps/Incinerators	\$45,000	
35	Elevators/Security	\$145,000	
36	Flooring Carpet	\$280,000	
37	Landscape	\$5,000	
38	Environmental Remediation	\$90,000	
39	Int Framing + Wall Finishes	\$1,650,000	
40			<b>\$4,708,048</b>
41	<b>Total</b>		<b>\$6,213,583</b>

# MADISON D - Destination Development

- D1 Riverfront Improvements
- D2 Playground for All Children
- D3 Heritage Park
- D4 Georgetown Memorial Park
- D5 Jaycee Park Improvement

Potential Sources					
	City of Madison				\$924,500
	OCRA				\$1,350,000
	<b>Total</b>				<b>\$2,274,500</b>
Uses					
	Design/Engineering Fees - All Park Projects	Unit Cost	Quantity		
1	Topographic Survey	\$2,200	5	\$11,000	
2	Archeological	\$2,000	5	\$10,000	
3	Engineering and Site Design	\$15,000	5	\$75,000	
4					<b>\$96,000</b>
	Miscellaneous Expenses - All Park Projects		Quantity		
6	Environmental - Phase 1	\$7,500	5	\$37,500	
7	State and local filing fees	\$2,000	5	\$10,000	
8					<b>\$47,500</b>
9	<b>Total</b>				<b>\$143,500</b>
Riverfront Improvements - D1					
Item	Description	Units	Quantity	Unit Cost	Total
1	Restroom rehabilitation / Elevator / Building Accessibility	LS	1	\$250,000	\$250,000
2	Accessible walkway	LS	1	\$10,000	\$10,000
3	Accessible ramps	LS	1	\$4,000	\$4,000
4	Ramp access improvement	LS	1	\$8,000	\$8,000
5	Parking	LS	1	\$8,000	\$8,000
6	Campground Improvements	LS	1	\$850,000	\$738,000
7					
8	<b>Total</b>				<b>\$1,018,000</b>
Playground for all Children - D2					
Item	Description	Units	Quantity	Unit Cost	Total
1	Play Structure Replacement with ADA Play Structure and Splash Pad	LS	1	\$631,000	\$631,000
2	Site work	LS	1	\$15,000	\$15,000
3	Accessible Parking and walkways	LS	1	\$15,000	\$15,000
4					
5					
6	<b>Total</b>				<b>\$661,000</b>

Uses - Continued					
Heritage Park - D3					
Item	Description	Units	Quantity	Unit Cost	Total
1	Accessible Shelter and Restroom	LS	1	\$30,000	\$30,000
2	Parking		1	\$15,000	\$15,000
3	Accessible River Lookout		1	\$65,000	\$65,000
4	Accessible walkway		1	\$10,000	\$10,000
5	Site Work		1	\$30,000	\$30,000
6	Concrete		1	\$20,000	\$20,000
7	<b>Total</b>				<b>\$170,000</b>
Georgetown Memorial - D4					
Item	Description	Units	Quantity	Unit Cost	Total
1	Accessible Walk	LS	1	\$32,000	\$32,000
2	Accessible Seating	LS	1	\$6,000	\$6,000
3	Landscaping	LS	1	\$35,000	\$35,000
4	Monument	LS	1	\$60,000	\$60,000
5	Concrete	LS	1	\$16,000	\$16,000
6	Site Work	LS	1	\$90,000	\$90,000
7	<b>Total</b>				<b>\$239,000</b>
Jaycee Park - D5					
Item	Description	Units	Quantity	Unit Cost	Total
1	ADA Playground Access	LS	1	\$8,000	\$8,000
2	Restrooms / Shelter	LS	1	\$25,000	\$25,000
3	Sitework	LS	1	\$10,000	\$10,000
4					
5					
6	<b>Total</b>				<b>\$43,000</b>
<b>Total</b>					<b>\$2,274,500</b>

# MADISON I - Inviting Gateways

- I1 US 421 North
- I2 US 421 South
- I3 SR 56 West
- I4 SR 7 North

Potential Sources					
<i>City of Madison</i>					\$522,942
<b>Total</b>					<b>\$522,942</b>
Uses					
#	Description	Units	Quantity	Unit Cost	Total
1	Mobilization and Demobilization	LS	1	\$12,000	\$12,000
2	Construction Engineering	LS	1	\$8,000	\$8,000
3	Clearing Right-of-Way/Site Clearing	LS	1	\$10,000	\$10,000
4	Common Excavation	CYS	10	\$45	\$450
5	Demolition / Removal	SYS	40	\$31	\$1,240
6	Gateway Element	EA	4	\$80,000	\$320,000
7	Seeding	LBS	10	\$9	\$90
8	Fertilizer	TON	4	\$1,040	\$4,160
9	Mulch	TON	4	\$630	\$2,520
10	Topsoil	CYS	20	\$69	\$1,380
11	Sodded Nursery	SYS	200	\$5	\$1,000
12	Soil Preparation	CYS	32	\$55	\$1,760
13	Mulch Hardwood Shredded Bark	CYS	16	\$95	\$1,520
14	Plant Deciduous Tree Single Stem 1.25-2 IN.	EA	16	\$350	\$5,600
15	Plant Deciduous Shrub 18 to 24 IN.	EA	200	\$60	\$12,000
16	Lighting	EA	20	\$1,775	\$35,500
17	<b>Total</b>				<b>\$417,220</b>
18	Contingency				\$41,722
19	<b>Total</b>				<b>\$458,942</b>
20	<b>Other Costs</b>				
21	Topographic Survey				\$4,000
22	Environmental				
23	Archeological				
24	Site Design				\$60,000
25	Construction Eng./Observation/Admin				
26	<b>Total</b>				<b>\$522,942</b>

# MADISON

## S - Student-Community Initiatives

### S Student-Community Initiatives

Potential Sources			
	<i>City of Madison</i>		\$250,000
	<i>Community Foundation of Madison &amp; Jefferson County</i>		\$268,089
	<b>Total</b>		<b>\$518,089</b>
Uses			
#	Description	Cost	
1	<b>Design/Engineering Fees</b>		
2	Architect	\$17,260	
3	Civil Engineer	\$21,576	
4	Structural Engineer	\$21,576	
5	Mechanical Engineer	\$8,630	
6	Electrical Engineer	\$8,630	
7	Surveyor	\$1,726	
8	Expenses	\$7,180	
9			<b>\$86,578</b>
10	<b>Construction</b>		
11	General Requirements	\$18,000	
12	Termite Control	\$3,835	
13	Walks and Curbs	\$41,318	
14	Site Utilities	\$44,500	
15	Concrete	\$21,000	
16	Masonry	\$35,000	
17	Structural & Misc. Steel	\$37,000	
18	Rough Carpentry	\$2,500	
19	Insulation	\$3,060	
20	Joint Sealers	\$2,215	
21	Steel Doors	\$4,110	

Uses - Continued			
#	Description	Cost	
22	Windows	\$15,000	
23	Finish Hardware	\$8,325	
24	Glass and Glazing	\$750	
25	Gypsum	\$2,840	
26	Acoustical	\$2,944	
27	Resilient floor	\$4,915	
28	Painting	\$6,079	
29	Signs	\$1,250	
30	Fire ext.	\$2,900	
31	Entry mats	\$1,000	
32	Fire Suppression	\$39,000	
33	HVAC	\$55,950	
34	Electrical	\$33,000	
35	Phone system/paging	\$2,500	
36	Sound system	\$3,000	
37	All furniture	\$25,000	
38	Kitchen appliances	\$7,520	
39	Graphics	\$2,000	
40	Landscaping	\$5,000	
41			<b>\$431,511</b>
42	<b>Total</b>		<b>\$518,089</b>

# MADISON O - Overhauled Corridors

01 Clifty Drive

02 Lanier Drive

Potential Sources					
City of Madison					\$1,001,868
INDOT					\$541,357
<b>Total</b>					<b>\$1,543,225</b>
Uses					
#	Description	Units	Quantity	Unit Cost	Total
1	Mobilization and Demobilization	LS	1	\$45,000.00	\$45,000
2	Barricade III-B	LFT	32	\$32.00	\$1,024
3	Borrow	CYS	400	\$38.00	\$15,200
4	Casting, Adjust to Grade, Existing Manholes	EA	10	\$300.00	\$3,000
5	Clearing Right-of-Way/Site Clearing	LS	1	\$9,500.00	\$9,500
6	Common Excavation	CYS	2500	\$38.00	\$95,000
7	Compacted Aggregate for Base No. 53	TON	150	\$90.00	\$13,500
8	Concrete, Curb, Remove	LFT	300	\$10.00	\$3,000
9	Construction Engineering	LS	1	\$35,000.00	\$35,000
10	Construction Sign A	EA	4	\$145.00	\$580
11	Controller & Cabinet	EA	2	\$10,000.00	\$20,000
12	Curb, Concrete A	LFT	230	\$37.00	\$8,510
13	Curb Ramp Concrete, A	SYS	64	\$125.00	\$8,000
14	Curb Ramp Concrete, A, A2, Modified	SYS	72	\$125.00	\$9,000
15	Curb, Concrete B	LFT	40	\$200.00	\$8,000
16	Demolition / Removal	SYS	1500	\$31.00	\$46,500
17	Fertilizer	TON	1	\$1,040.00	\$1,040
18	Handhole, Signal	EA	10	\$950.00	\$9,500
19	HMA Inter. Type A	TON	400	\$260.00	\$104,000
20	HMA Patching Type A	TON	150	\$120.00	\$18,000
21	HMA Surface Type A	TON	300	\$380.00	\$114,000
22	Inlet Cap	EA	12	\$690.00	\$8,280
23	Inlet J10	EA	12	\$2,000.00	\$24,000
24	Inlet, M10	EA	2	\$2,300.00	\$4,600
25	Lights Standard and Foundation Removal	EA	14	\$1,400.00	\$19,600
26	Line Stop	EA	8	\$5,700.00	\$45,600
27	Line, Thermoplastic, Solid, Red, 4"	LFT	500	\$5.00	\$2,500
28	Maintaining Traffic	LS	1	\$11,965.00	\$11,965
29	Mulch	TON	2	\$630.00	\$1,260
30	Mulch Hardwood Shredded Bark	CYS	12	\$120.00	\$1,440
31	Mulch Hardwood Shredded Bark	CYS	90	\$95.00	\$8,550
32	Pavement Removal	SYS	800	\$31.00	\$24,800
33	PCCP for Approaches 9 IN.	SYS	243	\$69.00	\$16,767
34	Pedestrian Signal Head w/International Symbol 18" w/ Timer	EA	16	\$630.00	\$10,080
35	Pipe Type 2 Circular 12"	LFT	260	\$95.00	\$24,700
36	Pipe Type 2 Circular 8"	LFT	170	\$96.00	\$16,320
37	Pipe, RCP, 12 IN	LFT	240	\$75.00	\$18,000

Uses					
#	Description	Units	Quantity	Unit Cost	Total
38	Plant Deciduous tree single stem - 2.5 - 3.5 IN	EA	26	\$360.00	\$9,360
39	Plant Deciduous Tree Single Stem 1.25-2 IN.	EA	75	\$350.00	\$26,250
40	Plant Ground Cover 4" pot	EA	1280	\$5.40	\$6,912
41	Plant Perennial, 1 Gallon	EA	416	\$13.00	\$5,408
42	Plant Root Tuber, Corm, Bulb	EA	320	\$2.70	\$864
43	Road Closure Assembly	EA	2	\$220.00	\$440
44	Seeding	LBS	500	\$9.00	\$4,500
45	Service Line 1", Water	LFT	430	\$56.00	\$24,080
46	Sidewalk Concrete,	SYS	750	\$75.00	\$56,250
47	Sign, Sheet, with Legend 0.080"	SFT	320	\$45.00	\$14,400
48	Signal Mast Arm & Pole Removal	EA	2	\$1,200.00	\$2,400
49	Signal Service	EA	1	\$3,900.00	\$3,900
50	Signal Support Foundation, 36"x36"x96"	EA	8	\$4,200.00	\$33,600
51	Soil Preparation	CYS	180	\$55.00	\$9,900
52	Structural Backfill Type 1	CYS	226	\$18.00	\$4,068
53	Structural Soil Mixes	CYS	130	\$150.00	\$19,500
54	Subgrade Treatment Type 1C	SYS	450	\$32.00	\$14,400
55	Subgrade Treatment Type IIIA	SYS	244	\$47.00	\$11,468
56	Temporary Construction Entrance/Exit	LS	4	\$4,000.00	\$16,000
57	Temporary Erosion & Sediment Control	LS	1	\$15,000.00	\$15,000
58	Topsoil	CYS	72	\$89.00	\$6,408
59	Traffic Signal Equipment, Remove	EA	1	\$3,100.00	\$3,100
60	Traffic Signal Head, 3 Face, 12 in Red, Amber, Green	EA	8	\$670.00	\$5,360
61	Trail Signs	EA	10	\$350.00	\$3,500
62	Transverse Marking, Thermoplastic, Crosswalk line, 64"	LFT	145	\$15.00	\$2,175
63	Transverse Markings, Thermoplastic, Crosswalk, 8"	LFT	230	\$10.00	\$2,300
64	Trash Receptacle	EA	8	\$570.00	\$4,560
65	Valve with Box, Plumbing Handhole	EA	8	\$1,200.00	\$9,600
66	Water Service Line 2"	LFT	90	\$140.00	\$12,600
67	<b>Total</b>				<b>\$1,134,119</b>
68	Contingency				\$113,412
69					<b>\$1,247,531</b>
70	<b>Other Costs</b>				
71	Topographic Survey				\$15,000
72	Engineering				\$155,941
73	Construction Eng./Observation/Admin				\$124,753
74	<b>Total</b>				<b>\$1,543,225</b>

# MADISON O - Overhauled Corridors

## 03 Madison Plaza

Potential Sources	
City of Madison	\$1,500,000
Developer	\$8,604,477
<b>Total</b>	<b>\$10,104,477</b>

Uses			
#	Description	Cost	
1	<b>Design/Engineering Fees</b>		
2	Architect	\$709,893	
3	Civil Engineer	\$177,473	
4	Structural Engineer	\$88,737	
5	Mechanical Engineer	\$88,737	
6	Electrical Engineer	\$88,737	
7	Surveyor	\$3,500	
8	Furnishings	\$1,000	
9	Landscape	\$53,242	
10	Expenses	\$10,000	
11			<b>\$1,221,318</b>
12	<b>Miscellaneous Expenses</b>		
13	Environmental - Phase 1	\$7,500	
14	State and local filing fees	\$2,000	
15			<b>\$9,500</b>
16	<b>Construction</b>		
17	General Requirements	\$88,958	
18	Acoustical	\$32,944	
19	All furniture	\$125,000	
20	Asphalt paving	\$365,410	
21	Building Systems	\$4,135,800	
22	Carpeting	\$260,000	
23	Casework	\$14,775	
24	Concrete	\$171,300	
25	Demolition	\$400,000	
26	Earthwork	\$38,225	
27	Electrical	\$223,500	
28	Entry mats	\$1,000	
29	Finish Hardware	\$8,325	
30	Fire ext.	\$900	
31	Flag poles	\$2,750	
32	Foundation	\$21,000	

Uses - Continued			
#	Description	Cost	
33	Glass and Glazing	\$750	
34	Graphics	\$5,000	
35	Gypsum	\$75,840	
36	HVAC	\$485,950	
37	Insulation	\$233,060	
38	Joint Sealers	\$12,215	
39	Kitchen appliances	\$12,000	
40	Landscaping	\$20,000	
41	Masonry	\$381,710	
42	Metal Lockers	\$2,100	
43	Millwork	\$11,000	
44	Painting	\$31,079	
45	Phone system/paging	\$10,000	
46	Plumbing	\$477,800	
47	Projection Screen	\$750	
48	Resilient floor	\$34,915	
49	Rough Carpentry	\$32,500	
50	Roof	\$350,000	
51	Signs	\$11,250	
52	Site Utilities	\$66,500	
53	Sound system	\$7,000	
54	Steel Doors	\$12,110	
55	Structural & Misc. Steel	\$257,720	
56	Termite Control	\$10,500	
57	Toilet accessories	\$41,635	
58	Toilet partitions	\$32,250	
59	Walks and Curbs	\$11,318	
60	White and Tack boards	\$3,120	
61	Window treatment	\$1,200	
62	Windows	\$352,500	
63			<b>\$8,873,659</b>
64	<b>Total</b>		<b>\$10,104,477</b>

# MADISON N - Neighborhood Revitalization

## N1 Owner-Occupied Rehabilitation

Potential Sources					
City of Madison					\$78,500
IHCDA					\$250,000
<b>Total</b>					<b>\$328,500</b>
Uses					
#	Item	Unit	Quantity	Cost	Total
1	Recording fees	LS	1	\$9,500	\$9,500
2	Inspections	LS	1	\$9,500	\$9,500
3	Architect	LS	1	\$42,000	\$42,000
4	Construction Costs (inoperable or faulty furnace, leaking roof, unsafe electrical wiring and plumbing, and hazardous structural conditions)	LS	1	\$21,000	\$21,000
5	Construction Insurance	LS	1	\$3,500	\$3,500
6	Mold remediation	LS	1	\$30,000	\$30,000
7	Utilities	LS	1	\$15,000	\$15,000
8	Construction Taxes	LS	1	\$1,000	\$1,000
9	Consultant Fee	LS	1	\$80,000	\$80,000
10	Demolition	LS	1	\$45,000	\$45,000
11	Engineering/Survey	LS	1	\$30,000	\$30,000
12	Legal Fees	LS	1	\$2,000	\$2,000
13	Permits and Fees	LS	1	\$7,000	\$7,000
14	Title & Recording	LS	1	\$3,000	\$3,000
15	<b>Total</b>				<b>\$298,500</b>
16					
17					<b>\$298,500</b>
18	<b>Other Costs</b>				
19	Infrastructure				\$30,000
20	<b>Total</b>				<b>\$328,500</b>

# MADISON N - Neighborhood Revitalization

## N2 Central Business District Revitalization

<b>Potential Sources</b>			
	<b>OCRA</b>		\$250,000
	<b>City of Madison</b>		\$63,747
	<b>Private</b>		\$193,000
	<b>Total</b>		\$506,747
<b>Uses</b>			
#	Item	Cost	
1	<b>Design/Engineering Fees</b>		
2	Architect	\$47,993	
3	Structural Engineer	\$17,452	
4	Expenses	\$5,000	
5			\$70,445
6	<b>Construction</b>		
7	General Requirements	\$18,958	
8	Casework	\$4,775	
9	Concrete	\$51,600	
10	Doors	\$12,110	
11	Finish Hardware	\$8,325	
12	Glass and Glazing	\$750	
13	Graphics	\$5,000	
14	Insulation	\$3,060	
15	Joint Sealers	\$2,215	
16	Masonry	\$154,710	
17	Millwork	\$1,000	
18	Painting	\$31,079	
19	Rough Carpentry	\$22,500	
20	Structural & Misc. Steel	\$57,720	
21	Windows	\$62,500	
22			\$436,302
23	<b>Total</b>		\$506,747

Resolution of the City Council  
Of the City of Madison, Indiana



RESOLUTION NO. 49-2017

**RESOLUTION OF THE CITY OF MADISON ALLOCATION OF FUNDS  
CONTINGENT UPON THE CITY OF MADISON BEING DESIGNATED A STELLAR  
COMMUNITY**

WHEREAS, the area identified as the Madison Stellar Target Area is in need of revitalization:

WHEREAS, a Stellar Community Strategic Investment Plan ("Plan") has been developed for the Stellar Target Area; and

WHEREAS, the Plan supports the goals the City of Madison Comprehensive Plan, including but not limited to: revitalization of the downtown area, preservation of historic resources, production of affordable housing, promotion of economic development, expansion of transportation choices, enhancements to the Madison Park System and promotion of mixed land uses; and

WHEREAS, the Plan includes implementation measures; and

WHEREAS, includes an assessment of the existing physical structures and infrastructure; and

WHEREAS, community input was utilized during the development of the plan; and

RESOLVED that the City of Madison hereby adopts the Stellar Community Strategic Investment plan for Madison, Indiana; and

FURTHER RESOLVED, that the City is hereby authorized to apply for the Stellar Community Designation and receive funding subsequent to this designation from the Indiana Department of Transportation ("INDOT"), the Indiana Housing and Community Development Authority ("IHDA"), and the Indiana Office of Community and Rural Affairs ("OCRA") published policies, procedures and regulations, as amended from time to time ; and

FURTHER RESOLVED, that Mayor Damon Welch is hereby authorized, empowered, and directed to execute, acknowledge, and deliver in the City's name and on it's behalf and all applications, award agreements, documents, instruments, or writings, as are necessary and/or appropriate to consummate the Stellar Community application and receipt of any subsequent funding; and

FURTHER RESOLVED, the City of Madison, is committing \$400,000 per year from the Economic Development Fund for a period of four years, contingent upon funding from the Stellar Community Program, to be utilized as an investment match; and

FURTHER RESOLVED, the City of Madison is willing to commit up to \$1,500,000 in tax abatement per each of the following projects, providing each project meets all criteria required by the City of Madison and/or the State of Indiana and providing the City of Madison is a Stellar Designee in year 2017:

1. The Cotton Mill
2. Tack Factory
3. Scott Block
4. Madison Plaza

FURTHER RESOLVED, the City of Madison, as a political subdivision of the State of Indiana hereby recognizes that any and all commitments contained herein shall be subject to any and all Federal, State, and Local requirements that may be required by law.

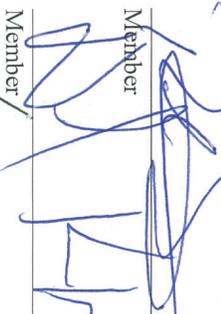
NOW, THEREFORE, BE IT RESOLVED by the City Council, having met as a duly called meeting at which a quorum of members was present, hereby adopts the Stellar Community Strategic Investment Plan for Madison, Indiana; and

Adopted this 22 day of August, 2017 at 6:30 P.M.

CITY OF MADISON  
CITY COUNCIL

  
\_\_\_\_\_  
President

  
\_\_\_\_\_  
Member

  
\_\_\_\_\_  
Member

  
\_\_\_\_\_  
Member

Member

  
Member

  
Member

Presented by me, the undersigned Clerk-Treasurer of the City of Madison, to Mayor of the said City for his approval on the 22 day of August, 2017 at 6:30 o'clock P. M.

  
Rick Berry, Clerk-Treasurer

Approved by me, the undersigned Mayor of said on the 22 day of August, 2017 at 6:30 o'clock P.M.

  
Damon Weld, Mayor

RESOLUTION NO. 2017-3

**A RESOLUTION OF THE CITY OF MADISON REDEVELOPMENT COMMISSION  
SUPPORTING THE CITY OF MADISON'S APPLICATION FOR STELLAR DESIGNATION  
FROM THE INDIANA OFFICE OF COMMUNITY AND RURAL AFFAIRS**

WHEREAS, the City of Madison is applying for the Stellar Designation from the Indiana Office of Community and Rural Affairs, which could result in funds up to \$ 6,000,000; and

WHEREAS, in order for the City to be able to receive this designation, it is required to guarantee, via a pledge of funds, the local required matching funds; and

WHEREAS, many of these projects that will be part of the City's application can be funded by the use of Redevelopment Commission funds; and

WHEREAS, the City is requesting the Madison Redevelopment Commission to pledge \$500,000 per year for 4 (four) year period for a total pledge of \$ 2,000,000 to help fulfill the City's matching funds requirements for this designation; and

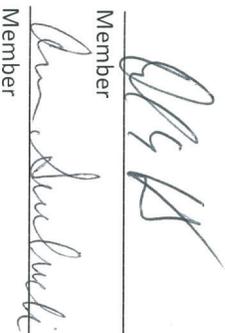
WHEREAS, the Madison Redevelopment Commission believes that the planned projects would be of benefit to the TIF Zone area, the City of Madison and its citizens and would encourage increased investment for economic development for the City of Madison.

NOW, THEREFORE, BE IT ORDAINED that the Madison Redevelopment Commission authorizes the President of the Commission to send a letter of commitment of matching funds in the amount of \$ 2,000,000 at \$ 500,000 per year for 4 (four) years for the Stellar designation application.

Adopted this 1<sup>st</sup> day of August, 2017

CITY OF MADISON REDEVELOPMENT COMMISSION

  
\_\_\_\_\_  
President

  
\_\_\_\_\_  
Member

\_\_\_\_\_  
Vice President

\_\_\_\_\_  
Secretary



August 17, 2017

Office of Community and Rural Affairs  
Stellar Communities Program  
Attention: Review Committee  
One North Capital, Suite 600  
Indianapolis, IN 46204-2288

Dear Review Committee:

The Community Foundation anticipates playing an integral role in the comprehensive approach offered by Stellar Communities Program by aligning our philanthropic sector with this effort. In addition, I personally have committed to serve on the Steering Committee to ensure sustainability and community support in integral to Madison's Stellar Designation.

On August 23<sup>rd</sup>, our Board of Directors will be meeting to discuss and vote on the role we anticipate playing in the Stellar Program. What will be presented to the Board will be the main three roles we expect to play. First, the Foundation will assist in conducting a community wide effort to raise funds for construction of the Stellar Projects. Second, as part of the community wide effort we will also assist in raising funds for the endowment of those projects for long term maintenance. The third role will be to actually pledge Foundation funds towards the Stellar Projects. These roles we also anticipate as being conditional on Madison being designated a Stellar Community.

The Foundation recognizes Madison as an amazing community that is on the verge of great things. This remains a community capable of flourishing and the critical elements are in place, including a deep-rooted sense of belonging among its residents, an invigorated sense of entrepreneurial spirit and global corporate ambition among our business community and City assets rich in History.

We are on a mission to make Madison a place where new opportunities exist and have high expectations to enhance the southern Indiana region quality of life. Should you have any questions or need additional information, please contact me that the Foundation office at 812-265-3327 or by email at [bill@cfmjc.org](mailto:bill@cfmjc.org).

Sincerely,



Bill Barnes  
President & CEO



August 14, 2017

Dear Stellar Communities Committee,

Please accept this letter as a commitment from Trilogy Health Services and the Trilogy Foundation toward the Stellar Communities projects outlined in the "Strategic Investment Plan." We are extremely excited to partner with Madison to advance our community as we pursue the Indiana Stellar Designation!

Trilogy plans to be a partner in two ways. The first is to utilize the office buildings adjacent to our main health campus for the "Student-Community Initiatives." These buildings were formerly office buildings for the King's Daughter's Hospital, but we hope to utilize them through the Stellar designation to create a Community Apprenticeship and Entrepreneurship Center. Preliminary discussions for these buildings include classroom space, co-working space, and potentially student housing.

Second, we feel strongly that Stellar will help move Madison forward, and are thus committing \$40,000 over the next four years toward the projects in the SIP, should Madison be fortunate enough to be designated.

Thank you for the opportunity we have to be a partner in this process, we are looking forward to helping prove Madison's worth as a "Stellar Communities" designee!

Best Wishes,

A handwritten signature in blue ink, appearing to read "Todd Schmiedeler".

Dr. Todd Schmiedeler  
SVP, Foundation & Workforce Development

Forum Office Park II, 303 N. Hurstbourne Parkway, Suite 200 • Louisville, KY 40222  
Phone (502) 412-5847 • Fax (502) 412-0407



THE  
**Heritage Trail**  
CONSERVANCY  
*Connecting the Community with the Past, Nature and One Another*

April 18, 2017

**HTC**  
**Board of Directors**  
Gary Valen  
President

Shawn Auxier  
Vice President

Dave Ungru  
Treasurer

Ben Canida  
Secretary

Cathy Hale  
Harold Hunt

Tony Hammock  
Jim Olson  
Mike Broyles

Bob Greene  
Executive Director

**Heritage Trail  
Conservancy, Inc.**  
P. O. Box 362  
Madison, IN 47250

812.302.2480  
Heritagetrail  
conservancy@gmail.  
com

www.heritagetrail  
conservancy.com

Andrew Forrester  
Director of Communications  
Office of the Mayor  
City of Madison  
Madison, IN 47250

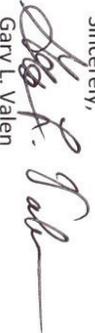
Dear Andrew:

The Board of Directors of The Heritage Trail Conservancy voted unanimously and with enthusiasm to be a partner organization with the City of Madison in its application for a Stellar Communities recognition and grant. As you know, HTC manages the trail system that runs from the Ohio River to the hilltop and is developing river front property as a natural park for recreation and education.

Madison is fortunate to be located on the Ohio River with all the amenities that come with a river town. It is the goal of HTC to provide a well maintained trail system of walking, biking and jogging. The trail joins the hilltop and down town residents and along the way we are preserving historic structures such as the Stone Arch Culvert that once carried the railroad up and down the incline that is now a recreation area.

Our latest efforts are to give residents and visitors unique opportunities on the river bank. This includes building a dock on the three barge cells that are located on park property. We also anticipate creating an observation deck on top of one of the cell towers. The plans for the park also include a water feature that will serve as a habitat for wildlife typical of a river bank location. It will be a place for constant observation and reflection.

The Board of Directors expresses gratitude to the Mayor, you and all the people who are working on the Stellar Communities proposal. Please include us in the planning.

Sincerely,  
  
Gary L. Valen  
Chairman  
The Heritage Trail Conservancy

To: City of Madison  
Re: Stellar Community Partnership  
April 28, 2017

My brother Mike and I purchased the former 1884 Eagle Cotton Mill property in 2007.

Our intent was to create a development that was a showpiece for riverfront revitalization and community use, while savoring the historic legacy of the site.

We feel that by partnering and cooperating with the City of Madison in their pursuit of the Stellar Community designation, it will enhance the viability of furthering our goal to enhance development of this special piece of property integral to the Strategic Plan of the community.

However we fit into that supportive role we are prepared to proceed in earnest.

Regards,

Bob Przewlocki



August 18, 2017

Office of Community and Rural Affairs  
Stellar Communities Pilot Program  
Review Committee  
One North Capitol, Suite 600  
Indianapolis, IN 46204-2288

Dear Review Committee:

As Madison's largest manufacturing plant, Arvin Sango, Inc. (ASI) fully supports the City of Madison's application for participation in the Stellar Communities Pilot Program. ASI has a considerable interest in the future of Madison through the "Envision Plan" that was started a couple of years ago. The goals of Envision are to advance personal prosperity & community economic vitality; shaping a vibrant community through entertainment & arts; promoting health, safety & wellbeing; creating quality education; and creating attractive, productive & desirable places in the community.

We believe the Citizens of Madison are moving together toward the same goals which has led to significant developments. But, we know more needs to be done and we believe Madison would be a great Stellar Community.

Arvin Sango truly believes in what the Citizens and the City of Madison are doing and will commit to financially supporting the Stellar Communities Pilot Program at a minimum of \$50,000 over the next five years.

Sincerely,

A handwritten signature in blue ink that reads "Dan N. Baughman". The signature is written in a cursive style.

Dan N. Baughman  
Vice President & Secretary/Treasurer

---

2905 Wilson Ave., Madison, Indiana 47250

Phone 812/265-2888



Vectren Corporation  
P.O. Box 209  
Evansville, Indiana 47702-0209

Mayor Damon Welch  
101 W. Main Street  
Madison, Indiana 47250

June 16, 2017

Mayor Welch,

Congratulations on the recent announcement as a "Stellar" finalist. We at Vectren already knew that Madison was a stellar community, but it is nice to let the rest of the State know! As we have stated before, Vectren stands ready to play a part in the success of Madison and the surrounding area.

Should Madison be successful in receiving the top designation, Vectren would like to contribute \$20,000 to the project(s) that you have deemed to improve the quality of life and economic viability in your city.

Again, congratulations on the nomination and good luck in the fall when winners are announced.

Sincerely,

Brad Ellsworth  
President, Vectren South

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Fund Report with Investments

Date: 08/21/2017 10:59:03

All Funds

FUNDACCOUNTS\_INVEST.FRX

Grouped By Bank

Ordered By Fund

FUND	TITLE	BALANCE BEG OF YEAR	REVENUE YTD	DISBURSED YTD	BALANCE BEG OF MONTH	REVENUE MTD	DISBURSED MTD	CURRENT BALANCE	INVESTMENTS	ENDING BALANCE
**Bank 0										
101	GENERAL FUND	1120219.86	3296552.92	3726352.89	1056045.40	17560.88	383186.39	690419.89	0.00	690419.89
102	PETTY CASH	385.00	0.00	0.00	385.00	0.00	0.00	385.00	0.00	385.00
103	HISTORIC PRES. GRANT	95.59	0.00	0.00	95.59	0.00	0.00	95.59	0.00	95.59
104	UNSAFE BLDG. FUND (35.58)	44237.64	12346.55	0.00	56584.19	0.00	0.00	56584.19	0.00	56584.19
105	RIVERBOAT DIST. FUND	388826.36	0.00	97819.10	291984.76	0.00	977.50	291007.26	0.00	291007.26
106	*	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
108	*	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
204	PARK & RECREATION-GEN.	907505.94	832445.99	849206.50	970414.47	18950.00	98619.04	890745.43	0.00	890745.43
207	PUBLIC SER.VIDEO (35.63)	21491.23	19950.00	23439.80	18276.43	2200.00	2475.00	18001.43	0.00	18001.43
208	P.A.C.E. NRO	37035.88	50000.00	17975.00	77973.38	0.00	8912.50	69060.88	0.00	69060.88
209	EMER. RESPONSE TEAM	3152.91	1050.00	1156.62	3262.29	0.00	216.00	3046.29	0.00	3046.29
210	POLICE-CON'T EDUCATION	26277.27	6760.00	0.00	32567.27	470.00	0.00	33037.27	0.00	33037.27
211	POLICE DONATION	7601.20	2429.97	2432.48	7598.69	0.00	0.00	7598.69	0.00	7598.69
212	INSURANCE	44595.92	98110.47	82624.72	65881.67	0.00	5800.00	60081.67	0.00	60081.67
214	TIF (35.27)	4143139.71	570481.01	802481.94	4190716.83	0.00	279578.05	3911138.78	0.00	3911138.78
215	PARK NRO (35.18)	76889.99	120918.40	170468.72	30760.09	9901.14	13321.56	27339.67	0.00	27339.67
216	COMM DEV&EVENT (35.62)	4946.63	31125.00	18364.24	22884.24	0.00	5176.85	17707.39	0.00	17707.39
217	BROADWAY FOUNTAIN	3050.91	400.00	300.05	3150.86	0.00	0.00	3150.86	0.00	3150.86
218	PARK DONATION	15533.71	24482.00	38871.46	625.25	569.00	50.00	1144.25	0.00	1144.25
219	OPERATION PULLOVER GR	2804.13	1769.78	1855.24	3050.21	0.00	331.54	2718.67	0.00	2718.67
220	RIVERFRONT DEV GR (35.57)	3000.00	1900.00	1900.00	4900.00	0.00	1900.00	3000.00	0.00	3000.00
221	MAD. CITY TREE (35.23)	7068.97	37400.00	24947.48	21867.07	0.00	2345.58	19521.49	0.00	19521.49
222	CITY EMPLOYEE DONATION	5611.56	4545.16	5136.00	4517.82	502.90	0.00	5020.72	0.00	5020.72
223	M.A.I.N. NRO	17.19	0.00	0.00	17.19	0.00	0.00	17.19	0.00	17.19
224	WALNUT ST. NRO	21305.00	9750.00	0.00	31055.00	0.00	0.00	31055.00	0.00	31055.00
225	HARGAN MATTHEWS PARK FUND (35.66)	0.00	6975.00	0.00	6925.00	50.00	0.00	6975.00	0.00	6975.00
227	*	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
228	SCBA FIRE DEPT(35.64)	189521.40	0.00	0.00	189521.40	0.00	0.00	189521.40	0.00	189521.40

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Fund Report with Investments

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All Funds

FUNDACCOUNTS\_INVEST.FRX

Grouped By Bank

Ordered By Fund

FUND	TITLE	BALANCE BEG OF YEAR	REVENUE YTD	DISBURSED YTD	BALANCE BEG OF MONTH	REVENUE MTD	DISBURSED MTD	CURRENT BALANCE	INVESTMENTS	ENDING BALANCE
229	AVIA ST. GRANT #3900101	1375.59	72793.85	72793.85	1375.59	1001.00	1001.00	1375.59	0.00	1375.59
230	FARMERS MARKET	12049.16	2455.00	2823.96	11977.16	120.00	416.96	11680.20	0.00	11680.20
231	BI-CENTENNIAL FUND(35.51)	96013.12	0.00	0.00	96013.12	0.00	0.00	96013.12	0.00	96013.12
232	COUNTY TAX FUND(35.48)	308644.55	587024.56	511897.11	332440.02	73378.07	22046.09	383772.00	0.00	383772.00
233	POLICE K-9 FUND(35.55)	2523.83	450.00	1156.43	1787.40	30.00	0.00	1817.40	0.00	1817.40
234	RAINY DAY FUND(35.43)	535190.75	0.00	0.00	535190.75	0.00	0.00	535190.75	0.00	535190.75
235	STAGE FUND NRO (35.59)	3481.84	800.00	0.00	4281.84	0.00	0.00	4281.84	0.00	4281.84
236	SENIOR CTZN. FUND	29013.27	1876.87	24503.12	6387.02	0.00	0.00	6387.02	0.00	6387.02
237	FIRE DEPT FED GR.(35.17)	1417.50	0.00	0.00	1417.50	0.00	0.00	1417.50	0.00	1417.50
238	UST UNDERGROUND STORAGE TANKS	30060.73	17.55	0.00	30078.28	0.00	0.00	30078.28	0.00	30078.28
257	LOIT SPECIAL DISTRIBUTION	113511.89	0.00	0.00	113511.89	0.00	0.00	113511.89	0.00	113511.89
261	MICROLOAN FUND (35.32)	70268.49	5042.98	0.00	74862.25	449.22	0.00	75311.47	0.00	75311.47
262	HERITAGE TRAILS (35.33)	201.44	0.00	0.00	201.44	0.00	0.00	201.44	0.00	201.44
264	COMMUNITY GARDEN (35.46)	2838.60	1225.00	977.06	3086.54	0.00	0.00	3086.54	0.00	3086.54
267	COMMUNITY BAND	1655.14	1892.99	3327.29	220.84	0.00	0.00	220.84	0.00	220.84
330	DIS. MITIGATION (35.56) FEMA	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
341	POLICE D.A.R.E.	2522.86	0.00	212.74	2310.12	0.00	0.00	2310.12	0.00	2310.12
342	POLICE PENSION-CKING/INV	555147.56	193034.23	217168.76	531363.53	0.00	350.50	531013.03	0.00	531013.03
343	INVESTIGATION RE-IM. FUND	947.00	120.00	500.00	567.00	0.00	0.00	567.00	0.00	567.00
401	CUM CAP IMPROV	101633.25	13810.41	31050.00	84393.66	0.00	0.00	84393.66	0.00	84393.66
409	COMM DEV AC GR (35.28)	283368.19	324032.91	53294.20	554168.19	0.00	61.29	554106.90	0.00	554106.90
411	FIRE CO.INVEST. (35.19)	126000.00	733460.54	859460.54	0.00	0.00	0.00	0.00	861610.80	861610.80
415	EQ.RESERVE NRO	110784.23	105000.00	133412.55	82371.68	0.00	0.00	82371.68	0.00	82371.68
426	CUM CAP. DEV.(35.15)	276678.87	111332.87	193852.32	206032.94	0.00	11873.52	194159.42	0.00	194159.42
430	OLD SR 56/ MAIN ST.	515000.00	0.00	0.00	515000.00	0.00	0.00	515000.00	0.00	515000.00
438	REV LOAN INV (35.16)	495070.07	9971.00	0.00	505041.07	0.00	0.00	505041.07	0.00	505041.07
600	UTILITY INS. CKS (35.42)	500.00	0.00	0.00	500.00	0.00	0.00	500.00	0.00	500.00
<b>SubTotal Bank 0</b>		<b>10750211.93</b>	<b>7293733.01</b>	<b>7971762.17</b>	<b>10785639.93</b>	<b>125182.21</b>	<b>838639.37</b>	<b>10072182.77</b>	<b>861610.80</b>	<b>10933793.57</b>

\*\*Bank 1

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Fund Report with Investments

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FUNDACCOUNTS\_INVEST.FRX

All Funds  
Grouped By Bank  
Ordered By Fund

FUND	TITLE	BALANCE BEG OF YEAR	REVENUE YTD	DISBURSED YTD	BALANCE BEG OF MONTH	REVENUE MTD	DISBURSED MTD	CURRENT BALANCE	INVESTMENTS	ENDING BALANCE
201	MOTOR VEHICLE HIGHWAY	441048.64	262380.41	278237.21	445816.06	15186.95	35811.17	425191.84	0.00	425191.84
202	LOCAL ROAD & STREET	23414.31	41546.89	4562.40	62238.74	1990.06	3830.00	60398.80	0.00	60398.80
206	AVIATION	71564.65	87750.38	88460.73	82998.12	0.00	12143.82	70854.30	0.00	70854.30
226	AVIATION-NRO (35.38)	68940.33	179199.43	149854.04	78574.29	37407.26	17695.83	98285.72	0.00	98285.72
239	AVIATION EVENTS NONREVERTING FUND	2419.42	500.00	0.00	2419.42	500.00	0.00	2919.42	0.00	2919.42
SubTotal Bank 1		607387.35	571377.11	521114.38	672046.63	55084.27	69480.82	657650.08	0.00	657650.08
**Bank 2										
701	PAYROLL FUND	163416.53	4907715.18	4915557.64	157063.95	558973.90	560463.78	155574.07	0.00	155574.07
SubTotal Bank 2		163416.53	4907715.18	4915557.64	157063.95	558973.90	560463.78	155574.07	0.00	155574.07
**Bank 4										
601	WATER OPERATING	354059.54	1161877.64	1291095.29	277094.87	94419.85	146672.83	224841.89	0.00	224841.89
603	SEWER SRL	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
604	WATER METER INVESTMENT	35424.46	0.00	0.00	35424.46	0.00	0.00	35424.46	0.00	35424.46
605	SEWER UTILITIES CAPITAL IMPROVEMENT	613860.00	160000.00	0.00	753860.00	20000.00	0.00	773860.00	0.00	773860.00
606	SEWAGE OPERATING	1276596.69	2316417.39	2880237.52	1032625.22	172499.68	492348.34	712776.56	0.00	712776.56
612	J.CO.SEWAGE OPERATING	200354.61	318341.28	354866.25	174194.77	27094.62	37459.75	163829.64	0.00	163829.64
615	WATER METER DEP CKING	66245.54	23900.00	23580.00	67065.54	2550.00	3050.00	66565.54	0.00	66565.54
901	TRANSFER STA. OPERATING	69857.80	574598.71	567130.48	115320.64	47275.97	85270.58	77326.03	0.00	77326.03
SubTotal Bank 4		2616398.64	4555135.02	5116909.54	2455585.50	363840.12	764801.50	2054624.12	0.00	2054624.12
**Bank 5										
620	99 WATER BOND & INT (798527)	269825.91	293561.33	438917.80	87915.96	36553.48	0.00	124469.44	0.00	124469.44
SubTotal Bank 5		269825.91	293561.33	438917.80	87915.96	36553.48	0.00	124469.44	0.00	124469.44
**Bank 6										
621	99 WATER BOND RESERVE	442842.47	1225.09	0.00	444067.56	0.00	0.00	444067.56	0.00	444067.56

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Fund Report with Investments

Date: 08/21/2017 10:59:03  
FUNDACCOUNTS\_INVEST.FRX

All Funds  
Grouped By Bank  
Ordered By Fund

FUND	TITLE	BALANCE BEG OF YEAR	REVENUE YTD	DISBURSED YTD	BALANCE BEG OF MONTH	REVENUE MTD	DISBURSED MTD	CURRENT BALANCE	INVESTMENTS	ENDING BALANCE
(798528)										
SubTotal Bank 6		442842.47	1225.09	0.00	444067.56	0.00	0.00	444067.56	0.00	444067.56
**Bank 7										
607	SEWAGE BOND & INT (144170)	395167.37	632316.61	945984.26	475938.85	78780.00	473219.13	81499.72	0.00	81499.72
SubTotal Bank 7		395167.37	632316.61	945984.26	475938.85	78780.00	473219.13	81499.72	0.00	81499.72
**Bank 8										
610	SEWAGE DEBT RESERVE (144171)	874173.44	16153.21	0.00	888611.71	1714.94	0.00	890326.65	0.00	890326.65
SubTotal Bank 8		874173.44	16153.21	0.00	888611.71	1714.94	0.00	890326.65	0.00	890326.65
*** GRAND TOTAL ***		16119423.64	18271216.56	19910245.79	15966870.09	1220128.92	2706604.60	14480394.41	861610.80	15342005.21

Friends of the Ohio Theatre Annual Budget

Expenses	Amount
Insurance	6600
Mortgage	9000
Electricity	3500
Gas	1200
Water	1000
Movie Booking House Fees	4500
Concert Artist Fees	500
Security (Law Enforcement Checking IDs)	500
Plumbing Repairs	1000
Carpet Cleaning	100
Ice Machine Cleaning	250
CO2 for Soda	200
Concessions	5000
Cleaning and Office Supplies	1000
DVD Purchase to Show Films	200
Legal and Accounting Fees	1000
Publicity	1000
Sales Tax	2000
Safety, Signage, Fire Extinguisher Inspection, etc.	500
Electrical Repairs	2000
<b>TOTAL EXPENSES</b>	<b>41050</b>

Income	Amount
Film Showings	21600
Concerts	2500
Plays/Musicals	1500
Donations as of August 1	5000
Sponsorships	5400
Advertising on Marquee	6000
<b>TOTAL INCOME</b>	<b>42000</b>

Yearly Summary		2016	
Total Income	\$ 83,995.21	Total Expenses	\$ 31,301.63
Income Categories	Total Per Category	Expense Categories	Total Per Category
Sponsorships	\$ 3,010.00	Mortgage	\$ 2,996.00
Donations	\$ 8,070.41	Insurance	\$ 5,606.38
Donation Shooter's Alcohol	\$ 7,838.85	Electric	\$ 2,620.59
Poster Sale	\$ 31.00	Gas	\$ 494.23
Events	\$ 15,941.75	Water	\$ 533.19
Tee Shirt Sales	\$ 512.00	Repairs/ Maintenance	\$ 5,070.66
Grants	\$ 42,500.00	Office Supplies	\$ 88.59
Marquee Rental	\$ 1,821.20	Movie Fee	\$ 3,937.75
Event Rental	\$ 4,270.00	Booking Agent Fee	\$ 700.00
		Entertainment Fee	\$ 2,470.72
		Movie Purchase (DVD)	\$ 64.84
		Concessions	\$ 663.56
		Advertising	\$ 45.00
		Decorations/Costumes	\$ 1,403.20
		Products	\$ 995.00
		Postage	\$ 60.27
		Property Taxes	\$ 2,477.68
		Professional Services	\$ 998.50
		Government Application	\$ 75.47

Cotton Mill Brewery Lodge - Madison Indiana

Construction Financing

Sources		Uses	
Owner Contribution - Cash/land/building	\$950,000	<b>Construction Costs</b>	<b>Cost</b>
Prepaid Architect/Design/Engineer Fees	\$15,000	GC Bid - Ruschli Construction Build-out (Historic Buildings)	\$8,440,000
MC Enterprisise Redevelopment (1)	\$700,000	Maintenance Building / Flood Control System	\$120,000
25% of Federal Historic Tax Credit (2)	\$434,750	Grading / Parking Lot/ Asphalt	\$110,000
DNR + State Façade Program (3)	\$150,000	Entry Signage / Canopy	\$25,000
Redevelopment Comm Loan or RLO	\$510,450	GC General Construction Contingency	\$150,000
Deferred Developer Fee (50% of total)	\$2,900,000	Other Landscape / Site Improvements	\$45,000
		Deferred Developer Fee	\$2,900,000
		Developer Fee (Custom Labor/Special Projects to defer costs)	\$300,000
		<b>Owner Items</b>	
		FF&E	\$1,200,000
		Interior Signage	\$50,000
		Attorney Fees	\$70,000
		Architect / Engineer / Environmental Design Costs	\$375,000
		Builder's Risk Insurance	\$30,000
		Project Contingency	\$200,000
		Building Permit/Tap Fees/liquor	\$5,200
		Debt Service (Construction Phase)	\$180,000
		Land	\$1,275,000
		Start-Up Marketing & Operating Costs	\$185,000
		<b>Total</b>	<b>\$15,660,200</b>
<b>Sources Sub-Total</b>	<b>\$15,660,200</b>		
<i>Contingency Gap</i>	<i>\$0</i>		
<b>Total Sources</b>	<b>\$15,660,200</b>		

Bank Construction Loan \$10,000,000

Permanent Financing

Sources		Uses	
Redevelop Loan/RLO	\$300,000	<b>Pay-off Construction Loan</b>	<b>\$10,000,000</b>
USDA or SBA Loan	\$9,600,000	Developer Fee (deferred)	\$2,900,000
Bank Loan (25% LTV)	\$3,000,000	<i>Contingency Gap</i>	<i>\$0</i>
<b>Total Sources</b>	<b>\$12,900,000</b>	<b>Total Uses</b>	<b>\$12,900,000</b>
Equity			
Federal Historic Tax Credit	\$1,739,000	Equity	\$2,760,200
Developer Contribution	\$950,000	<b>Total Uses &amp; Equity</b>	<b>\$15,660,200</b>
Equity	\$71,200		
<b>Total Sources &amp; Equity</b>	<b>\$15,660,200</b>		

Footnotes:

1. The Redevelopment Commission proposed Project Based TIF allocation.
2. 25% of the tax credits will be paid during construction, with the remaining amount of \$1,010,160 paid upon completion of the project.
3. Annual Bricks & Mortar Grant from DNR + State Tax Façade Program



## Section 9

# Timeline & Benchmarks

## City of Madison, Indiana Timeline 2018-2021

Number	Project	2018				2019				2020				2021				
M 1 - 3	Multi-Modal Pathways: Madison Connector																	
A1	Adaptive Reuse: Cotton Mill Rehabilitation																	
A2	Adaptive Reuse: Ohio Theatre Rehabilitation																	
A3	Adaptive Reuse: Tack Factory Rehabilitation																	
A4	Adaptive Reuse: Scott Block																	
D 1 - 5	Destination Development																	
I 1 - 4	Inviting Gateways																	
S	Student - Community Initiatives: Entrepreneurship / Tech Transfer / Education																	
O 1 & 2	Overhauled Corridors: Clifty Drive & Lanier Drive																	
O3	Overhaul Corridors: Madison Plaza Shopping Center Redevelopment																	
N1	Neighborhood Revitalization: Owner Occupied Rehabilitation																	
N2	Neighborhood Revitalization: Central Business District Revitalization																	

Preliminary Design and Cost Estimate  
 Funding Applications and Contracts  
 Environmental Design and Bidding  
 Construction





## Section 10

# Budget & Leverage Matrix

## City of Madison, Indiana Project Budget Matrix 2018-2021

Project Number	Stellar Project Name	Total Project Cost	Private Investment	Local Leverage	Other Sources (Foundations etc.)	Gap	% of Local Leverage
M 1 - 3	Multi-Modal Pathways: Madison Connector	\$2,710,836	\$243,750	\$758,443	\$250,000	\$1,458,643	46%
A1	Adaptive Reuse: Cotton Mill Rehabilitation	\$17,469,463	\$15,969,463	\$1,500,000	\$0	\$0	100%
A2	Adaptive Reuse: Ohio Theatre Rehabilitation	\$2,002,384	\$1,602,384	\$0	\$0	\$400,000	80%
A3	Adaptive Reuse: Tack Factory Rehabilitation	\$7,716,581	\$5,216,581	\$1,500,000	\$0	\$1,000,000	87%
A4	Adaptive Reuse: Scott Block	\$6,213,583	\$3,713,583	\$1,500,000	\$0	\$1,000,000	84%
D 1 - 5	Destination Development	\$2,274,500	\$0	\$924,500	\$0	\$1,350,000	41%
I 1 - 4	Inviting Gateways	\$522,942	\$0	\$522,942	\$0	\$0	100%
S	Student - Community Initiatives: Entrepreneurship / Tech Transfer / Education	\$518,089	\$0	\$250,000	\$268,089	\$0	100%
O 1 & 2	Overhauled Corridors: Clifty Drive & Lanier Drive	\$1,543,225	\$0	\$1,001,868	\$0	\$541,357	65%
O3	Overhaul Corridors: Madison Plaza Shopping Center Redevelopment	\$10,104,477	\$8,604,477	\$1,500,000	\$0	\$0	100%
N1	Neighborhood Revitalization: Owner Occupied Rehabilitation	\$328,500	\$0	\$78,500	\$0	\$250,000	24%
N2	Neighborhood Revitalization: Central Business District Revitalization	\$506,747	\$193,000	\$63,747	\$0	\$250,000	51%
	<b>Total</b>	<b>\$51,911,327</b>	<b>\$35,543,238</b>	<b>\$9,600,000</b>	<b>\$518,089</b>	<b>\$6,250,000</b>	<b>877%</b>
	<b>Complimentary Projects</b>	<b>Total Project Cost</b>	<b>Private Investment</b>	<b>Local Leverage</b>	<b>Other Sources (Foundations etc.)</b>	<b>Gap</b>	<b>% of Local Leverage</b>
	Elks Building	\$890,000					
	Hargan-Matthews Park	\$250,000					
	Shrewsbury-Windle House Renovation	\$3,000,000					
	Michigan Road Sidewalk Extension	\$500,000					

City of Madison, Indiana  
Leverage Matrix  
2018-2021

Leverage Resources	Proposed (P) or Committed (C )	Amount Total	Construction	Endowment	Designated Project
City of Madison	C	\$9,600,000	\$9,600,000		Unrestricted
Community Foundation of Madison & Jefferson County	P	\$518,089	\$518,089		Unrestricted
Private / Developers	P	\$35,543,238	\$35,543,238		Cotton Mill, Ohio Theater, Madison Plaza, Tack Factory & Scott Block
Vectren	C	\$20,000	\$13,000	\$7,000	Unrestricted
Trilogy	C	\$40,000	\$26,000	\$14,000	Unrestricted
Arvin Sango	C	\$50,000	\$32,500	\$17,500	Unrestricted
Grote	P	\$50,000	\$32,500	\$17,500	Unrestricted
Foundation	P	\$100,000	\$65,000	\$35,000	Unrestricted
German American Bank	P	\$50,000	\$32,500	\$17,500	Unrestricted
VSG	P	\$50,000	\$32,500	\$17,500	Unrestricted
IKE	P	\$15,000	\$9,750	\$5,250	Unrestricted
Kings Daughters Health	P		\$0	\$0	Unrestricted
Super ATV	P		\$0	\$0	Unrestricted
MainSource Bank	P		\$0	\$0	Unrestricted
Royer Corporation	P		\$0	\$0	Unrestricted
Madison Precision Products	P		\$0	\$0	Unrestricted
Koehler Tire & Welding	P		\$0	\$0	Unrestricted
Midwest Tube	P		\$0	\$0	Unrestricted
Century Tube	P		\$0	\$0	Unrestricted
Madison Tool and Die	P		\$0	\$0	Unrestricted
Clifty Engineering	P		\$0	\$0	Unrestricted
<b>Total</b>		<b>\$46,036,327</b>	<b>\$45,905,077</b>	<b>\$131,250</b>	



## Section 11

# Stellar Research Investment Spreadsheet

City of Madison - Capital Investments				
Stellar Area	Description:	Categories	Year	Investment Amount
Multi-Modal Pathways: Madison Connector	Enhances prominent corridors and provides safe bicycle and pedestrian connections between destinations	Infrastructure	2021	\$2,710,836
Destination Development	Various Park Improvements	Infrastructure	2020	\$2,274,500
Inviting Gateways	Enhances the gateway into State of Indiana and historic downtown Madison	Infrastructure	2020	\$1,543,225
Overhauled Corridors: Clifty Drive & Lanier Drive	Enhances prominent corridors and provides safe bicycle and pedestrian connections between all destinations	Infrastructure	2021	\$1,543,225
Neighborhood Revitalization: Central Business District Revitalization	To renovate and redevelop 2nd and 3rd floor space for useable housing and live work space	Infrastructure	2021	\$506,747
Hargan-Matthews Park	New Playground Equip	Infrastructure	2017	\$105,000
Police Building	Repurpose Building	Bldg. Renovation	2017	\$313,000
Senior Center	New Roof & AC Unit	Bldg. Renovation	2017	\$29,000
Sunrise Golf Course	Golf Course Improvement	Infrastructure	2017	\$6,500
Crystal Beach	Pool Concrete Renovation	Infrastructure	2017	\$25,000
Rucker Sports Complex	New Scoreboard & Lights	Infrastructure	2017	\$60,000

City of Madison - Capital Investments				
NonStellar Area	Description	Categories	Year	Investment Amount
Telegraph Hill	Bridge Wall & Slide Repair	Infrastructure	2017	\$70,000
Industrial Drive	Road Improvements	Infrastructure	2017	\$201,860
Huthcinson Lane	Road Improvements	Infrastructure	2017	\$573,570
Water Dept. - Water Meter AMI System Install	New Meter Reading System	Infrastructure	2017	\$91,368
Water Dept. Well #7 Repair	Repair of bushings, bearings, shaft, gaskets, etc.	Infrastructure	2017	\$13,666
Water Dept. - Water Main Relocation	Move Water Main and Water Service Line Work along Walnut Street	Infrastructure	2017	\$13,276
Water Dept. - Main Street Services	Move Inside meters out of homes into the Street right-of-way	Infrastructure	2017	\$27,124
Sewer Dept. - Meter AMI System Install	New Meter Reading System	Infrastructure	2017	\$86,305
Sewer Dept. - New Sewer Line Install	Replace existing dual sewer line with a new line and install new MH	Infrastructure	2017	\$25,700
Sewer Dept. - Collections Building	Build New addition to the Sewer Collections Building	Building Construction	2017	\$36,400
Sewer Dept. - CSO improvements	Engineering for the modifications being done to the city's CSOs	Infrastructure	2017	\$339,064
Sewer Dept. - Stormwater Improvements	Install underground drainage system on Walnut Street near 4th Street	Infrastructure	2017	\$37,198
Sewer Dept. - Repair/Upgrade Sewer Main	Upgrade Sewer main in alley between Vine/Mill & Main/2nd	Infrastructure	2017	\$44,950
Sidewalks	Sidewalks, Drainage and gutterpan	Infrastructure	2017	\$100,000

## City of Madison - Private Capital Investments

Stellar Area	Description	Categories	Year	Investment Amount
Adaptive Reuse: Cotton Mill Rehabilitation	Historic preservation of historic building	Building Renovation	2020	\$17,469,463
Adaptive Reuse: Ohio Theatre Rehabilitation	Historic preservation of historic building	Building Renovation	2020	\$2,002,384
Adaptive Reuse: Tack Factory Rehabilitation	Historic preservation of historic building	Building Renovation	2020	\$7,716,581
Adaptive Reuse: Scott Block	Historic preservation of historic building	Building Renovation	2020	\$6,213,583
Student - Community Initiatives: Entrepreneurship / Tech Transfer / Education	Improves training opportunities through the “Technology Transfer Program” with Hanover College and nursing education & training facility on West Street.	Building Renovation	2020	\$518,089
Overhaul Corridors: Madison Plaza Shopping Center Redevelopment	Improves aesthetic appeal and appearance of Clifty & Lanier Drives	Construction	2021	\$1,500,000
Neighborhood Revitalization: Central Business District Revitalization	Neighborhood revitalization will be a catalyst to additional private investment & increased property values.	Building Renovation	2021	\$506,747

City of Madison - Private Capital Investments				
NonStellar Area	Description	Categories	Year	Investment Amount
Christain MeJean	Residential Interior Remodel	Building Renovation	2017	\$1,995
Tina Buchanan	Residential Interior Remodel	Building Renovation	2017	\$3,500
Greg & Shirley Howard	Accessory Buildings	Building Construction	2017	\$7,750
Robert Vanvleet	Residential Remodel and Renovation	Building Renovation	2017	\$20,000
Robert Vanvleet	Residential Remodel and Renovation	Building Renovation	2017	\$50,000
Historic Madison Foundation	Renovation of Interior	Building Renovation	2017	\$805,000
Brian Marshall	Accessory Buildings	Building Construction	2017	\$4,500
B & H of Madison, LLC	New Electrical Box	Infrastructure	2017	\$1,500
B & H of Madison, LLC	New Electrical Box	Infrastructure	2017	\$1,500
Walter L. & Katherine A. Wood	Residential Interior Remodel	Building Renovation	2017	\$25,000
John DeLuca	Accessory Buildings	Building Construction	2017	\$19,000
Martha Shimfissel	Accessory Buildings	Building Construction	2017	\$6,000
Richard & Sandra Fox	Residential Interior Remodel	Building Renovation	2017	\$24,000
City of Madison -Water Pollution Facility	Accessory Buildings	Building Construction	2017	\$24,000
Al & Connie Huntington	Residential	Building Construction	2017	\$450,000
Mark Adams	Accessory Buildings	Building Construction	2017	\$3,500
Kelly & Ryan Rodgers	Residential Interior Remodel	Building Renovation	2017	\$120,000
Kelly & Ryan Rodgers	Residential Interior Remodel	Building Renovation	2017	\$120,000
Travis Long	Accessory Buildings	Building Construction	2017	\$10,750
Scott Bate	New Electrical Box	Infrastructure	2017	\$1,200
Madison First Assembly of God	Interior Remodel	Building Renovation	2017	\$432,400
Oscar Clinton & Nancy Bear	Residential	Building Construction	2017	\$200,000
Oscar Clinton & Nancy Bear	Accessory Buildings	Building Construction	2017	\$6,000
Vehicle Service Group	Commerical Addition	Building Construction	2017	\$443,000
Evelyn Villalobos	Addition	Building Construction	2017	\$3,000
Steve & Tina Buchanan	Residential Interior Remodel	Building Renovation	2017	\$4,000
Robert Myers	Residential Remodel and Addition	Building Renovation/B	2017	\$90,000
MHM Real Estate LLC	Residential Interior Remodel	Building Renovation	2017	\$20,000
Storage Express Holdings, LLC	New Storage Unit Building	Building Construction	2017	\$185,000
Storage Express Holdings, LLC	New Storage Unit Building	Building Construction	2017	\$413,000
Ravinder Bevli	Residential Interior Remodel	Building Renovation	2017	\$7,000
Cheryl & Jeremy Everage	Accessory Buildings	Building Construction	2017	\$15,000
Roger & Donna Snell	Addition	Building Construction	2017	\$26,626
Shirley Nero	Addition	Building Construction	2017	\$25,000
Jefferson Community Federal Credit Union	Commercial Remodel	Building Renovation	2017	\$1,900
Ryan Lamb	Accessory Buildings	Building Construction	2017	\$2,100
Briana & Ryan Bryson	Accessory Buildings	Building Construction	2017	\$11,735
Kieth Alexander	Addition	Building Construction	2017	\$20,000
Thomas Day	Accessory Buildings	Building Construction	2017	\$20,000

## City of Madison - Private Capital Investments - continued

NonStellar Area	Description	Categories	Year	Investment Amount
Christy Warnke	Accessory Uses	Building Construction	2017	\$7,000
McCubbin Motors	Addition and Remodel	Building Renovation	2017	\$1,850,000
Jefferson Co. 4-H Club	Accessory Buildings	Building Construction	2017	\$35,000
Jefferson Co. 4-H Club	Accessory Buildings	Building Construction	2017	\$28,000
Sheila & Bruce Robert Crum	New Electrical Box	Infrastructure	2017	\$1,000
William Kindle	Residential Interior Remodel	Building Renovation	2017	\$10,000
Jennifer Siepler	New Electrical Box	Infrastructure	2017	\$1,200
City Meat Market/Andress Properties	Commercial Remodel	Building Renovation	2017	\$20,000
Timothy Harmon	Addition	Building Construction	2017	\$39,500
Martha Brown	Addition	Building Construction	2017	\$17,300
American Kidney of Madison (Hoosier Ventures)	Addition and Remodel	Building Renovation	2017	\$700,000
Monica Nott	Accessory Uses	Building Construction	2017	\$3,000
Madison Township Fire Department	Accessory Uses	Building Construction	2017	\$19,000
Caldwell Banker/Andress Properties, LLC	Commercial Remodel	Building Renovation	2017	\$13,000
Kenneth L & Anita M Jones	Accessory Uses	Building Construction	2017	\$3,500
Charles White	Accessory Uses	Building Construction	2017	\$4,300
Marc Dionne	Addition	Building Construction	2017	\$20,000
Thomas & Linda Hardy	Addition	Building Construction	2017	\$18,000
Roman Catholic Archdiocese (Pope John Ele.)	Commercial Remodel	Building Renovation	2017	\$102,000
Terry Charles	Addition	Building Construction	2017	\$15,000
Stephen Steiner	Addition	Building Construction	2017	\$15,000
Thomas & Carrie Blades, II	Accessory Uses	Building Construction	2017	\$54,000
Madison Regency, LLC (Kay Jewelers)	Commercial Remodel	Building Renovation	2017	\$75,000
Christopher & Kristen Kozenski	Addition	Building Construction	2017	\$4,000
Pat Cleveland	Residential	Building Construction	2017	\$95,000
William Neal	Accessory Buildings	Building Construction	2017	\$15,800
Shawn Wehner	Accessory Buildings	Building Construction	2017	\$8,851
Derek & Kathryn Alexander	Accessory Buildings	Building Construction	2017	\$15,000
Phillips Dev. Phillips Dev.	Residential	Building Construction	2017	\$150,000
Phillips Dev. Phillips Dev.	Residential	Building Construction	2017	\$150,000
G. David Griffin	Accessory Buildings	Building Construction	2017	\$28,000
Craig-Madison Properties, LLC	Addition and Remodel	Building Renovation	2017	\$600,000
Burger King (Curtis James Investments)	Commercial Remodel	Building Renovation	2017	\$463,640
Mission Real Properties, LLC	Residential Interior Remodel	Building Renovation	2017	\$1,500
David Schafer	Accessory Buildings	Building Construction	2017	\$32,000
Phillips Dev. Phillips Dev.	Residential	Building Construction	2017	\$150,000
Madison Chemical Madison Chemical	Addition	Building Construction	2017	\$410,000
Christian Academy Christian Academy of Madison	Addition	Building Construction	2017	\$100,000

City of Madison - Private Non-Capital Investments				
Events & Festivals	Description	Stellar Area (Y/N)	Year	Investment Amount
Fourth Fridays Downtown Madison	Live music, extended shopping hours, and more on Madison's Main Street (April-October)	Y		
River Roots Music & Folk Art Festival	Live music, craft beer, and children's activities (3rd weekend in June)	Y		
Spring and Fall Old Court Days	Free arts, crafts, antiques, and collectibles fair around the Courthouse square. (4th weekend in May/last full weekend in September)	Y		
River Run Car Show	Classic car show along Madison's riverfront with awards, food, and music.	Y		
Music in the Park	Local produce, artisan goods, live music, and more around the Broadway Fountain (June-September)	Y		
Madison Regatta	Annual running of the world's fastest race boats. (1st weekend in July)	Y		
Madison Ribberfest	Annual BBQ cook-off featuring well-known blues musicians, boat rides, and food. (3rd weekend in August)	Y		
Rockin' on the River	Classic car show along Madison's riverfront featuring awards, food, and music. (1st weekend in September)	Y		
Hispanic Festival	(2nd weekend in September): Celebration of Latin American countries with food, dance, and artifacts around Broadway Fountain. September 16, 2017	Y		
Madison Chautauqua Festival of Arts	Fine arts and crafts show featuring live music and children's activities. (4th weekend in September)	Y		
Hanover College's Homecoming: October 14, 2017	October 14, 2017	N		
Soup Stew Chili & Brew	Madison's only festival on Main Street! Food, wine, beer, live music, children's activities, and shopping in the downtown historic district. Supports local non-profits, businesses, and artists. Free admission! (2nd weekend in October)	Y		
Downtown Holiday Open House	Downtown merchants kick off the holiday season. (2nd weekend in November)			
Small Business Saturday	(4th weekend in November)	Y		
Nights Before Christmas Candlelight Tour of Homes	Tour of private homes decorated for the holiday season. (4th weekend in November/1st weekend in December)	Y		
Very Merry Madison Christmas Parade	Featuring Santa and several children's storybook characters. (1st Saturday in December)	Y		
Madison Handmade Market	Christmas shopping featuring local artisans at (first week of December)	Y		

City of Madison - Non-Capital Investments				
Events & Festivals	Description	Stellar Area (Y/N)	Year	Investment Amount
Movies in the Park	Movies hosted by the City of Madison in a giant screen in Bicentennial Park throughout the summer. Each \$1500/each, we do six movies each summer for total of approx.	Y		\$9,000
Red, White, & BOO	Safe & fun Halloween event held by the City each year at the Brown Gymnasium	Y		\$1,500
Regatta Parade & Fireworks	Community 4 <sup>th</sup> of July celebration coinciding with Regatta Festival that includes free fireworks for the community and a parade that attracts nearly 10,000 people	Y		\$25,000
Transportation Study	Working with Purdue and Grote Industries on a transportation study to analyze the commuting patterns of workers at local businesses and manufacturers	Y		\$2,500
Comprehensive Plan	Redevelopment Commission invested in the revising of the Comprehensive Plan last fall	Y		\$100,000
Christmas Parade	Annual Christmas parade to bring visitors to Main Street to shop and enjoy our downtown area	Y		\$10,000

City of Madison - Real Estate Transactions			
Stellar Area	Number	Year	Total Value of Transactions
Arms Length	129	2017	\$18,501,035
Other			
Long-Term Lease Agreements			
<b>Total</b>			<b>\$18,501,035</b>

City of Madison - Economic Development			
Economic Development	Number	Year (Since Designation)	Description
New Businesses			
New Jobs Created			
Estimated amounts of new investments			
<b>Total</b>			



## Section 12

# Feasibility Matrix

City of Madison, Indiana  
Feasibility Matrix  
2018-2021

Project Name		Financing		Site Control			Environmental Review			Schematic Design			Architectural/ Preliminary Engineering Documents		
		Identified	Unknown	Complete	Ongoing	Not Started	Complete	In Process	Not Started	Complete	In Process	Not Started	Complete	In Process	Not Started
M 1 - 3	Multi-Modal Pathways: Madison Connector	✓		✓					✓	✓					✓
A1	Adaptive Reuse: Cotton Mill Rehabilitation	✓		✓					✓	✓				✓	
A2	Adaptive Reuse: Ohio Theatre Rehabilitation	✓		✓			✓			✓					✓
A3	Adaptive Reuse: Tack Factory Rehabilitation	✓		✓			✓			✓				✓	
A4	Adaptive Reuse: Scott Block	✓		✓					✓	✓				✓	
D 1 - 5	Destination Development	✓		✓					✓	✓					✓
I 1 - 4	Inviting Gateways	✓		✓			✓			✓				✓	
S	Student - Community Initiatives: Entrepreneurship / Tech Transfer / Education	✓		✓			✓				✓				✓
O 1 & 2	Overhauled Corridors: Clifty Drive & Lanier Drive	✓		✓			✓					✓			✓
O3	Overhaul Corridors: Madison Plaza Shopping Center Redevelopment	✓		✓			✓			✓					✓
N1	Neighborhood Revitalization: Owner Occupied Rehabilitation	✓		✓			✓				✓				✓
N2	Neighborhood Revitalization: Central Business District Revitalization	✓		✓					✓	✓					✓



## Section 13

# Resumes of Key Project Staff

# Mayor Damon Welch

**Name:** Mayor Damon Welch

**Title:** Mayor

**Organization:** City of Madison, Indiana

**Professional Summary:** Mayor Damon Welch was elected Mayor of Madison in 2011 and is serving his second term in office. Damon is a graduate of the University of Kentucky with a BBA. He is an Elder and Worship Leader at North Madison Christian Church. Damon has been married to Ginny (Kelly) Welch for 44 years and has three wonderful children: Gaeli, Kirsty, and Collin, along with six grandchildren.

## Education:

- BBA, University of Kentucky, 1975

## Experience:

- Mayor, City of Madison, IN, November 2011 - Present
- Elder and Worship Leader at North Madison Christian Church
- United States Air Force, Captain
- Owner of Damon's Restaurant
- Previous City Councilman
- Previous City of Madison Plan Commission member

# Bob Cooke

**Name:** Bob Cooke

**Title:** HR/Purchasing Director

**Organization:** City of Madison/Madison Redevelopment Commission

**Professional Summary:** Bob Cooke serves as the City of Madison's Director of HR/Purchasing as well as Special Projects Coordinator for projects as directed by the Mayor. He is a native of Jefferson County, Indiana and has been a resident of Madison since 1960. His background includes over 35 years in distribution and manufacturing, a U.S. Army veteran, membership in a number of community civic and fraternal organizations and a graduate of Indiana University Bloomington).

## Education and Military:

- Madison Consolidate High School Graduate
- Indiana University (Bloomington), B.S. Business Finance
- Officer Candidate School (Infantry) Ft. Benning, Georgia
- Second Lieutenant, Adjutant General Corps
- Commanding Officer, 511th Army Postal Unit, Ft. Monroe, Virginia
- Administrative Officer, I Field Force Vietnam (2nd Corps), Nha Trang, Vietnam (1st Lt.)

## Experience:

- Barber Grocery Company (Wholesale Food Distributor), 3 years, Vice President
- Tower Manufacturing (Fastener Manufacturer), 34 years, VP, President, Owner
- Robertson Incorporated, Springfield, Ohio, VP and Board of Directors Member (21 yrs.)
- U.S. Department of Commerce, Bureau of Census (2010), Field Operations Supervisor
- Jefferson County Republican Chairman (10 ½ years) (1989-1999)
- Jefferson County Council (elected) (1987-1990)

## Other Responsibilities for the City of Madison:

- ADA/Title VI Coordinator
- ERC for City with INDOT
- City Loan Programs Administrator
- Staff Coordinator for Madison Redevelopment Commission
- City Budget Manager

## Darrell Henderson

**Name:** Darrell Henderson

**Title:** Councilman District 5 - President

**Organization:** City of Madison, Indiana

**Professional Summary:** Darrell Henderson is serving his third term as councilman of District 5 for the City of Madison, Indiana. In addition to serving on the City Council, Darrell is also the owner of Milton Auto Sales. He has served on several boards including as a member of the Board of Zoning Appeals for 13 years and as a member of the Madison Plan Commission for 22 years.

### Education:

- Madison Consolidated High School, 1965

### Experience:

- American Legion
- Madison Kiwanis Club

## Robert Little

**Name:** Robert Little

**Title:** Commissioner Jefferson County/ Middle District

**Organization:** Jefferson County Government

**Professional Summary:** Robert Little is currently serving as President of the Commissioners. He also served as the Madison Township Trustee and retired from the communications industry with 38 years of service.

**Experience:** Robert coached for many years with the Madison Parks Dept. and states it was a rewarding experience. Working with the City of Madison, Tiff Board, and all units of government is part of his daily activities. Robert worked with the Tiff board to have a traffic signal install for the Hutchinson Lane/421 Road project. He also worked with the City of Madison and the Heritage Trail group to help secure the closed Hatcher Hill Road to be used for walking and bike usage. Helping the Jefferson County Veterans Board to replace the existing monument with new stones cut from an Indiana quarry, new walkways, lighting, and landscaping had special meaning being a veteran himself.

### Additional Community Involvement:

- Current chairman of Jefferson County 911 Board of Directors
- Chair of Jefferson County Animal Shelter
- past member of Visit Madison Board
- F.O.P.
- Elks
- Masonic Lodge #2
- Trustee of Rykers Ridge Baptist Church

## Robert “Derma” Smith

**Name:** Robert "Derma" Smith

**Title:** Councilman District 3

**Organization:** City of Madison, Indiana

**Professional Summary:** Robert "Derma" Smith serves as the District 3 Councilman for the City of Madison, Indiana. In addition to serving on the City Council, Derma is the Press/Tooling Manager for Austin Tri-Hawk Automotive. He currently serves on the Boys and Girls Club Board of Directors and the Englishton Park Board of Directors. Derma is a member of the Knights of Columbus, Moose and the Elks Club.

### Education:

- Bachelor, Ball State University, 1987

### Experience:

- 3rd District City Councilman for Madison, Indiana, January 2016
- Press/Tooling Manager, Austin Tri-Hawk Automotive, March 2013 to Present
- Assembly Supervisor, Grote Industries, June 2011 to March 2013

## David Alcorn

**Name:** David Alcorn

**Title:** Councilman District 2

**Organization:** City of Madison, Indiana

**Professional Summary:** David Alcorn serves as the District 2 Councilman for the City of Madison, Indiana. In addition to serving on the City Council, David is a Fourth grade teacher at New Washington Elementary for Greater Clark County Schools.

### Education:

- Bachelor’s Degree in Elementary Education, Indiana University
- Master’s Degree in Elementary Education, Indiana University Southeast

### Experience:

- 2nd District City Councilman for Madison, Indiana, January 2016

# Andrew K. Forrester

**Name:** Andrew K. Forrester

**Title:** Community Relations Director

**Organization:** City of Madison, Indiana

**Professional Summary:** Andrew Forrester is currently Mayor Welch’s liaison to numerous community organizations and boards, and has worked over the last six years to pull various efforts together to accomplish big projects in the City of Madison. He was instrumental in applying for and coordinating the grant for the new boat ramp, dock, and pumpout station added to Madison’s riverfront, as well as the “Alley Activation” project accomplished through OCRA’s Place-Based Investment Funds. He assisted with the effort to bring the “Arts & Cultural District” designation to downtown Madison, and has assisted the Main Street program in receiving a façade rehabilitation grant. Andrew led Madison’s efforts in the America’s Best Communities Competition 2015 through 2017, reaching the finalist level (top eight) out of more than 350 original community entries. He also led the City’s efforts to create a Bike & Pedestrian Master Plan as well as new Comprehensive Plan for the community in 2016; it’s first since 1999.

## Education:

- Master of Business Administration in Management, Indiana Wesleyan University, 2015
- Bachelor of Arts in Political Science, Wabash College, 2011
  - Cum Laude

## Professional Development:

- Graduate, Indiana Leadership Forum, August 2015
- Graduate, Ball State University Community Development Course, May 2013
- Graduate, Ball State University Economic Development Course, January 2012

## Involvement:

- Board Member, United Way of Jefferson County (2012-Present)
- Chairman of the Board, Salvation Army of Madison/Jefferson County (2012-Present)

- Board Member, Lanier Mansion Foundation (2013-Present)
- Board Member, Southeastern Regional Planning Commission (2012-Present)
- Board Member, Historic Madison, Inc. (2014-Present)
- Executive Committee Member, Envision Jefferson County (2015-Present)
- Hanover College Community Leadership Council member (2015-Present)
- Indiana Bike Trails Committee - appointed by Governor Eric Holcomb. (2017-Present)

# Nicole M Schell

**Name:** Nicole M Schell

**Title:** City Planner – Preservation Coordinator

**Organization:** City of Madison, Indiana / Madison Historic District Board of Review

**Professional Summary:** Nicole M Schell serves as the City Planner – Preservation Coordinator for the City of Madison, Indiana. Prior to her position with the city, Nicole was the Director of Communications and Historic Preservation with the Indiana Barn Foundation in Indianapolis, Indiana. She is a 2014 graduate from Purdue University with a degree in Agricultural Communication with a concentration in Social Media Marketing. Nicole also graduated in 2016 from Ball State University with a Master’s degree in Historic Preservation.

## Education:

- Master of Science in Historic Preservation, Ball State University, 2014 - 2016
  - Creative Project: A Flood Disaster Mitigation Plan for Historic Madison Incorporated
- Bachelor of Science in Agricultural Communication, Purdue University, 2010 - 2014
  - Concentration: Social Media Marketing
  - Minor: Food & Agribusiness Management
  - Minor: History

## Experience:

Nicole administers the Preservation and Community Enhancement Grant (PACE) and assists the public, developers, builders, engineers and architects about historic preservation, design regulations and policies.

Other responsibilities include:

- Provide project management and technical expertise in the implementation of long range city planning documents
- Consult with government agencies on environmental review and Section 106 projects
- Perform staff technical review and reports
- Advocate for the public interest in new development
- Conduct regular site visits and inspect work for compliance with COA’s

## David Stucker

**Name:** David Stucker

**Title:** Parks Director

**Organization:** City of Madison, Indiana

**Professional Summary:** David Stucker serves as the Parks Director for the City of Madison, Indiana. Prior to his current position, he was the office manager for the Water Department for the City of Madison. He also worked for 9 years in automotive manufacturing. David is a 1989 graduate of Indiana University – Southeast with a Bachelor’s degree in Undergraduate Studies with a focus in Psychology and Economics.

### Education:

- Bachelor in Undergraduate Studies, Indiana University - Southeast, 1989
  - Concentrations: Psychology and Economics

### Experience:

David oversees the day to day operations of the Parks Department. Areas of focus include public golf course, public swimming pool, city campground and 22 public parks.

Other responsibilities include:

- Managing the yearly budget of \$1.4 million
- Overseeing all programs offered to the community including baseball/softball, football, basketball, and other sports
- Working with Parks staff, both full time and seasonal on a daily basis
- Maintaining and improving essential services, facilities, and programs for the community

## Tony Sorrells

**Name:** Tony Sorrells

**Title:** Street Superintendent – City Maintenance Superintendent

**Organization:** City of Madison, Indiana

**Professional Summary:** Tony Sorrells serves as the Street Superintendent and City Maintenance Superintendent for the City of Madison, Indiana. Prior to his current position, he was the manager for Metronet; a fiber optic based company for 5 years and retired from Verizon Communications after 30 years of service.

### Education:

- Associate’s Degree in Electronics, Indiana University - Purdue University Indianapolis

### Experience:

Tony oversees the day to day operations of the Streets and Parks Department. Tony supervises around 50 employee and DOC workers daily.

Other responsibilities include:

- Maintaining and installing sidewalks, streets, curbs, and gutter pans throughout the city
- Oversees the garbage and recycling programs
- Oversees the maintenance of 22 city parks
- Supervises the set up for all the events that take place within the city limits throughout the year

## William E. Barnes, Jr.

**Name:** William E. Barnes, Jr.

**Title:** President & CEO

**Organization:** Community Foundation of Madison and Jefferson County, Inc.

**Professional Summary:** Bill Barnes serves as the President and CEO of the Community Foundation of Madison and Jefferson County, Inc. Bill is responsible for leading a well-respected foundation with over \$22M in assets and 200 endowments. He also interacts with donors, volunteers, nonprofit organization representatives, business/community leaders, and residents to improve the quality of life of Jefferson County. Bill is an active member of several nonprofit organizations and has received several leadership awards.

### Education:

- Bachelor of Science in Business Administration, University of Phoenix, 1990
- A.A.S. in Intelligence Collection, Community College of the Air Force, 1990
- Russian Language Program, Defense Language Institute, 1986

### Professional Experience:

- President & CEO, Community Foundation of Madison and Jefferson County, Inc. Madison, Indiana, 02/10 – Present
- Director of Sales & Client Support, Consolidated Operator Services (COS), Mattoon, Illinois, 02/03 – 02/10
- General Manager-Wester Region, Consol Idated Communications, Inc., Taylorville, Illinois, 02/00 – 02/03
- Easter Region Account Retention Project Manager, Mcleodusa (Consol Idated's Sister Company) Peoria, Illinois, 07/99 - 02/00

### Involvement:

- City Tree Board, Madison, Indiana, Member 2013 - Present
- Madison Rotary Club, Madison, Indiana, Member 2013 - Present
- Madison Area Arts Alliance, Madison, Indiana, Organizer and Volunteer 2012 - Present
- MADISON AREA CHAMBER OF COMMERCE, MADISON, IN, Member, Board of Directors 2012 - 2014

## Matthew W. Wirth

**Name:** Matthew W. Wirth

**Title:** Executive Director

**Organization:** Jefferson County Industrial Development Corporation

**Professional Summary:** Matt Wirth serves as the Executive Director of the Jefferson County Industrial Development Corporation. Prior to his position with the Jefferson County Industrial Development Corporation, Matt served as the Senior Business Development Manager for GAI Consultants. He is a graduate from The Ohio State University with a degree in Urban Geography and Community and Regional Planning.

### Education:

- Bachelor of Arts in Urban Geography and Community and Regional Planning, The Ohio State University

### Experience:

Matt coordinates between local businesses, both private and public, to develop a stable economy in Jefferson County and provides assistance and counseling to small businesses in regards to property location, financial assistance, and government relations

Other responsibilities include:

- Workforce development and training in partnership with local colleges
- Quality of life initiatives in partnership with City of Madison, Jefferson County organizations, and elected officials
- Other experience includes:
- Senior Business Development Manager, GAI Consultants, 2002 - 2015
- Executive Director, Scott County Economic Development Corporation, 2000 - 2002
- Community Development Specialist, Indiana Department of Commerce, 1993 - 1999
- Indiana 15 Regional Planning Commission, 1991-1993

## Elizabeth Auxier

**Name:** Elizabeth Auxier

**Title:** President

**Organization:** Friends of the Ohio Theatre, Inc.

**Professional Summary:** Elizabeth Auxier serves as the President of the Friends of the Ohio Theatre, Inc. She is responsible for project management, fundraising, grant writing, event scheduling, volunteer coordination, community outreach and marketing at the non-profit theatre. In addition to her role with the Friends of the Ohio Theatre, Inc., Elizabeth is the President and Owner of Auxier Marketing.

### Education:

- Bachelor of Art in Journalism and Political Science, Indiana University, 2003

### Experience:

- President and Owner, Auxier Marketing, October 2014 - Present
- Tobacco Prevention & Cessation Coordinator, King's Daughters' Health, Marketing and Community Relations Department, October 2007 – October 2014
- President of Friends of the Ohio Theatre
- Community Foundation Women's Giving Circle Vice-President
- Girls Inc.® Volunteer
- Ulster Project Volunteer
- Stellar Communities Advisory Committee Member
- Madison Candlelight Tour of Homes Volunteer
- Tri Kappa Volunteer
- Madison Community Players Volunteer
- Alley Activation Committee
- Project Management of Auxier/Requet Historic Property Renovations

## Charles Requet III

**Name:** Charles Requet III

**Title:** Vice-President

**Organization:** Friends of the Ohio Theatre Board

**Professional Summary:** Charles Requet is a Sr. Mechanical Engineer for LG&E KU Services Company, a utility providing electric power to 2/3 of Kentucky and gas to the greater Louisville area. He volunteers his time for many local non-profits, including Friends of the Ohio Theatre. He serves as the theatre's board of directors Vice-President and is responsible for maintenance and upkeep of the building as well as project management and technology

### Education:

- Bachelor of Science in Mechanical Engineering, Rose-Hulman Institute of Technology, May 1999
- Rockwell Automation Power Lean Master, Vibration Institute Category III Vibration Analyst

### Experience:

- Sr. Mechanical Engineer – Generation Engineering, Louisville Gas & Electric and Kentucky Utilities Services Company, May 2012 - Present
- Sr. Mechanical Engineer– 2000 Megawatt Coal Fired Power Generation Station, Kentucky Utilities, Sept. 2007 – May 2012
- Eagle Scout
- Friends of the Ohio Theatre Board Vice-President
- Historic Madison Inc. Properties Committee
- Girls Incorporated® Volunteer
- Madison Tri Kappa Tour of Homes Volunteer
- Madison Community Players Volunteer
- Madison Candlelight Tour of Homes Volunteer
- Red Cross Blood Donor

## John M. Staicer

**Name:** John M. Staicer

**Title:** President & Executive Director

**Organization:** Historic Madison, Inc.

**Professional Summary:** John M. Staicer serves as the President and Executive Director of Historic Madison, Inc. He leads daily operations of one of Indiana's oldest non-profit historic preservation organizations with a staff of seven, a sixteen-member board of directors, a volunteer organization of 75 and membership of 500.

### Education:

- Master of Arts in History Museum Studies, State University of New York, College at Oneonta, 1994
  - Fellowships: Nourse Foundation, National Endowment for the Arts.
  - Thesis: A History of the Ben Schroeder Saddletree Company, Madison, Indiana, 1878-1972
- Bachelor of Science in Liberal Arts and Sciences, State University of New York, College at Oneonta, 1982
  - Magna cum Laude

### Experience:

- President (2010) & Executive Director (2003) – Present, HISTORIC MADISON, INC.
  - Successfully complete nomination process for the designation of the Madison National Historic Landmark District by the Secretary of the Interior
  - Five major restoration projects, including \$6 million in funds raised for same
  - Currently completing \$2 million rehabilitation of Shrewsbury-Windle House National Historic Landmark
- Director/Curator, Schroeder Saddletree Factory Restoration, July 1991 – March 2003

# Susan Craig

**Name:** Susan Craig

**Title:** Executive Director

**Organization:** Southeastern Indiana Regional Planning Commission

**Professional Summary:** Susan Craig is the Executive Director of the Southeastern Indiana Regional Planning Commission (SIRPC). SIRPC is a community development agency serving local units of government in Dearborn, Decatur, Franklin, Jefferson, Jennings, Ohio, Ripley, Shelby and Switzerland counties. She has a Bachelor of Science from the Ball State Miller School of Business as well as thirty-six years of experience in project development and implementation. In addition, she is a graduate of the Ball State Economic Development Academy and has completed two years of the certified economic development professional training at the University of Oklahoma. Susan is a NDC Certified Housing Development Professional and a NDC Certified Economic Development Professional.

**Experience:** Susan and her staff have developed and implemented almost 500 community and economic development projects in southeastern Indiana, leveraging over \$123 million in state and federal funds. In addition, she is a founder and President of Southeastern Indiana Community & Preservation Development Corporation (SICPDC), a not-for-profit community housing development organization.

She has been a certified CDBG grant administrator since the inception of the certification program and served on the OCRA Grants Working Group to assist in defining the training program. Susan continues to serve in this group on an advisory capacity.

Susan has served on a variety of boards and organizations, including the Madison Jefferson County Chamber Foundation, Jefferson County Historical Society, the Indiana Advisory Commission on Intergovernmental Relations and Tri Kappa. Currently, Susan is a member of Bethany Circle and volunteers as a CASA for Voices for Children and as a yoga teacher.

Specifically, Susan and her organization have assisted the City of Madison in the following projects:

- Owner Occupied Housing Rehabilitation
- Madison Port Authority Rail Upgrade Projects
- Storm Drainage
- Clearinghouse
- Senior Center Planning
- Housing Counseling/First Time Homebuyer Program
- AME Church Restoration
- Venture Out Kitchen Incubator Planning/Construction
- Boys and Girls Club/Community Center
- Heritage Trail (DNR)
- Daycare/Head Start/Family Service Center Projects
- Revolving Loan/Micro-Enterprise Program
- Disaster Recovery
- Arborist Project
- Rental Rehabilitation
- Madison Riverfront Project

## Valecia Crisafulli

**Name:** Valecia Crisafulli

**Title:** Coordinator of Envision Jefferson County

**Organization:** Envision Jefferson County / Madison Historic District Board of Review

**Professional Summary:** Valecia Crisafulli and her husband Larry moved to Madison four years ago, chiefly because of the historic architecture and walkability of the downtown. Previously they had lived for 11 years in Washington, D.C., where Valecia was vice president for partnerships at the National Trust for Historic Preservation. In that position, she was responsible for the organization's national conference, grants and awards programs, and training workshops. She also managed a network of more than 100 state and local preservation nonprofit organizations. Before moving to D.C., Valecia was the coordinator of the state Main Street program in Illinois, which works to revitalize downtowns in rural communities, as well as urban neighborhoods.

### Experience:

In Madison, Valecia is the coordinator of Envision Jefferson County, a community-wide vision for the future developed from meetings and conversations with more than 400 county residents.

- Madison Main Street Board
- Historic Madison, Inc. Board of Directors
- City of Madison's Historic Preservation Review Board

## Lindsay Bloos

**Name:** Lindsay Bloos

**Title:** Executive Director

**Organization:** Madison Area Chamber of Commerce

**Professional Summary:** Lindsay Bloos has worked for the Chamber of Commerce since 2013 in many capacities, taking over as Director in January 2016. She manages the daily operations of the nearly 400 member organization and works with a 16-person volunteer board of directors to provide the vision, support, and resources to develop business in the Madison, Indiana area. Lindsay graduated from Franklin College with a Bachelor of Arts degree in Sociology. She began her Master of Leadership Development at St. May-of-the-Woods in 2016. Lindsay is also seeking credentials through the U.S. Chamber of Commerce Foundation's Institute for Organization Management.

### Education:

- Bachelor of Arts degree in Sociology, Franklin College, 2005
- Masters in Leadership Development, Saint Mary-of-the-Woods College, 2016
- Concentration in Non-Profit Management

### Experience:

- Prior to her time at the Chamber, Lindsay spent four years working with children struggling with behavioral and psychological challenges, which taught her to be patient and understanding. For the next four years, she worked in banking and bookkeeping, which taught her skills in customer service, organization, problem-solving, and attention to detail.
- Board of Directors, President, Big Brothers Sister of Jefferson County, 2014 - Present
- Actor and Technical Team member, Madison Community Players, May 2010 - Present
- Youth Group and Relay for Life Team, St. Paul Lutheran Church, Jan 2006-Present
- Madison Young Professionals
- Board of Directors for Visit Madison

# Victoria B. Perry

**Name:** Victoria B. Perry

**Title:** Executive Director

**Organization:** Madison Main Street Program

**Professional Summary:** Victoria B. Perry serves as the Executive Director of Madison Main Street Program. She is responsible for overseeing the administration, programs and strategic plan of the organization. Victoria's other key duties include fundraising, marketing, and community outreach. The position reports directly to the Board of Directors.

## Education:

- Bachelor of Science in Tourism Conventions and Event Management, Indiana University Purdue University Indianapolis, May 2016
- IUPUI Honors College- Chancellor's Scholar

## Experience:

- Executive Director, Madison Main Street Program, April 2017- Current
- Patient Access- Registrar Lead, King's Daughters' Health, September 2016- April 2017
- Special Education Assistant, Triton Central Elementary School, September 2015- July 2016
- Operations Supervisor, Residence Inn on the Canal, March 2015- September 2015
- Board of Directors - Special Events Coordinator, Bethany Christian Services, March 2016- Present

# Tawana Thomas

**Name:** Tawana Thomas

**Title:** Executive Director

**Organization:** Visit Madison, Inc.

**Professional Summary:** Tawana Thomas serves as the Executive Director of Visit Madison, Inc. Tawana has been an On-Air Host, Producer, and Community & Public Relations Director for Insight Communications in Northern Kentucky and has been a frequent guest speaker of parent groups with children with disabilities. Over the years she has worked tirelessly with charitable organizations in the communities she called home. Her nationally published articles have included short stories about her life growing up in a tiny west Texas town and Unexpected Gifts which is a journal about life with a special needs child. She is most proud of work called, "In case I Forgot to Tell You," which chronicles her extraordinary life as a single mom with three teenage daughters. Prior to coming to Madison, Tawana Thomas served nine years as the Director of Tourism and Development for Elk City, Oklahoma. She was awarded the 2012 Great Plains Country Association President's Award for outstanding efforts in promoting tourism in Great Plains Country Oklahoma and in 2014 received the Event of the Year Award for her work with the Elk City PRCA Rodeo of Champions event.

## Education:

- Travel & Tourism Management degree from Sinclair College in Dayton, OH
  - Leadership & Executive Management certifications

## Experience:

- Paul Harris Fellow by the Rotary Foundation of Rotary International
- President of Great Plains Country Tourism Association
- Treasurer of Great Plains Country Tourism Association
- Oklahoma Tourism & Recreation Association Board of Directors
- Oklahoma Film Commission Association
- Elk City School Education Support Committee
- Western Oklahoma Commission on Women
- National Association of Women's Speakers
- Elk City Economic Development Committee
- Festivals & Events Association of Oklahoma
- Oklahoma Chamber of Commerce
- Sagebrush, Inc.
- City of Sayre Beautification Committee
- Elk City Arts Council
- Leadership Northern Kentucky Leaders of Distinction Selection Committee
- American Air Force Parents of Airman Association
- Marine for Life Media Liaison
- Cincinnati Children's Hospital Medical Center Parent Support Group
- Northern Kentucky Hospice Board of Directors
- Northern Kentucky Chamber of Commerce
- Regional Commission on Homelessness of North Texas, Texas/Oklahoma Society of CVB Professionals

# Matthew Forrester

**Name:** Matthew Forrester

**Title:** Regional Chairman

**Organization:** German American Bank

**Professional Summary:** Matthew Forrester is the Regional Chairman for German American Bank. For 18 years since his arrival to Madison in 1999 Matt is recognized as a professional and community leader and has shown his community service by his actions and contributions outside the work place. He considers Madison a treasure, brimming with beautiful, historic buildings. Matt has made a major contribution for the betterment of the community by serving on numerous committees and boards. He has performed community service, youth work, civic club service, church activities, civic improvement projects, industrial development and has an unselfish attitude towards helping others.

## Education:

- Bachelor's degree from Wabash College in 1979
- Master's degree from the University of Saint Francis

## Professional Experience:

- Examiner, Indiana Department of Financial Institutions
- Assistant Treasurer, Home Loan & Savings Bank in Fort Wayne
- President/CEO, River Valley Financial Bank in Madison
  - Matt has helped RVFB swell from \$140 million in assets in 1999 to nearly \$385 million to date. He has worked to make RVFB No. 1 in deposits in Jefferson County.
- Regional Chairman, German American Bank, May 2016-Present

## Involvement:

- Federal Home Loan Bank of Indianapolis (Elected Board Member & Budget Committee Member)
- Community Foundation of Jefferson County, (Board Trustee, Treasurer, President)
- Hanover College Board of Trustees
- KDH Foundation Cancer Center Project
- Girls Inc. of Jefferson County (Board Member, President)
- Campaign for Girls Inc. (Co-Chair)
- Madison Rotary Club (Director/Officer)
- La Casa Amiga (Board Member)
- Member of the Madison Redevelopment Commission (City of Madison TIF Board)
- Madison State Hospital Reuse Commission (President)
- Economic Development Partners of Jefferson County (Formerly MIDCOR) (Board Member)
- Ivy Tech Capital Campaign
- Bicentennial Committee (Fundraising Chairman)
- North Madison Christian Church – (Food giveaway, weekly Bible Studies, fundraising)
- Indiana Bankers Association (Board Member)
- His enthusiastic support is also vital to the bank's support of numerous other events in Madison throughout the year: the MCHS theatre program, the Hanover College Community Artists series, RiverRoots Festival, Madison Regatta, Madison Ribberfest Festival, Main Street Music in the Park, Mayor's Movies in the Park, Red White & BOO, and the Fourth of July and

# Kimberly Franklin Nyberg

**Name:** Kimberly Franklin Nyberg

**Title:** Executive Director

**Organization:** Madison Area Arts Alliance

**Professional Summary:** Kim Franklin Nyberg currently serves as founding executive director for the Madison Area Arts Alliance and a freelance Consultant. She is the former Community Development director for the State of Tennessee Economic and Community Development. She brings 28+ years of hands-on experience in the area of downtown development, historic preservation, Main Street revitalization, organizational development, and design expertise. Her executive service at TN ECD led the rebirth of the Tennessee Main Street Program and development of the Tennessee Downtowns Program and the Tennessee Rural Initiative. Her work in cultural and strategic planning has helped capture and communicate the economic impact of the ARTS as a component of community revitalization. She shares her time between work commitments and volunteering for an assortment of projects.

## Education:

- Middle Tennessee State University-B.S. Design 1988
  - Internship: Retail Design/Store Planning/San Francisco, CA & Flatiron Historic District NYC
  - Minor emphasis: History/Historic Preservation/MTSU Center for Historic Preservation

## Experience:

- Madison Area Arts Alliance, Madison, IN -Executive Director (2013-current)
- State of Tennessee Department of Economic & Community Development, Nashville, TN -Director (2006-13)
- Historic Madison, Inc., Madison, IN -Director of Programs (2000-06)
- Madison Main Street Program, Inc., Madison, IN -Executive Director (1991-2000)
- Madison Area Chamber of Commerce/Small Business Development Center, Madison, IN -Business Development/Marketing Specialist (1991-1993)
- Nyberg Consulting (1991-present)
- Indiana Arts Commission-Placemaking Consultant
- Indiana Communities Institute-Ball State University- Consultant (10-17)
- Madison application co-author Indiana Cultural District Program
- Kentucky Heritage Council/National Trust for Historic Preservation-various projects
- Tennessee Rural Initiative Team member-USDA Rural Development
- Statewide Farmer's Market Association Roundtable
- American Association of Retiree Communities-speaker
- Basic Economic Development Course/University of Tennessee
- Chattanooga Chamber's Thrive 2055 Program-guest coach
- Franklin/Williamson County, TN Preservation Awards-Judge 2011/2012
- Tennessee Preservation Trust Board of Directors
- Projects/Presentations: Kentucky Heritage Council, American Association of Retiree Communities, USDA Rural Development Conference; Creative Community Summit; Tennessee Governor's Conference on Economic & Community Development and TN Governor's Conference on Tourism; Basic Economic Development Course/University of Tennessee; Global Entrepreneurial Week-Nashville, TN, Tourism, Arts & Cultural Sessions, Thrive 2055-Creative Community Coaching.

# Ashley Schutte

**Name:** Ashley Schutte

**Title:** Communications Coordinator

**Organization:** Madison Consolidated Schools

**Professional Summary:** In her current role with Madison Consolidated Schools, Ashley Schutte's primary areas of responsibilities include marketing, public relations, and communication. Ashley is responsible for daily management of the district brand and communication from the district to all internal and external stakeholders. She works daily with all district staff to understand and promote academic opportunities and initiatives, share student achievements in an out of the classroom, and keep parents and community members up to date with school related happenings. The ever-present focus is a desire to determine the most effective means of communication for information exchange between stakeholder audiences across print, digital, and social media feeds. Ashley is passionate about partnerships and relationships where stories are shared where academic, extra and co-curricular activities, and student leadership opportunities are highlighted to show why Madison schools is a great place for students and an integral part of the educational and economic development scope for our community.

## Education:

- Master of Science – Indiana Wesleyan University, Management
- Bachelor of Science – Indiana Wesleyan University, Business Administration
- Indiana University Southeast & Ball State University, studied Elementary Education
- Madison Consolidated High School, Class of 1986

## Related Career Experience:

- Strategic development, implementation, and management of operational processes across various sectors to impact and implement projects on varying levels with success
- Creation of brand development and management (print and digital) initiatives across three diverse industries: death care, financial management, and education
- Redesigned layout and maintain content on 7 websites for up to date information on schools within district
- Conducted competency assessments in order to effectively develop, track and manage associate development programs to implement succession planning
- Developed, designed, delivered and/or facilitated training content and curriculum modules for field sales
- Created and implemented retention strategy for major consultative selling process initiative
- Defined and leveraged marketable value-offering propositions to channel customers and am implementing similar strategies within school district to recruit within an open market of school choice
- Experience with responsible management of accounts payable, accounts receivable, sales tax, federal, state, and county tax payments, payroll, and benefits for full and part-time employees
- Fiscal agent and management of contracts and inspections with various vendors and management of budgets in excess of \$400,000
- Effectively and efficiently manage resources (people and financial) to achieve overall team goals and promote personal development

## Community Affiliations:

- Member Stellar Community Advisory Committee - 2017
- Board Member – Jefferson County Industrial Development Corporation – 2013 to present
- Board Member & Coach – H2O Swim Club 2011 to present
- Founding Member & Secretary of Women's Giving Circle of Jefferson County - 2012 to present
- Member North Madison Christian Church

# Christopher B. Gage, P.h.D.

**Name:** Christopher B. Gage, Ph.D.

**Title:** Special Assistant to the President for Strategic Initiatives & External Relationships

**Organization:** Hanover College

**Professional Summary:** Christopher Gage serves as senior advisor to the college president, member of president's cabinet and chief architect of college strategic plan. He is also the cabinet liaison to the Board of Trustees's Strategic Planning Committee. Chris manages and coordinates efforts for external community engagement and business relations. Chris graduated with his Ph.D. from the University of Nebraska in 2017 with a degree in Education Leadership and Higher Education. He also has degrees from Xavier University and Indiana University Kelley School of Business.

## Education:

- Ph.D., Educational Leadership and Higher Education, University of Nebraska, Lincoln, NE, 5/2017
  - Dissertation research: Kezar's evolutionary change theory and the role of executive leadership in an enrollment management division of a comprehensive university.
- M.B.A., Xavier University, Williams College of Business, Cincinnati, OH, 5/2005
- B.S., Marketing, Indiana University, Kelley School of Business, Bloomington, IN, 5/1999
  - Indiana University Men's Varsity Swimming Team, 1995 – 1999, Co-Captain, 1999

## Experience:

- Hanover College (7/2005 – present)
  - Special Assistant to the President for Strategic Initiatives & External Relationships (1/2016 – present)
  - Dean of Admission (8/2011 – 12/2016)
  - Director of Admission – Faculty Liaison (2/2009 – 8/2011)
  - Associate Director of Admission – Athletic Department Liaison (8/2007 – 2/2009)
  - Assistant Director of Admission – Athletic Department Liaison (7/2005 – 8/2007)
- Indiana ACAC Mentor Program, 2013 – present
- Volunteer age group swim coach for H2O Swim Team, 2013 – present
- Prince of Peace Schools, Commission board member, 2014 – present
- Indiana ACAC Presidential cycle, 2015 – present
- Prince of Peace Schools, School Improvement Plan Committee member, 2015 – present
- National ACAC Rising Star Committee member, 2016 – present
- Independent College of Indiana (ICI) Hanover College Legislative Liaison, 2016 – present
- Higher Learning Commission (HLC), peer reviewer, 2017 – present
- Independent Colleges of Indiana (ICI) Tech Advisory Group member, 2017 – present
- Jefferson County Industrial Development Corporation (JCIDC) board member, 2017 – present
- Prince of Peace Schools, Commission President, 2017 – present
- Prince of Peace Schools, Academic Plan Committee Chair, 2017 – present
- National ACAC, Leadership Development Institute (LDI), 2016 – 2018
- National ACAC Presidents Council, 2016 – 2018
- Council of Independent Colleges (CIC), Presidential Vocation & Institutional Mission, 2017 – 2018
- Indiana ACAC Congress, presenter, 2007, 2010, 2013, 2015, 2016, 2017
- Prince of Peace Schools, Commission Executive Committee Secretary, 2016 – 2017
- Prince of Peace Schools, Enrollment Management Committee Chair, 2014 – 2017
- Prince of Peace Schools, Enrollment Management Committee, 2013 – 2017
- Envision Jefferson County Executive Committee board member, 2015 – 2017

# Larry Truax

**Name:** Larry Truax

**Title:** President, Board of Directors

**Organization:** Jefferson County Industrial Development Corporation

**Professional Summary:** Larry Truax is the Continuous Improvement Coordinator at Grote Industries, LLC, a private, family owned, multi-national manufacturing organization, in Madison. Larry has been with Grote Industries since 1988. He interrupted his Grote employment in 1996, to serve for 8 years at the President and CEO of the Prince of Peace Catholic Schools, in Madison. Larry is currently the President of the Board of Directors of Jefferson County Industrial Development Corporation (JCIDC). Larry has also been a member of the Madison Area Chamber of Commerce Board of Directors since 2007, serving for 3 years as Treasurer.

## Education:

- Bachelor of Arts, History, Wheeling Jesuit University, Wheeling, West Virginia, 1976
- Master of Arts, Higher Education Administration, The Ohio State University, Columbus, Ohio, 1978
- Ed.D. (abd), Higher Education Administration, Indiana University, Bloomington, Indiana, 1988

## Experience:

- Dean of Student Affairs, Transylvania University, Lexington, Kentucky, 1981-1983
- Associate Dean for Student Affairs, Hanover College, Hanover, Indiana, 1983-1988
- Founder and President of the Board of Directors, Friends of Shawe and Pope John School, Inc., Madison, 1986-1996
- Member of the Board of Directors, Jefferson County United Way, Madison, 1988-1994
- Member of the Jefferson County Catholic Board of Education, Madison, 1988-1992
- Member, Catholic Archdiocese of Indianapolis Board of Education, Indianapolis, 1990-1993
- President of the Board of Directors, Jefferson County United Way, Madison, 1993
- Manager Human Resources Development, Grote Industries, LLC, Madison, 1988-1993
- Manager of Continuous Improvement, Grote Industries, LLC, Madison, 1993-1996
- President and CEO, Prince of Peace Catholic Schools, Madison, 1996-2004
- Member, Board of Directors, Englishton Park Presbyterian Ministries, Inc., Lexington, Indiana, 2002- Present
- Treasurer, Board of Directors, Englishton Park Presbyterian Ministries, Inc., Lexington, Indiana, 2004-2008 and 2011-2014
- Chairperson, Board of Directors, Englishton Park Presbyterian Ministries, Inc., Lexington, Indiana, 2008-2010
- Member, National Board of Directors, Ideas America, Auburn Hills, Michigan, 2006-2015
- President, National Board of Directors, Ideas America, Auburn Hills, Michigan, 2007-2009
- Member, Board of Directors, Madison Area Chamber of Commerce, Madison, 2007- Present
- Treasurer, Board of Directors, Madison Area Chamber of Commerce, Madison, 2012-2016
- Member, Board of Directors, Jefferson County Industrial Development Corporation, Madison, 2016- Present
- President, Board of Directors, Jefferson County Industrial Development Corporation, Madison, 2017

# Julie Berry

**Name:** Julie Berry

**Title:** Senior Marketing Executive

**Organization:** Midwestern Engineers, Inc.

**Professional Summary:** Julie A. Berry is the Senior Marketing Executive for Midwestern Engineers, Inc., with offices in Loogootee and Indianapolis, Indiana. She is responsible for Marketing and Business Development for a full service engineering firm. Julie also has a strong background in community services – including local elected office and regional boards. She is a 1982 graduate from Ball State University with a degree in Journalism and Political Science. Julie also holds a certification from the National Development Council in Baltimore, Maryland in Economic Development and Real Estate Development.

## Education:

- Bachelor of Science, Ball State University, 1982
  - Degrees in Journalism and Political Science
- Certification, National Development Council, Baltimore, Maryland, 1994
  - Economic Development and Real Estate Development Programs

## Experience:

- Jefferson County Board of Commissioners, 2000-2012
- Project Manager, Southeastern Indiana Regional Planning Commission, 1990-2008
- Purchasing/Community Relations Specialist, Arvin Sango, Inc., 1987-1990
- President, Indiana Association of County Commissioners , 2011
- Outstanding Indiana County Commissioner, 2011
- Assoc. of Indiana Counties Cooperation Award, 2012
- Response to Courthouse Fire and Rebuild Effort
- River Valley Resources Board Member: Low Income Job Creation, 2015-Present
- Chief Elected Official Region 9 Ind. Dept. of Homeland Security, Oversight Committee, 2008-2012
- State of Indiana Courthouse Preservation and Advisory Comm, 2010-12
- Madison/Jefferson County Industrial Development Corp., 15 year Mem
- Special Olympic Volunteer, 1995-Present
- Jefferson County Historical Society, 2012-Present
- Madison Catholic Schools Leadership (School Commission), 1996-2000
- Madison Riverfront Development Committee (Charter Member), 1987-1997
- Lide White Boys/Girls Club Board of Directors, 1998-2002
- King’s Daughters’ Health Bethany Circle Board Member, 2015-Present

## Ed Curtin, FASLA

**Name:** Ed Curtin

**Title:** Principal

**Organization:** CWC Latitudes

**Professional Summary:** Ed is the founder and owner of CWC Latitudes. Latitudes' specialties include a full-range of project management services from idea conceptualization to implementation and problem resolution. As owner, Ed offers over thirty years of professional experience in landscape architecture and problem solving. He is a Fellow in the American Society of Landscape Architects (LA). Ed is a licensed landscape architect in Indiana. Ed recently served as the Executive Director for the Columbus Redevelopment Commission, in Columbus, Indiana. Prior to that position he was Assistant to the Director for the Columbus Parks and Recreation Department of Columbus, Indiana. Prior to his positions with Columbus, Ed was a senior LA and project manager for HNTB and, prior to his work at HNTB, Ed was an Associate Planner in the Columbus/Bartholomew Planning Department. Ed is currently assisting the City of Huntingburg and Town of Corydon with the implementation of their Stellar Projects.

### Education:

- Ed has a BS in Landscape Architecture from Purdue University and a MBA from Indiana University.

### Experience:

- Ed's key project experience includes the following:
  - Depot Plaza / Main Street Bridge / CSX Relocation, Lafayette, Indiana
  - River Centre, Jasper, Indiana
  - Entertainment District / 4th Street Reconstruction, Columbus, Indiana
  - People Trails – Haw Creek Reach, Columbus, Indiana
  - The Commons, Columbus, Indiana
  - Jackson Street Parking Garage, Columbus, Indiana
  - 2nd Street Parking Garage / Cole Housing Development, Columbus, Indiana
  - Cummins Parking Garage, Columbus, Indiana
  - Blackwell Soccer Complex, Columbus, Indiana
  - Lincoln Park Softball Complex, Columbus, Indiana

## Amy Williams, AICP

**Name:** Amy Williams

**Title:** Principal

**Organization:** Taylor Siefker Williams Design Group

**Professional Summary:** Amy brings extensive experience in community planning, public outreach, GIS development and policy development. Amy's experience includes project management to technical production on a range of planning and outreach projects such as comprehensive plans, corridor plans, land use plans, trail master planning and design, GIS development/mapping, environmental justice/socio-economic analysis, and policy development. Amy's experience also includes incorporating community and land use planning as well as public outreach into traditional trail planning and design projects. Amy is a certified planner through the American Institute of Certified Planners (AICP) and has served as on several positions for the Kentucky Chapter of the American Planning Association. She has been a frequent speaker at state and regional conferences with topics ranging from public involvement, elements of successful plans, ethics in the profession and planning in small downtowns, and has served as a guest lecturer at the University of Louisville.

### Education:

- Masters of Urban and Regional Planning, Ball State University, College of Architecture and Planning
- Bachelors of Urban Planning and Development, Cum Laude, Ball State University, College of Architecture and Planning

### Experience:

- Stellar Communities Program
  - Huntingburg Stellar Communities
  - Huntingburg Market Street Park & Fourth Street Trail
  - Corydon Stellar Communities
  - Comprehensive & Community Planning

## Scott Siefker, FASLA

**Name:** Scott Siefker

**Title:** Principal

**Organization:** Taylor Siefker Williams Design Group

**Professional Summary:** Scott blends traditional planning techniques with innovative design solutions to create lasting projects that are integrated into the community. Scott has lead the design efforts for several planning and design projects as well as integrating aesthetics and community input on infrastructure engineering assignments across the nation. Scott's training and experience encompasses a wide range of planning and design projects, including park and greenway design, land use plans, streetscape design, downtown and neighborhood planning and redevelopment, as well as transit oriented development planning and context sensitive design. Scott has worked on over 30 projects that have been recognized with awards from various professional associations. He is active in his professional organization, having served on the American Society of Landscape Architects Board of Trustees in Washington, D.C. and as past Chair of the National Chapter President's Council for ASLA. He was inducted into the ASLA Council of Fellows in 2016 recognizing his service to the profession.

### Education:

- Bachelors of Landscape Architecture, Cum Laude, Ball State University, College of Architecture and Planning
- European Study Tour, Technical University of Dresden - Dresden, Germany

### Experience:

- Brazil Comprehensive Plan - Brazil, IN
- Patoka Comprehensive Plan - Patoka, IN
- Brookville Comprehensive Plan - Brookville, IN
- Henderson Vision & Comprehensive Plan - Henderson, KY
- Moores Hill Comprehensive Plan - Moores Hill, IN
- Borden Comprehensive Plan - Borden, IN
- Richmond Comprehensive Plan - Richmond, KY
- Southport Economic Development Initiative Plan - Southport, IN
- Indianapolis Smart Growth Transit Study - Indianapolis, IN

## Ron Taylor, FASLA

**Name:** Ron Taylor

**Title:** Principal

**Organization:** Taylor Siefker Williams Design Group

**Professional Summary:** Ron is a principal and partner with the Taylor Siefker Williams Design Group who brings over 24 years of experience in the urban design and planning industry in positions ranging from technical design to project management. Prior to co-founding Taylor Siefker Williams Design Group, Ron served as the Director of Urban Design and Planning for the Indiana & Kentucky offices of HNTB where he oversaw the management, business development, and operations for a group of planners, landscape architects, transportation planners and environmental planners. Ron has extensive experience in park and recreation planning and design including the development of parks, trails and greenways. Ron is a registered landscape architect in Indiana, Michigan and Kentucky. As a past-president of the Indiana ASLA Chapter and past ASLA Board of Trustees representative, Ron brings strong leadership and management skills to every project from visionary design to final construction and implementation.

### Education:

- Bachelors of Landscape Architecture, Ball State University, College of Architecture and Planning

### Experience:

- Parks & Recreation Planning and Design
- Market Street Park – Huntingburg, IN
- Bertha Ross, Gardner & Greene Park Master Plans & Site Design - Indianapolis, IN
- Fall Creek Environmental Park Master Plan- Fishers, IN
- Veterans Memorial Park - Jeffersontown, IN
- Big Four Station Park - Jeffersonville, IN
- Meadows Nature Park Concept Plan - Jeffersonville, IN
- RiverSCAPE: Wabash Riverfront Park Plan Update - Terre Haute, IN
- Hobart Lakefront Park - Hobart, IN
- Coxhall Childrens Garden - Hamilton County, IN
- High Street Corner Park - Lawrenceburg, IN

## Amin Omidy, ASLA

**Name:** Amin Omidy

**Title:** Senior Landscape Architect

**Organization:** Taylor Siefker Williams Design Group

**Professional Summary:** Amin is passionate about creating quality public spaces, is a leader in the field of sustainable landscape design and is a strong advocate for smart community planning. Among his recent notable projects include work on City Place in LaGrange, KY which received a 2016 Honor Award from ASLA-KY and the historic Locust Grove Master Plan in Louisville, KY, which earned a 2015 Merit Award from ASLA-KY. Active in several professional organizations, Amin currently serves as the Past-President of the Kentucky Chapter of the American Society of Landscape Architects, Programming Committee Chair of the Urban Land Institute Kentucky and on the Historic Landmarks and Preservation District Commission for Louisville Metro. His current project experience includes corridor studies, parks and recreation planning, trails and streetscapes, master planned communities, and private sector site development.

### Education:

- Bachelor of Science in Landscape Architecture - University of Kentucky

### Experience:

- Site & Urban Design
  - City Place - LaGrange, KY
  - The Rawlings Group Corporate Headquarters - LaGrange, KY
  - Gateway Germantown Apartments - Nashville, TN
  - J.D. Nichols Plaza - Louisville, KY
  - Madison Alley Activation - Madison, IN

## Haley James

**Name:** Haley James

**Title:** Community Planner

**Organization:** Taylor Siefker Williams Design Group

**Professional Summary:** Haley is passionate about the future of communities - how they grow, develop and thrive, and wants to make a positive impact regarding proactive land use and policy development. She seeks to overcome challenges and helps facilitate the process for communities to achieve their vision. Haley has experience in small area planning, zoning & policy development as well as long-range and regional planning and seeks to implement plans and policies that make communities increasingly navigable, livable, walkable, affordable, equitable, and healthy. As a young professional, she has already immersed herself into her community to foster growth and build professional relationships, and is active in the local APA Chapter and with the Young Professional Association of Louisville (YPAL) in addition to serving as a citizen representative for the New Albany Planning Commission. Her current project experience includes a broad range of comprehensive planning, neighborhood planning, regional planning, and GIS technical production.

### Education:

- Bachelor of Urban & Regional Planning, Ball State University, College of Architecture and Planning

### Experience:

- Charlestown Comprehensive Plan - Charlestown, IN
- Southern Indiana Regional Cities Plan - Clark, Harrison, Floyd & Scott Counties, IN
- Winchester Comprehensive Plan - Winchester, KY
- Bloomfield Comprehensive Plan - Bloomfield, IN
- Cloverdale Comprehensive Plan - Cloverdale, IN
- Brazil Comprehensive Plan - Brazil, IN
- Patoka Comprehensive Plan - Patoka, IN
- Jeffersonville Comprehensive Plan - Jeffersonville, IN
- Moores Hill Comprehensive Plan - Moores Hill, IN
- Corydon Comprehensive Plan - Corydon, IN
- Charlestown Comprehensive Plan - Charlestown, IN

# Brent Mather

**Name:** Brent Mather

**Title:** Principal

**Organization:** J&B Architects

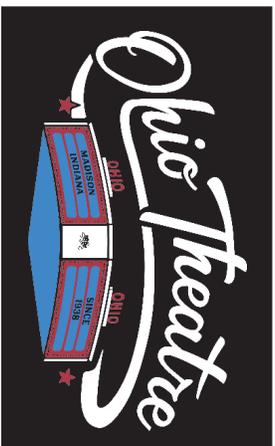
**Professional Summary:** Brent Mather spend the last fifteen (15) years across Indiana working with communities restoring their historic infrastructure, envision holistic preservation plans, revitalizing brown-field and downtown sites, strengthening small businesses as an economic base, and adapt existing structures (historic and non-historic) to new sustainable, environmentally “green” uses. Brent is listed with the Indiana Department of Natural Resources as an Historic Preservationist. This combination of interests codifies the combined interests of state agencies IHCDA, IOCRA, INDOT, and FDA-Rural. Many of Brent’s successful projects have combined these state funding mechanisms with LIHTC, New Market Tax Credits, ARRA Energy funding, TIF districts, local economic development corporations’ low interest loans, Indiana Landmarks, and private funding / financing. Brent coordinates the unique requirements and needs of each funding partner and produces a single cohesive project, even when the construction is multi-phased, multi-site, fast-tracked and design-build.

In 2015 alone, Brent participated in the design of seven (7) multi-family complexes, and eight (8) single family homes. He has been an instrumental part of eight (8) recent State of Indiana Stellar Grant Pilot programs (Wabash, Greencastle, New Castle, Logansport, Franklin, Bunker Hill, Attica and Richmond) with combined IOCRA and IHCDA funding for 2nd floor housing above existing historic storefronts. As Senior Project Manager, Brent incorporated IHCDA “innovative design method” in 2009 combining IHCDA NSP#1 funds with CDBG grant dollars (HUD) to revitalize the multiple blocks of New Castle Indiana with for-sale income qualified condominiums above mixed-use retail and multiple for-sale individual homes on scattered sites



## Section 14

# Letters of Support



August 15, 2017

Andrew Forrester  
City of Madison  
Director of Community Relations  
101 West Main Street  
Madison, IN 47250

Dear Andrew,

Friends of the Ohio Theatre board members are thrilled to be part of the team seeking a Stellar Designation for our beloved community in Madison, Indiana. The Ohio Theatre is owned by a non-profit organization and volunteers are working diligently, with the support of the City of Madison, to restore the iconic, historic theatre.

While we have made progress on our plan to restore the theatre, a Stellar Designation would place a spotlight on our project, which would help volunteers educate the community regarding our goals, as well as secure additional donations. The timing could not be more perfect for us because we recently began a feasibility study for renovating the theatre, which should be completed within the next six months. This means we are poised to launch into our capital campaign soon after we learn whether Madison is selected as a Stellar Community.

We have enjoyed being part of the Stellar team and it has been wonderful to see multiple organizations partnering to achieve common goals. We all want to improve and revitalize Madison's neighborhoods, gateways, neglected industrial buildings, trails, historic treasures such as the Ohio Theatre and more. It is fantastic to see that Madison has gathered the perfect professionals with the necessary skills and connections to make our vision a reality.

Thank you for the opportunity to compete for the Stellar Designation.

Sincerely,

Elizabeth Auxier - Board President  
Friends of the Ohio Theatre, Inc.  
[elizabethauxier@yahoo.com](mailto:elizabethauxier@yahoo.com)  
812-701-5596



STATE OF INDIANA  
HOUSE OF REPRESENTATIVES  
THIRD FLOOR STATE HOUSE  
INDIANAPOLIS, INDIANA 46204

Rep. Randy Frye  
200 W. Washington St  
Indianapolis, IN 46204  
Statehouse 1-800-382-9841 ext. 4-3827  
website: [www.in.gov/H67](http://www.in.gov/H67)  
E-mail: [h67@in.gov](mailto:h67@in.gov)

COMMITTEES:  
Veterans Affairs & Public Safety; Chairman  
Roads and Transportation  
Utilities, Energy and Telecommunication

July 12, 2017

To Whom It May Concern:

I am writing today to respectfully urge your careful consideration of Madison for the Stellar Community Program. Madison is a community that is focused on partnerships and growing as a whole rather than as separate entities. As a member of the Madison community I have witnessed their continued effort inclusively enhance the community.

The Madison Area Chamber of Commerce and Jefferson County Industrial Development Corporation have joined together to provide comprehensive business support for existing and new businesses. Madison focuses on attracting quality workforce by having an above United States average job availability, as well as a 13% below United States average cost of living. Madison's focus on business partnerships and work-life balance shows that they strive to be better together.

I sincerely appreciate your consideration of Madison's application for the Stellar Communities Program. Please feel free to contact me if you have any questions.

Sincerely,

Randy Frye  
State Representative  
House District 67

RF:as



**German American**  
Banking | Insurance | Investments

August 17, 2017

To Whom It May Concern:

We want to express our extreme enthusiasm for the City of Madison's Stellar Community designation. Madison has proven its worthiness and we have nothing but accolades for its initiatives and determination to build on continued successes.

German American Bank has been a strong financial partner in Huntingburg's Stellar designation and with River Valley Financial Bank joining that family in 2016, we anticipate the same enthusiastic consideration for Madison. Unfortunately, due to mere timing considerations, we have not been able to quantify the monetary consideration. Please accept this situation as nothing more than a corporate discussion in process and not as any hesitancy in participation. We look forward to taking a substantive role as we traditionally have of being a "community champion".

We sincerely appreciate your thoughtful review and consideration of Madison for this prestigious recognition. We hope you find that this community is special and it brings together all off of the characteristics we cherish as Hoosiers. It is a Stellar Community and we look forward to demonstrating that fact to the rest of the state of Indiana.

Thank you so much for your thoughtful deliberation and considerations in this regard.

Respectfully submitted,

Matthew P. Forrester  
Regional Chairman  
German American Bank

Joyce Inel, President  
Carl Glesing, Vice President  
Linda laCour, Secretary  
Rob Kring, Member  
Jeanne Dugle, Member



2421 Wilson Avenue  
Madison, IN 47250  
Phone: 812-274-8001

*Educating All Students to Reach Their Potential*

August 16, 2017

Office of Community and Rural Affairs  
Stellar Communities Program Review Committee  
One North Capitol, Suite 600  
Indianapolis, IN 46204-2288

Dear Review Committee,

Madison Consolidated Schools would like to pledge our full support of the City of Madison as they present application for the Stellar Communities Program. We feel the projects identified in the scope of the application offer a number of benefits and provide a strong educational foundation for our students.

We know a healthy lifestyle provides a strong launching point for enriched and engaged learning. Through the enhancement and creation of multi-modal pathways and neighborhood revitalization efforts, students and families will have ready-access to a number of exercise and exploration options which will encourage and promote healthy lifestyles.

The student-community initiative fits right into the strategic academic planning and college and career readiness and pathways established within our district. We have a strategic partnership with Ivy Tech Community College and provide our students with opportunities which align with state, regional and local job sectors. We work closely with area industry leaders to better understand workforce development needs, and offer strategic academic planning for students as they enter middle school and prepare for high school, graduation, and beyond.

We have a unique opportunity, living in Madison, where we are quickly within any number historical sites which provide an endless amount of educational opportunities. Several of these projects will create opportunities to expand our ordinary classrooms into interactive, off-site locations as a way of supporting our ongoing curriculum. We are very excited to be a part of this exciting journey as we share our stellar hometown with you!

Sincerely,  
  
Mr. Bill Narwold  
Interim Superintendent



**PRINCE OF PEACE CATHOLIC SCHOOLS**

305 West State Street, Madison, IN 47250 812-273-5835 Fax: 812-273-3427 [www.popeaceschools.org](http://www.popeaceschools.org)

August 19<sup>th</sup>, 2017

Office of Rural Affairs  
Stellar Communities Pilot Program  
Review Committee  
One North Capitol, Suite 600  
Indianapolis, IN 46204-2288

Dear Review Committee,

Prince of Peace Catholic Schools would like you to know that we fully support our wonderful city of Madison, Indiana's application for the participation in the Stellar Communities Pilot Program. This opportunity will make a financial impact and some great life style changes to our great city. This will not only help Madison, but will also help our surrounding communities. We truly believe that Madison is a great place to live and these improvements will only help take us to a higher level for tourism and our residents.

Prince of Peace Catholic Schools have been part of Madison and our community for over 180 years. We feel as though we are a vital part of our community and love to support Madison in any way we can. We are very fortunate to offer a great educational option for the residents of Madison and the local area, but with your help from Stellar we can improve our city even more. We are very proud of our city and the leadership for taking on this project. They have worked tirelessly in gather information and feedback from our community members. These project would be exceptional improvement to a city that can offer so much with a beautiful downtown area and the Ohio River running right through our city.

The City of Madison plans to improve some buildings that need a lot of work and have great potential. There are also some wonderful plans to improve the walking and bike riding paths as well a number of areas that will help improve the quality of life for Madison residents and tourists. The city has worked hard in securing matching funds and we have a very generous community. The Stellar program has allowed a great incentive to our residents. We hope that you will take this into consideration because we really believe that we live in "The Crown Jewel" of not only Southern Indiana, but the Midwest.

Please do not hesitate to contact me if you have any questions.

Sincerely,  


Philip J. Kahn  
President of Prince of Peace Catholic Schools  
(O) 812-273-5835 ext. 245

Pope John XXIII Elementary, 221 West State Street, Madison, IN 47250, 812-273-3957 FAX: 812-265-4566  
Shawe Memorial Junior/Senior High School, 201 West State Street, Madison, IN 47250, 812-273-2150 FAX: 812-273-3427



August 10, 2017

Office of Community and Rural Affairs  
Stellar Communities Program  
Review Committee  
One North Capitol, Suite 600  
Indianapolis, IN 46204-2288

Dear Review Committee:

Hanover College would like to pledge our full support for the City of Madison’s Stellar Communities Program application. The plans for economic development and quality of life enhancements are vital for Madison’s future.

As one of the county’s largest employers, Hanover College has considerable interest in the future developments that impact Madison’s quality of life and local economy. I am proud of this community and the resourcefulness demonstrated by local leadership in making the city “*One Madison*.” Going forward, Madison needs to take the next steps outlined in the Stellar Hometown Plan to initiate the economic and place-making projects for future and sustained growth.

The City of Madison’s Hometown Plan blends five years of work to combine two communities—one on the hilltop, one downtown—into *One Madison*. This plan will allow residents to fully realize and take advantage of the aesthetics and vibrant areas of Madison as local leadership prepares to launch multimodal pathway projects, adaptive re-use of historic property projects and improved gateway projects that all reinforce the economic vitality of Madison. I believe the plan put forth by the City of Madison is critical to the City’s future and offer Hanover College’s full support, along with potential financial contributions toward the technology transfer initiative and student business/entrepreneurship center, to help make *One Madison* a reality.

Thank you for consideration of this request to designate Madison as a Stellar Community. Please contact me at Hanover College if you have any questions or need additional information.

Sincerely,

Lake Lambert, Ph.D.  
President  
(812) 866-7056  
[lambert@hanover.edu](mailto:lambert@hanover.edu)

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## HISTORIC MADISON, INC.

500 WEST STREET, MADISON, IN 47250 | PHONE: 812-265-2967  
WWW.HISTORICMADISONINC.COM

August 17, 2017

Indiana Office of Community and Rural Affairs  
Stellar Communities Program  
One North Capitol, Suite 600  
Indianapolis, IN 46204-2288

Dear Review Committee members:

I am writing in strong support of the application by the City of Madison for participation in the Stellar Communities Program. The plan for enhancements to be made in many areas in Madison, as seen in the City's proposal is vital to our community's future.

Historic Madison, Inc. (HMI) is an award winning not-for-profit historic preservation organization founded in 1960 and active in preservation and contextually sensitive improvements to Madison' National Historic Landmark District for 57 years. We have been involved with numerous projects totaling many millions of dollars of investment, both private and public, in our community.

HMI owns, operates and maintains 15 historic sites totaling 50,000 square feet under roof on XX acres of property in the Madison's historic district. We are currently investing \$2.5 million in two significant properties – the 1849 Shrewsbury-Windle House National Historic Landmark and the ca 1815 Hyatt House adjacent. The improvements represent significant investment for our organization and our donors, and will allow for use of these properties for educational and other uses far into the future and so complement the Stellar application.

We are also working with Project 421 of the Indiana Department of Transportation for a contextually sensitive design to the new multi-million dollar approach to the Madison-Milton Bridge. As a gateway into Madison and the State of Indiana, it is a vital complement to the new approach is vital to the plan and the future economic & transportation needs of the region.

The Stellar Communities application builds upon this heritage. Most recently we have been involved with Envision Jefferson County visioning and action plan process, America's Best Communities competition, and the City Masterplan (One Madison). The Stellar proposal is a culmination of these recent initiatives and a logical extension of these broad-based community supported initiatives.

As a result of all the potential community-wide benefits, I urge you to give the City's proposal the strongest possible consideration.

Sincerely,

John M. Staicer  
President & Executive Director





August 18, 2017

Office of Community and Rural Affairs

Stellar Communities Program

Review Committee

One North Capital

Indianapolis, IN 46204-2288

Dear Review Committee:

Visit Madison, Inc. is fully supportive of the City of Madison's quest for the Stellar Communities designation. The projects in Madison's Stellar Community Proposal are well thought-out and extremely important projects that were identified in our City's Envision and Comprehensive Plans. Our tourism organization is fully supportive of Madison's ability to fulfill the scope of these projects over the coming years.

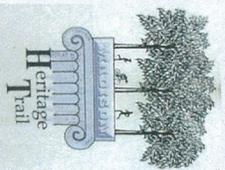
Visit Madison, Inc. is fully committed to the initiatives of these important and vital plans. And, it is with great anticipation that we believe these plans will do a great job in tying our community together in even stronger ways, as well as, making it a destination for our many visitors from around the world.

Visit Madison absolutely supports the City's commitment to job creation, community, economic development and enhancing Madison's rich history in today's modern world. Thank you for considering Madison, Indiana as a Stellar Community. Please feel free to contact me if I can be of further assistance. I can be reached at 812.265.2956 or 1.800.559.2956. or via email at [tawana@visitmadison.org](mailto:tawana@visitmadison.org).

Sincerely,

A handwritten signature in black ink that reads "Tawana Thomas". The signature is written in a cursive, flowing style.

Tawana Thomas



**THE**  
**Heritage Trail**  
CONSERVANCY  
*Connecting the Community with the Past, Nature and One Another*

August 18, 2017

**HTC**  
**Board of Directors**

- Gary Valen  
President
- Shawn Auxier  
Vice President
- Dave Ungru  
Treasurer
- Ben Canida  
Secretary
- Cathy Hale  
Harold Hunt  
Tony Hammock  
Jim Olson  
Mike Boyles
- Bob Greene  
Executive Director

**Heritage Trail**  
**Conservancy, Inc.**

P. O. Box 362  
Madison, IN 47250  
812.302.2480  
Heritagetrail  
conservancy@gmail.  
com  
www.heritagetrail  
conservancy.com

Mr. Andrew Forrester  
Director of Community Relations  
Office of the Mayor  
City of Madison  
Madison, Indiana 47250

Dear Andrew,

This letter outlines the projects offered by The Heritage Conservancy for inclusion in Madison’s Stellar Community proposal. I have also attached some photos as examples of what we hope to see in the park lands and on the river front next to the Vernon and Vaughn intersection.

The first proposal is a major water feature in Heritage Park East that will include a waterfall, running stream, pools and natural landscaping. The purpose of the water feature is to provide restful and contemplative places in the park for people to explore and enjoy all year long. It will also serve as a learning laboratory for students of all ages to learn about a water habitat that is a complement to the Ohio River. The water system will use a pump and filter system that has been designed for outdoor applications by Aquascape, a certified contractor. The estimated cost of this project is: \$725,000.

Our second proposal makes use of the two barge cells located in the Ohio River close to our park shore. We intend to build a floating dock between the two cells that will rise and fall with the river level. The dock will be available to residents, tourists, fishermen and school groups. An entrance ramp will be built from shore to the dock. When the Ohio River is in flood stage the ramp will be removed and the dock will rise up on the barge cells with the flood level. We have an estimated cost of this feature at \$275,000.

The third proposal is related to the second in that it uses the same barge cells to construct a permanent platform between the tops of the two cells that is accessed from the high bank on the southeast side of the park. The platform and access ramp will be above flood stage so it can be visited at any time. It will provide a unique opportunity for visitors to experience the Ohio River in a different way than is offered anywhere else on the Madison waterfront. The estimated cost is \$325,000.

Mr. Andrew Forester

Page 2

August 18, 2017

All three projects expand the use of the Heritage Trail and provide outdoor activities for residents and visitors. The Heritage Trail Conservancy Board of Directors voted for these proposals because we believe they will draw people to the riverfront and add to Madison's attraction as a significant destination for tourists.

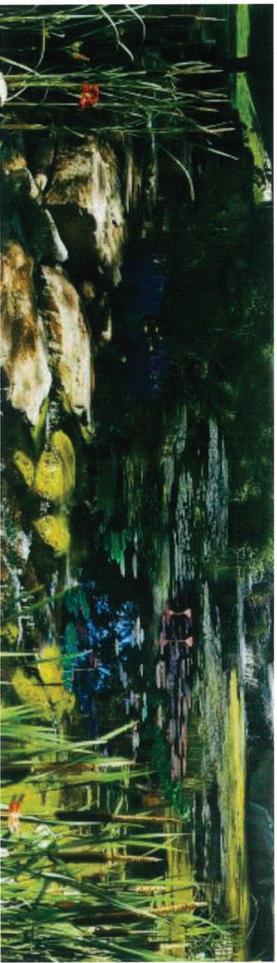
Our board is committed to raising extra funds to augment the Stellar Community grant and to maintain these features for the indefinite future. If these features are in place, their value will attract additional support. Thank you for allowing us to submit these proposals. If you need additional information, please contact me.

Sincerely,

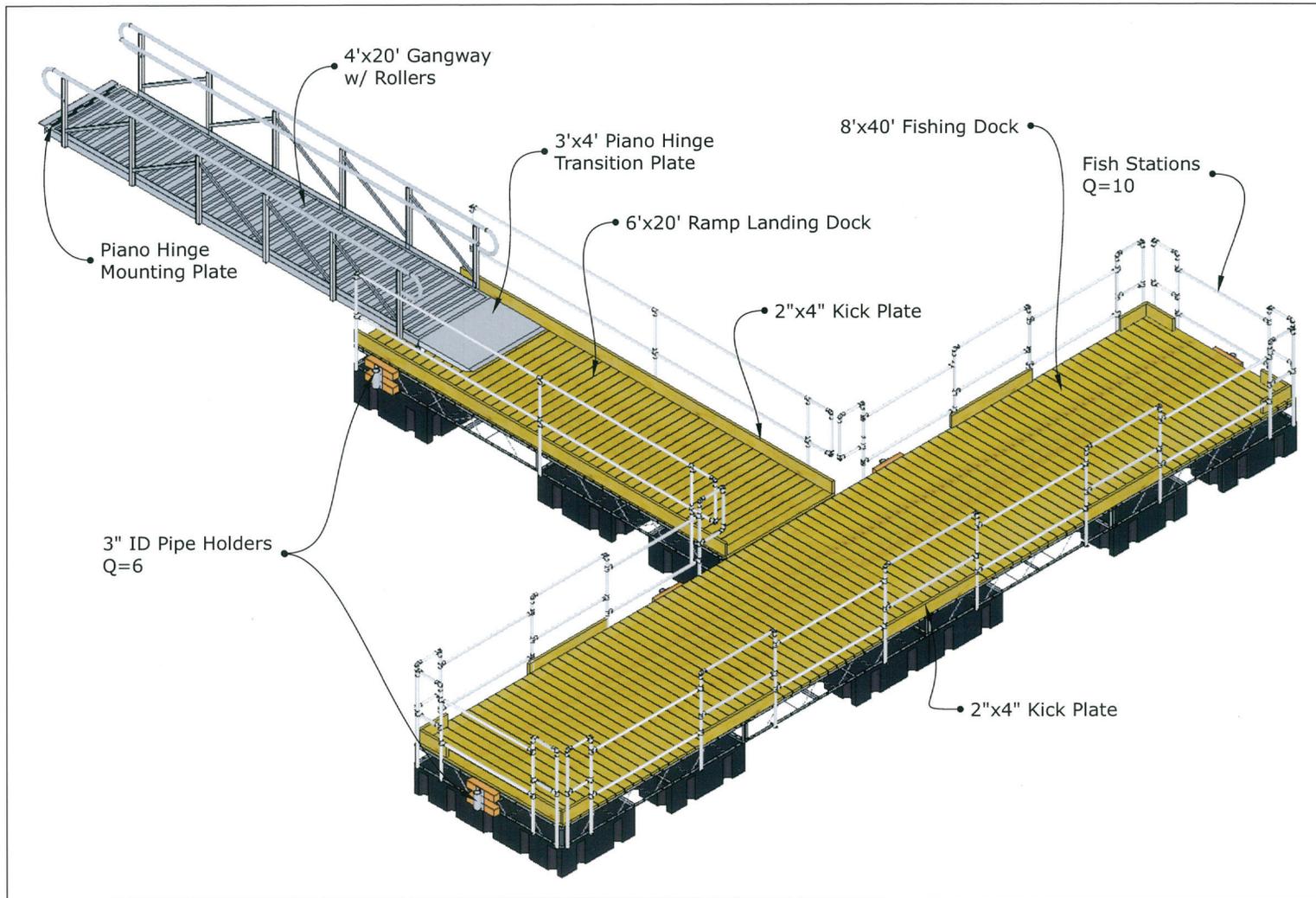


Gary L. Valen  
President  
The Heritage Trial Conservancy

Attachments: 8 photographs



*Signature Falls and  
Large Cascades  
paired with  
Wetland Filtration*



Project: MWCD Tappan Lake

07.20.16



Drawing: FDRGGL-2

Sales Person: Marc Hannah

**Note:**  
American Muscle Docks & Fabrication disclaims any and all responsibility for the accuracy, completeness or functionality of the information provided on the accompanying document. American Muscle Docks & Fabrication assumes no liability to any user of said documents or any other party. Said documents are provided by American Muscle Docks & Fabrication as a gratuitous service at the request of the potential users of American Muscle Docks & Fabrication's products. All dimensions are approximate.







VALECIA CRISAFULLI, Coordinator  
812.272.7764  
[vcrisafulli628@gmail.com](mailto:vcrisafulli628@gmail.com)

August 18, 2017

Indiana Office of Community and Rural Affairs  
Stellar Communities Program  
Review Committee  
One North Capitol, Suite 600  
Indianapolis, Indiana 46204-2288

Dear Members of the Review Committee:

As implementation coordinator for ENVISION Jefferson County, I want to enthusiastically commit the support of ENVISION's leadership team for the City of Madison's Stellar Communities designation and our Strategic Investment Plan.

ENVISION is a community-driven, county-wide action plan launched in 2014 and now beginning its third year of implementation. The plan — developed through numerous public meetings and responses from more than 400 participants during the eight-month process — identified six priority initiatives and 29 projects that are clearly aligned with Stellar's goals and objectives.

As examples:

- The SIP's emphasis on Multi-Modal Pathways builds on ENVISION active living infrastructure and public transit projects.
- The Adaptive Reuse projects expand the priority for developing deteriorating and vacant spaces.
- Destination Development reinforces the community's desire to see more activities building on the Ohio River as an asset.
- Inviting Gateways reflects the ENVISION priority for improved gates and signage in the community.
- Student-Community Initiatives are called out in ENVISION's Quality Education priority.
- Overhauled Corridors includes the ENVISION project calling for improvements along Clifty Drive.
- And Neighborhood Revitalization reflects the identified need for better code enforcement, redevelopment of vacant buildings, and infrastructure repair and improvements.

Thank you for giving Madison's application your highest consideration. This is a wonderful community with a spirit of pride, a culture of philanthropy and volunteerism, and the potential to be a strong working model for other rural communities. Madison is truly Stellar.

Sincerely yours,

  
Valecia Crisafulli, Implementation Coordinator  
ENVISION Jefferson County



P.O. Box 322

# MADISON AREA ARTS ALLIANCE

Madison, Indiana 47250



812. 801.9863

15 August 2017

State of Indiana  
Office of Community & Rural Affairs  
Stellar Review Team  
One North Capital, Suite 600  
Indianapolis, IN 46204-2288

Dear Review Team:

On behalf of the Madison Area Arts Alliance board of directors, we enthusiastically support Madison's involvement in the State of Indiana Stellar Communities Program. It is with great hope that Madison earns this opportunity with state partners.

Our community is at a pivotal point. Like most rural communities, Madison is climbing out of a tough time economically. Our people and businesses have survived and they are ready to move on to the next level. Madison is steeped in tradition, but is a surprisingly innovative community that has positioned itself as one of the most endearing and beloved communities in the mid-west.

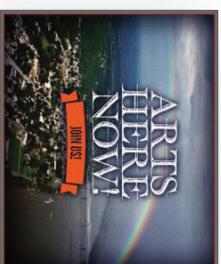
Since its pioneer founding in 1809, Madison has been a self-reliant community that recognizes its natural beauty and well-built historic architecture as major assets. While Madison has made its mark as a heritage tourism destination over the past 40 years, the development of the **ARTS** have quietly been building and have recently emerged as a new sector in our local economy. As an official Indiana Cultural District, our community has recognized the creative community as an asset and we are positioned to move forward! **The timing is right!**

Thank you so much for this opportunity to participate in the Stellar Program. We certainly appreciate the leadership and dedication from the City of Madison staff and look forward to a positive outcome.

Most Sincerely,  
Madison Area Arts Alliance

A handwritten signature in black ink that reads "Ryan Mahoney".

Ryan Mahoney, President  
Madison Area Arts Alliance



Website: [Madisonareaarts.org](http://Madisonareaarts.org)  
email: [artsherenow@gmail.com](mailto:artsherenow@gmail.com)



August 15, 2017

Office of Community and Rural Affairs  
Stellar Community Program  
Review Committee  
One North Capitol, Suite 600  
Indianapolis, IN 46204

Dear Review Committee:

The Madison Main Street Program is dedicated to the ongoing revitalization of downtown Madison, and to making Madison a special place to visit, live, work, shop and stay. In having this as our mission, we believe that the Stellar Communities program fits perfectly with our organization. Therefore, we would like to express our full support for the City of Madison's application for the Stellar Communities Program.

As an organization responsible for overseeing the growth of Downtown Madison, we are very much invested in the projects that take place downtown and carefully consider what is best for our community. We are certain that becoming a Stellar Community would be most advantageous for our city.

Many of the projects outlined in the City of Madison's plan align with our goals as an organization. For example, Adaptive Reuse of Historic Properties such as: the Cotton Mill, Tower Tack Factory, The Ohio Theatre, and Scott Block, would not only preserve these beautiful historic buildings for generation to come to enjoy, but would also allow for more downtown housing and provide an increase in tourist activities and lodging. By completing the planned projects, the City of Madison would see an increase in both economic development and tourism.

Again, the Madison Main Street Program fully supports the City of Madison's application for the Stellar Communities Program and we would like to thank you for your consideration of Madison as a Stellar designee.

Sincerely,

*Victoria Perry*

Executive Director

Madison Main Street Program



August 21, 2017

Office of Community and Rural Affairs  
Stellar Communities Pilot Program  
Review Committee  
On North Capitol, Suite 600  
Indianapolis, IN 46204-2288

Dear Review Committee:

The Board of Directors of the Jefferson County Industrial Development Corporation (JCIDC) would like to pledge our full support for the City of Madison's application for designation as a Stellar Community by Office of Community and Rural Affairs. The plan for economic development, revitalization, and quality of life enhancements are vital as the City continues to strive to be recognized at Indiana's Stellar Hometown.

Members of our Board of Director have been vital contributors to the development of the City of Madison Stellar Communities planning process, which compliments and enhances the ongoing implementation effort undertaken in 2014 through the home grown Jefferson County Envision Project and the City's recent successful participation in the national America's Best Communities Contest 2015-2017.

The City's Stellar Communities' plan, divided into seven (7) major components provides for neighborhood revitalization, commercial district enhancements, complimentary/recreational development, mixed-use of historic riverfront industrial spaces, linkage to the high education technological resources in the County, continuation of our community commitment to historic preservation, and strategic gateway entrances to our City and the State of Indiana.

Over the past five to six years, we have participated in or initiated several significant community enhancement projects. The INDOT collaboration with the Kentucky Transportation Cabinet to replace the Milton-Madison Bridge over the Ohio River, the designation by the United States Department of the Interior of our historic downtown as a National Historic Landmark District, and the recent designation by the Indiana Arts Commission of our incredible downtown as the sixth Indiana Arts and Cultural District have each recognized the important work done in Madison to preserve, maintain, and enrich the legacy and vision of our citizens which started over 60 years ago.

Now this application for the Stellar Communities designation, and the plans which accompany it, demonstrate the community understanding that our work is ongoing. This plan reveals that our municipal leadership and our citizens accept the challenge that the process of economic development and improvements to our quality of place are never complete.

The Board of Directors of JCIDC is prepared to continue to support the work of our elected City leadership. We are committed to coordinate our efforts with those outlined in the City of Madison's application for the OCRA Indiana Stellar Communities designation.

Please contact us if you have any questions or you need more information.

Sincerely yours,

  
Larry Truax, President  
Board of Directors  
Jefferson County Industrial Development Corporation



MADISON AREA CHAMBER OF COMMERCE  
www.madisonindiana.com

301 E. Main Street • Madison, IN 47250 • p. 812-265-3135 • f. 812-265-9784

August 21, 2017

Office of Community and Rural Affairs  
Stellar Communities Pilot Program  
Review Committee  
On North Capitol, Suite 600  
Indianapolis, IN 46204-2288

Dear Review Committee:

The Madison Area Chamber of Commerce (MACC) voted to wholeheartedly support for the City of Madison's application for designation as a Stellar Community. The City plans are multi-dimensional and include projects to enhance the streetscape in one of the oldest downtown commercial districts, to seek partnerships to re-purpose and reuse historic industrial properties along our beautiful riverfront, to further develop pedestrian access to our major uptown (hilltop) commercial and shopping district, and to complete the walking and biking trial which will circumnavigate our entire town. Each of the projects will add to the vibrancy of our robust local economy.

The Chamber of Commerce has aided in the identification of the projects. They see the Stellar Communities designation as being complimentary to the ongoing work begun in 2014 through Envision Jefferson County, the City's recent successful participation in the America's Best Communities competition 2015-2017, and the City's comprehensive plan.

We are certain that our nearly 400 members will benefit significantly from the Stellar Communities designation; just as they have benefitted from other important and significant community improvement projects: the Milton-Madison Bridge project over the Ohio River; the National Historic Landmark District designation; and the recent designation by the Indiana Arts Commission of our incredible downtown as the sixth Indiana Arts and Cultural District. Each of these important projects have benefitted the local economy and inspired all Madisionians to preserve, maintain, and enrich the legacy and vision of our citizens which started over 60 years ago.

This application for the Stellar Communities designation, and the plans which accompany it, demonstrate the community understanding that our work is ongoing. This plan reveals that our municipal leadership, our business community, and our citizens accept the challenge that the process of economic development and improvements to our quality of place are never complete.

The Board of Directors of the Madison Area Chamber of Commerce will continue to support the work of our elected City leadership. We are committed to coordinating our efforts with those outlined in the City of Madison's application for the OCRA Indiana Stellar Communities designation.

Sincerely yours,

David Sutter, President  
Board of Directors

Lindsay Bloos, Executive Director  
Madison Area Chamber of Commerce

**Platinum Members**

- Arvin Sango
- Enviroscape
- Madison Auto Collision
- Sherman, Barber & Mullikin
- Terry's Heating & Cooling
- Venture Out Business Center

**Gold Members**

- Anderson's Sales & Service
- Canida Dentistry
- Century 21/River Valley Real Estate
- Clifty Engineering & Tool
- Clifty Inn & The Falls Restaurant
- German American Bank
- Grote Industries
- Indiana-Kentucky Electric Corp.

- Janie Mahoney Photography & Design
- Kirby Plumbing Residential & Commercial
- Lytle Funeral Homes & Cremation Services
- Madison Tool, Inc.
- Mason & Mefford, Inc.

- Monty's Car Clinic
- River Terrace Health Campus
- Sherwin-Williams
- The Office Shop





“Helping Build Better Communities”

August 21, 2017

Indiana Office of Community & Rural Affairs  
Stellar Community Program Review Committee  
One North Capitol  
Indianapolis, IN 46204

Dear Stellar Partners:

As a member of the Madison Stellar Team and Director of the Southeastern Indiana Regional Planning Commission, I am writing in support of Madison’s Stellar Program.

I cannot possibly convey within a letter all of the reasons that the City of Madison should be designated as a Stellar City. The National Historic Landmark District, a growing and vibrant arts community, ENVISION Jefferson County Vision & Action Plan, Madison Comprehensive Plan, and America’s Best Communities Plan are just a few of the resources that you will learn about in the City’s SIP.

Over the past weekend the City of Madison hosted the Madison Ribberfest. Ribberfest is a premier event made possible only because of the fact that there is literally an army of volunteers that make this event possible.

Community support and volunteer efforts have made it possible for the City of Madison to host such events as Ribberfest, Chautauqua of the Arts, Madison Regatta, Soup, Chili, Stew & Brew, and many others too numerous to list. Events are scheduled at least monthly, if not more. The hard work of the hundreds of volunteers is an important component of what makes Madison Stellar.

I am truly excited for the opportunity you will have to learn about all of the many, many things that make Madison Stellar. Thank you for the opportunity that you are providing not only to the City of Madison, but communities throughout Indiana in promoting and supporting the journey of becoming a Stellar Community.

Sincerely,  
*Susan A. Craig*  
Susan A. Craig  
Executive Director, SIRPC

P.O. BOX 765 405 W. U.S. 50 VERSAILLES, IN 47042  
812.689.5505 Fax 812.689.3526 www.sirpc.org  
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**DOMINIC GROTE**  
President & CEO

August 21, 2017

Office of Community and Rural Affairs  
Stellar Communities Pilot Program  
Review Committee  
One North Capitol, Suite 600  
Indianapolis, IN 46204-2288

Dear Review Committee:

On behalf of Grote Industries, I would like to pledge our full support for the City of Madison's application for designation as a Stellar Community by the Office of Community and Rural Affairs. The projects identified through the city will be vital for the sustainability of our community for years to come.

As one of the city's largest employers, our employees are attracted to the finest details the city already has to offer. With the help of the Stellar Communities designation, our hometown would flourish and become an even better place to live and work.

Grote and its employees are very active in the community. We support various different non-profits and educational institutions who are all working towards making Madison a better place.

I highly encourage you to designate the City of Madison as a Stellar Community in Indiana.

Please contact me if you have any questions or need additional information.

Sincerely,  
  
Dominic Grote

2600 Lanier Drive    Madison, Indiana 47250    Phone: 312-265-8428    Fax # 312-265-8280

Memo To: Nicole Schell and Andrew Forester

Subject: Stellar Communities Application

From: Elizabeth Sanchez and Michelle Sanchez, Owners of the Scott Block

Date: August 20, 2017

Since the 1800's, the Scott family has supported the goals of the City of Madison. Because the Scott Block has such a prominent location on Main Street, as the third and fourth generation owners, we are pleased for the opportunity to continue supporting Madison in its development through the pursuit of the Stellar Communities designation.



## Section 15

# Media Coverage



**JCIDC: Many business leads, but no takers**

Renee Bruck, Courier Staff Writer  
Thursday, July 06, 2017 3:01 PM

Madison City Council members heard updates from two local business organizations during a meeting Wednesday night.

Matt Wirth with the Jefferson County Industrial Development Corporation said he has received around 25 leads for new businesses this year. While the leads mostly come from the state, other leads come from the private sector.

Wirth said 17 of the inquiries were looking for existing buildings with anywhere from 50,000 to 250,000 square feet of space. Others were looking to be within five miles of interstate access.

Area officials are attempting to petition the Indiana Department of Transportation to upgrade State Road 62 to serve as a connector from Jefferson County to the growing River Ridge area in Jeffersonville, he said.

Wirth said the Jefferson County's unemployment rate is at 3.1 percent as of the end of May, which is one of the lowest in the state. With a low unemployment rate, businesses are struggling to find qualified workers to fill vacancies, but JCIDC is working through the high school and Ivy Tech Community College to help students become qualified for jobs in the area.

The county still has a good workforce and good infrastructure in place for businesses looking to relocate to the area, he said.

Main Street Program Director Victoria Perry also spoke of downtown business growth. Ten new businesses have opened on Main Street within the last 18 months, she said, but several vacant buildings remain.

Perry said the nonprofit group is working with other nonprofit groups on window displays, but she also hopes to place signage in the windows to show that buildings are for sale or for lease to encourage development. A website featuring available residential or business locations is expected to launch later this month.

Perry told council members the group also is helping with the Mulberry Street facades project. Even though the project started out as a renovation to the storefronts on Mulberry Street near Main Street, Perry said owners have found other structural issues through the project. Instead of just patching the storefronts, groups are looking to make the buildings structurally sound.

Also during the meeting, Community Relations Director Andrew Forrester said city officials will be seeking residents' feedback regarding the city's project list for the Stellar Communities program through an online survey and two public events.

8/15/2017

JCIDC: Many business leads, but no takers - Madison Courier

The surveys will be available online at [www.madisonstellar.org](http://www.madisonstellar.org) or at [www.surveymonkey.com/r/StellarMadison](http://www.surveymonkey.com/r/StellarMadison) or in paper form at City Hall. Surveys should be completed by 11:59 p.m. on July 14.

The public events will be held Sunday and Monday. The first event – called “S’More Conversations” – will be from 7 to 8:30 p.m. on Sunday. City officials will provide items to make s’mores and be on hand to discuss the projects with residents.

The second event will be a traditional Open House at City Hall from 5 to 7 p.m. on Monday. Information about the Stellar Communities program will be available and members of the project team will be on hand to answer questions and hear comments.

Madison was announced earlier this year as a finalist in the Stellar Communities program.

In other business:

- Council members committed up to \$1 million to go toward a Community Crossings grant for paving projects. The grant application – if approved through INDOT – would need to be matched dollar-for-dollar by local officials. The funding, which first became available last year, helps local governments with road projects.
- Council members heard the first reading of an ordinance to rezone certain properties on Marshall Street, Depot Street and Washington Avenue from general business to medium density residential. A second reading will be heard during an upcoming council meeting on July 18.
- Council members approved the third readings of three ordinances that would repeal and replace the city’s nuisance, health and safety ordinance, outdated wording in the volunteer fire department ordinance and update state laws within the fire prevention ordinance. The third readings were unanimously approved by votes of 6-0. Councilman David Alcorn was absent from the meeting.

# INDIANA ECONOMIC DIGEST

*Daily News on Business and Economic Events throughout Indiana*

5/26/2017 4:25:00 PM

## Madison is one of three Division 1 Stellar Communities finalists

**Renee Bruck, Madison Courier**

State officials announced Thursday that Madison has been chosen as a finalist for the 2017 Stellar Communities Designation Program.



+ click to enlarge

Lieutenant Governor Suzanne Crouch and the Indiana Office of Community and Rural Affairs made the announcement after officials evaluated letters of interest submitted in April by communities around the state.

The letter submitted by Madison Mayor Damon Welch and the Stellar Communities team detailed the type of projects city officials hope to accomplish during the three-year Stellar Communities Designation.

Madison's proposal highlighted the city's 'One Madison' Comprehensive Plan, with projects on both the hilltop and downtown based around a "MADISON" theme. Projects included: the Madison Connector, adaptive reuse of historic buildings, destination development, inviting gateways, student-community partnerships, overhauled corridors and neighborhood revitalization.

Work leading up to the Stellar Communities Designation application has been going on for years, the city's Community Relations Director Andrew Forrester said in a release. The letter of intent submitted for the Stellar Communities Designation also draws from the community revitalization plan submitted to the multi-year America's Best Communities competition, which ended earlier this year.

"We drew from the public's feedback in ENVISION (Jefferson County), the Comprehensive Plan and worked hard to make sure that the community's vision for the future was implemented in the letter of interest," Forrester said. "We have already proven that we are one of America's Best Communities. Now it is time to show that we are ready to be designated an Indiana Stellar Community!"

Welch also thanked the community for working with officials during the years-long process to create the city's recently adopted comprehensive plan.

"This is a validation of all the hard work and planning that our community has undertaken the last few years, beginning with ENVISION Jefferson County and finishing with our Comprehensive Plan last fall," Welch said in the release. "I am grateful to the community for their feedback the last few years, and I know Madison residents will stay involved and engaged the next few months as we pursue this designation that would take Madison to the next level in attracting people, businesses, and visitors."

The Stellar Communities Designation Program began in 2011 as a collaboration between several state offices "to support community planning and development initiatives by streamlining access to available funding sources and capacity building resources," a release from the Office of the Lieutenant Governor said. The designation provides resources for "transformative quality of place community improvements" by using a community's previous planning efforts, leveraging existing assets, fostering regional investments and stimulating growth for long-term relevance.

Current and former Stellar Communities include: North Vernon and Greencastle in 2011, Princeton and Delphi in 2012, Richmond and Bedford in 2013, Wabash and Huntingburg in 2014, North Liberty and Crawfordsville in 2015, and Rushville and Corydon in 2016.

"We have seen such transformation throughout the previous cities and towns who have received the Stellar Communities Designation and recognize the hard work, collaboration, and dedication it takes from the local team to work alongside our state agencies committed to making a true impact throughout smaller communities across Indiana," Crouch said in a release. "I congratulate this year's six finalists for taking the fundamental first steps or in some cases, after reevaluating previous efforts, heeding advice to identify quality of place projects in line with their local visions for the future. We look forward to receiving the strategic investment plans from each of the finalist communities to see what

Madison is one of three Division 1 Stellar Communities finalists - Indiana Economic Digest - Indiana state and local collaborations might be possible to take our hometowns to the next level.”

Six communities – three each from two divisions based on population – were chosen as finalists. The finalists in Division 1, or communities with a population of 6,000 to 50,000, include Madison, Greensburg and Vincennes. Finalists in Division 2, or communities with a population of 5,999 and under, include Churubusco, Culver and Union City.

Madison will receive a planning grant to create a strategic investment plan to detail projects, partnerships and proposed sources of funding. Strategic investment plans from the finalists are due in August and site visits will be conducted in September.

One community from each of the two divisions will be named a 2017 Stellar Communities Designee in October.



**MADISON IS STELLAR COMMUNITIES FINALIST**

Renee Bruck, Courier Staff Writer  
 Friday, May 26, 2017 3:03 PM

State officials announced Thursday that Madison has been chosen as a finalist for the 2017 Stellar Communities Designation Program.

Lieutenant Governor Suzanne Crouch and the Indiana Office of Community and Rural Affairs made the announcement after officials evaluated letters of interest submitted in April by communities around the state.

The letter submitted by Madison Mayor Damon Welch and the Stellar Communities team detailed the type of projects city officials hope to accomplish during the three-year Stellar Communities Designation.

Madison's proposal highlighted the city's "One Madison" Comprehensive Plan, with projects on both the hilltop and downtown based around a "MADISON" theme. Projects included: the Madison Connector, adaptive reuse of historic buildings, destination development, inviting gateways, student-community partnerships, overhauled corridors and neighborhood revitalization.

Work leading up to the Stellar Communities Designation application has been going on for years, the city's Community Relations Director Andrew Forrester said in a release. The letter of intent submitted for the Stellar Communities Designation also draws from the community revitalization plan submitted to the multi-year America's Best Communities competition, which ended earlier this year.



Madison's Stellar Communities proposal highlights the above initiatives the city hopes to address.



8/15/2017

MADISON IS STELLAR COMMUNITIES FINALIST - Madison Courier

“We drew from the public’s feedback in ENVISION (Jefferson County), the Comprehensive Plan and worked hard to make sure that the community’s vision for the future was implemented in the letter of interest.” Forrester said. “We have already proven that we are one of America’s Best Communities. Now it is time to show that we are ready to be designated an Indiana Stellar Community!”

Welch also thanked the community for working with officials during the years-long process to create the city’s recently adopted comprehensive plan.

“This is a validation of all the hard work and planning that our community has undertaken the last few years, beginning with ENVISION Jefferson County and finishing with our Comprehensive Plan last fall,” Welch said in the release. “I am grateful to the community for their feedback the last few years, and I know Madison residents will stay involved and engaged the next few months as we pursue this designation that would take Madison to the next level in attracting people, businesses, and visitors.”

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Current and former Stellar Communities include: North Vernon and Greencastle in 2011, Princeton and Delphi in 2012, Richmond and Bedford in 2013, Wabash and Huntington in 2014, North Liberty and Crawfordsville in 2015, and Rushville and Corydon in 2016.

“We have seen such transformation throughout the previous cities and towns who have received the Stellar Communities Designation and recognize the hard work, collaboration, and dedication it takes from the local team to work alongside our state agencies committed to making a true impact throughout smaller communities across Indiana,” Crouch said in a release. “I congratulate this year’s six finalists for taking the fundamental first steps or in some cases, after reevaluating previous efforts, heeding advice to identify quality of place projects in line with their local visions for the future. We look forward to receiving the strategic investment plans from each of the finalist communities to see what state and local collaborations might be possible to take our hometowns to the next level.”

Six communities – three each from two divisions based on population – were chosen as finalists. The finalists in Division 1, or communities with a population of 6,000 to 50,000, include Madison, Greensburg and Vincennes. Finalists in Division 2, or communities with a population of 5,999 and under, include Churubusco, Culver and Union City.

Madison will receive a planning grant to create a strategic investment plan to detail projects, partnerships and proposed sources of funding. Strategic investment plans from the finalists are due in August and site visits will be conducted in September.

One community from each of the two divisions will be named a 2017 Stellar Communities Designee in October.

#### Related Articles

[Madison finalist for Stellar Communities Designation](#)



**Madison to seek state designation**

Renee Bruck, Courier Staff Writer  
 Wednesday, March 22, 2017 3:02 PM

Mayor Damon Welch said during Tuesday's City Council meeting that the city will submit a letter of interest for the "Stellar Community" designation through the Indiana Office of Community and Rural Affairs at the end of April.



The Stellar Communities Designation Program is a multi-agency partnership designed to recognize Indiana's smaller communities that have identified comprehensive community and economic development projects, the Office of Community and Rural Affairs website stated. The program was launched in 2011.

"The road to reach this point has been years in the making," Welch said. "We look back at the beginning of ENVISION Jefferson County. That Vision & Action Plan began the conversation about the future of our community. It involved hundreds and hundreds of residents giving their thoughts and ideas which became a vision and laid the groundwork for our next steps."

Welch said the city's participation in the America's Best Communities competition also helped to create the "One Madison" Revitalization Plan, along with the city's comprehensive plan, which was approved last September. The comprehensive plan noted a redevelopment project and areas that will serve as the foundation of the Stellar Communities application.

City officials will form a Stellar Advisory Team before submitting the letter of interest, as well as get feedback from groups, organizations and individuals. Welch said the community will be involved in the process beginning in early April when residents will again be asked to rank projects identified through ENVISION, ABC and the comprehensive plan. Additional projects also may be added during community input.

After submitting the letter of interest, state officials will notify designation finalists in May. A strategic investment plan from the finalists would need to be submitted in August, and state officials will conduct site visits for finalists in September.

Designees will be announced in October, the state website said.

8/15/2017

Madison to seek state designation - Madison Courier

“I believe everything that has happened over the last four or five years has brought us to this point where we’re finally ready to pursue this designation,” Welch said. “While I am confident that we will succeed in this effort, our conversations with many other communities around the state who have been through Stellar told me that even going through the process will help take us to a new level of success. So over the next few months, I look forward to working with City Council, our team and the entire community to show that we aren’t just one of America’s Best Communities, we’re a Stellar Community.”



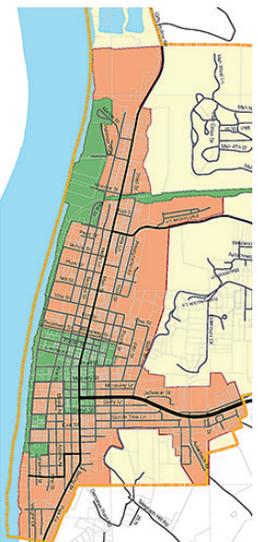
## City: Expanded redevelopment zone could enhance Stellar Communities, other projects

Renee Bruck, Courier Staff Writer

Friday, August 18, 2017 3:03 PM

City officials presented information earlier this week about the proposed expansion of Madison's tax increment financing district and redevelopment zone into the downtown historic district.

Officials addressed residents during a public forum Tuesday afternoon while discussing the city's work toward being named as a finalist for the Stellar Communities designation and the expanded TIF district. Community Relations Director Andrew Forrester said the two programs could "go hand-in-hand."



This map shows the proposed expansion of Madison's redevelopment zone, or TIF district. The green and orange areas are in the economic development expansion area.

The Stellar Communities strategic investment plan will be submitted later this month, but the application has been years in the making.

Forrester said the beginnings can be traced back to ENVISION Jefferson County, which brought the ideas and direction residents want to see the community go.

Next came the America's Best Communities Competition and the city's updated comprehensive plan.

Now that city officials have a plan of where the community hopes to go, funding is needed. The Stellar Communities designation could help to advance those ideas, but an expanded TIF district could also provide needed funding for some of the projects, help to attract new business enterprises to the area and attract or retain jobs.

Bob Cooke, the city's human resources manager who also works with special projects, said the proposed TIF district expansion is something that has been discussed and worked toward for quite some time.

The TIF district collects funds from commercial and industrial properties that are then used for improvements within the redevelopment zone or areas directly affecting the zone.

No TIF funds are collected on homestead or personal property.

The current TIF district and redevelopment zone encompasses much of the hilltop area

<http://madisoncourier.com/Content/News/News/Article/City-Expanded-redevelopment-zone-could-enhance-Ste>

8/22/2017 City: Expanded redevelopment zone could enhance Stellar Communities, other projects - Madison Courier  
along and north of Clifty Drive.

Cooke said the proposed TIF district would follow the railroad tracks down to the downtown historic district area.

A study compiled by Reedy Financial Group estimates the impact on tax revenues to various arms of government and non-profit governmental entities will be minimal.

The proposal is currently under review by the City of Madison's Redevelopment Commission.

If approved a resolution – which would include a map, financial impact study, parcel list and project list – would be forwarded to the city's Plan Commission, the Madison City Council where a public hearing would take place, and back to the Redevelopment Commission for a final approval.

The timeline could take six weeks or longer with public input possible during each phase.

## City Seeking Input on “Stellar Communities” Project List

*Posted On April 05, 2017*

Share This:  

Following Mayor Damon Welch’s announcement about pursuing Indiana’s “Stellar Communities” designation, he is asking for the public’s help in finalizing the projects that will be included in the Letter of Intent due at the end of April. The Stellar Communities Designation provides resources and potential grant dollars to tackle large infrastructure and community/economic development projects.

“There has been a lot of planning over the last four or five years... and our community now has a Vision/Action Plan, a Comprehensive Plan, and a Bicycle/Pedestrian Master Plan. All of those plans have identified a number of great projects and have qualified us to apply for this great designation that could open up funding sources for us to tackle big projects. However, we want to focus on the ones that our community sees as most important over the next three to four years. We hope the public will help narrow down these projects and affirm what they feel will most transform our community,” said Mayor Damon Welch.

Surveys are available online at [www.surveymonkey.com/r/StellarMadison](http://www.surveymonkey.com/r/StellarMadison) (<http://www.surveymonkey.com/r/StellarMadison>) and in paper form at City Hall. Surveys should be completed by the end of the day on April 11<sup>th</sup>, 2017. Links to the survey will be posted on the City of Madison website at [www.madison-in.gov](http://www.madison-in.gov) (<http://www.madison-in.gov>), on facebook at [www.facebook.com/cityofmadisonin](http://www.facebook.com/cityofmadisonin) (<http://www.facebook.com/cityofmadisonin>), and on twitter at [@cityofmadisonin](https://twitter.com/cityofmadisonin). Surveys can be taken once per device per person and any attempt to distort results will result in the survey being discarded.

Community Relations Director Andrew Forrester said, “This is the perfect timing for Stellar. We just completed a comprehensive plan last fall and in two weeks we will know whether we are one of three winners of the America’s Best Communities competition. We have identified and brought to the table key partners, businesses, and organizations over the last three years that will help push projects forward so that we can be a Stellar Community.”

Stellar Communities is designation program offered by the Indiana Office of Community & Rural Affairs (OCRA). The program is a multi-agency partnership designed to recognize Indiana’s smaller communities that have identified comprehensive community and economic development projects and activities as well as next steps and key partnerships.

**RoundAbout**  
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Calendar of Events							Madison Ribberfest
Kentucky Speedway							Madison Chautauqua

(August 2017) – Every community has goals for improvement. But in many cases, the problem is finding the money to pursue those goals.

In Indiana, a program exists to help make those dreams come true for rural communities struggling to retain population, strengthen economic viability for employment and make a significant investment in infrastructure or quality of life initiatives for their residents. The Indiana Stellar Designation Communities was initiated in 2011 by the Office of

Community and Rural Affairs to annually award two cities – one large and one small – grant money opportunities to pursue and implement their enhancement goals. Two other participating state agencies include the Indiana Department of Transportation and the Indiana Housing and Community Development Association.

In March 2011, North Vernon and Greencastle became the first cities to earn grant dollars. Now Madison has



August 2017 Cover

8/22/2017

RoundAbout Entertainment Guide - A New Approach



recently been named a finalist to possibly earn one of two 2017 grants, to be awarded in October. Lieut. Gov. Suzanne Crouch and the Indiana Office of Community and Rural Affairs made the announcement after officials evaluated letters of interest submitted in April by communities around the state. In May, six communities – three each from two divisions based on population – were chosen as finalists. The finalists in Division 1, or communities with a population of 6,000 to 50,000, included Madison (population 13,000), Greensburg and Vincennes.

Finalists in Division 2, or communities with a population of 5,999 and under, included Churubusco, Culver and Union City.

Each finalist city received a planning grant of \$10,000 to create a strategic investment plan to detail projects, partnerships and proposed sources of funding. Strategic investment plans from the finalists are due Aug. 25. Site visits are planned for September. One community from each of the two divisions in October will be named a Stellar Communities Designee for 2017. The designation lasts for three years and opens up grant funding possibilities.

Madison Mayor Damon

Welch submitted a letter of interest to the agency in late April. The letter details the types of projects that Madison hopes to accomplish and the potential costs and funding sources. Madison’s project proposals center around the Comprehensive Plan theme of “One Madison,” with projects throughout the city on the hilltop and downtown.

“One Madison” was a theme of projects developed during the city’s recent participation over the past two years in the America’s Best Communities contest. In that contest, Madison reached the eight-city finals but did not place in the top three. However, the contest enabled Madison to create a

#### **Stellar Community Division I & II Designees:**

- 2011:** Greencastle & North Vernon
- 2012:** Delphi & Princeton
- 2013:** Bedford & Richmond
- 2014:** Huntingburg & Wabash
- 2015:** Crawfordsville & North Liberty
- 2016:** Corydon & Rushville
- 2017 Division 1 Finalists:** (6,000-50,000 population)  
Madison, Greensburg, Vincennes
- 2017 Division 2 Finalists:** (below 6,000 population)  
Churubusco, Culver, Union City

#### **Madison’s Stellar Executive Team:**

- Mayor Damon Welch;
- Andrew Forrester, City of Madison Community Relations Manager; Bill Barnes, Madison-Jefferson County Community Foundation president and CEO; Lindsay Bloos, Madison Area Chamber of Commerce executive director; Susan Craig, Southeastern Indiana Regional Planning Commission executive director; Matt Wirth, Jefferson County Industrial Development Corp. executive director; Nicole Schell, City Planner and Preservation Coordinator for the City of Madison.

8/22/2017

Roundabout Entertainment Guide - A New Approach

Comprehensive Plan, which was necessary to apply for a Stellar Communities Designation.

Drawing on the “One Madison” plan, Madison’s Stellar Executive Team developed a “MADISON” theme, according to Andrew Forrester, Madison’s Community Relations Manager and a steering committee member. The seven-person Executive Team was assisted by 20 Advisory Team members representing various sectors of the community. Also assisting in developing the plan was a consultant from Seymour, Ind., and a design engineering firm from Indianapolis. Projects in the Stellar application included the Madison Connector, adaptive reuse of historic buildings, destination development, inviting gateways, student-community partnerships, overhauled corridors and neighborhood revitalization.

“We drew from the public’s feedback in ENVISION (Jefferson County), the Comprehensive Plan and worked hard to make sure that the community’s vision for the future was implemented in the letter of interest,” Forrester said. Welch thanked the community for working with officials during the years-long process to create the city’s recently adopted comprehensive plan.

“This is a validation of all the hard work and planning that our community has undertaken the last few years, beginning with ENVISION Jefferson County and finishing with our Comprehensive Plan last fall,” Welch said in a release. “I am grateful to the community for their feedback the last few years, and I know Madison residents will stay involved and engaged the next few months as we pursue this designation that would take Madison to the next level in attracting people, businesses and visitors.”

To obtain input from the community about what projects to pursue with Stellar funding, the

**MADISON STELLAR PROPOSED PROJECTS**

- M multi-modal pathways**: Finish the Madison Connector rail, including the hilltop route from Michigan Road through Johnson Lake Park (left) to Hilltop Trail, and from Hilltop Trail down to University Street and the downtown.
- A adaptive reuse of historic properties**: Develop dilapidated industrial sites, such as the old Cotton Mill (right) on the northeast and the Lower Deck (left) on the southwest, into a new Madison Theatre and Elms Lodge building.
- D destination development**: Improve and upgrade recreational facilities, such as the Madison Campground (left), add restrooms to Joyce Park and upgrade Crystal Beach pavilion.
- I inviting gateways**: Promote better branding with distinctive gateways into the community with public art on state routes. Upgrade the downtown bridge approach into Madison.
- S student-community initiatives**: Launch “Technology Transfer Program” with Hanover College. Host a nursing education and training facility on West Street. Create student mentoring programs.
- O overhauled corridors**: Beautify and improve major corridors in the city, including City Drive and Main Street. Overlay the downtown and city drive on the hilltop.
- N neighborhood revitalization**: Revitalize facades, owner-occupied buildings, second floor spaces and porches on Green Road, Mulberry Street (left) and the downtown.

— Photos by Don Ward

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### Madison Executive Team in early July

asked residents to take part in an online survey and participate in two public events. A

“S”More Conversation”

event was held at

Johnson Lake Park on

July 9, and a second

event was held July 10

at City Hall to discuss

the Stellar proposals.

Online input was

collected through July

14.

“Our efforts to collect input from the

community went well,”

Forrester said. “There was not a lot of people who showed up at the meetings, but almost 400 people did the online survey.

We do want to continue gathering input, so we may plan another public event soon to try and narrow our proposals even more.”

Forrester said the most popular feedback was developing the old Cotton Mill that sits empty and dilapidated on the riverfront. It is the largest building in downtown and has sat idle for many years. Other priorities include developing the empty Tower Tack Factory on West Second Street and the empty shopping center plaza on the hilltop at Clifty Drive and Michigan Road.

Also ranking high was rehabilitating the Ohio Theater, which is now owned by the nonprofit “Friends of the Ohio Theatre.” The proposal also includes finishing the Madison Connector pedestrian and bicycle path across the hilltop and from the Saddle Tree Factory downtown to the riverfront.

The Madison Connector was a primary component of Madison’s plan in the America’s Best Communities contest. Forrester said the team realizes it cannot do all the proposals on the table, “so we are trying to narrow the focus to three components.” They are 1. Gather community input on those projects proposed; 2. Examine the financial feasibility of the projects proposed; 3. Explore whether the state agencies would have enough money to fund them.

“There is no hard figure for how much money we could possibly be awarded, but there’s a potential for up to \$6 million,” Forrester said. “Stellar is a designation, not a grant program, and designation opens up grant funding opportunities that we would have priority to receiving.”

Forrester said that although the final proposal is a hard plan, “this a unique program, so plans may change, and they are willing to work with us.”

Team member Lindsay Bloos of the Madison Area Chamber of Commerce recently attended a Stellar informational



Photo by Don Ward

**Developing the fire-ravaged Madison Elks Lodge building is among the projects being put forward by the Madison Stellar Designation Executive Team in its application. The building was destroyed by fire on Aug. 25, 2006.**

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meeting in Indianapolis, where she said “there was a lot of positive comments about Madison by agency representatives. The focus for us now is how we go from good to great. So we are very excited about that.”

Considering that much of the plan evolved from community input, Bloos added, “It’s really the community’s plan more than anything else.”

Bloos said it is the team’s job to narrow the focus to the projects that are financially feasible. “We have to be reasonable about what we really think we can accomplish.”

She added that, either way, the experience will enable Madison to better compete in the future to attract developers and industry.

### **North Vernon’s Stellar experience was positive**

In March 2011, the city of North Vernon was selected as one of two cities in Indiana to win a new grant from the state called Stellar Communities. This selection occurred during the first year of the Indiana Stellar Designation Communities Program.

Forty-two other communities applied, but only North Vernon and Greencastle were picked to receive the grant, which amounted to millions of dollars for roads, housing, brownfields revitalization, storefront facades and other programs.

North Vernon was given three years to launch the projects that were detailed in the proposal. Almost all of the work was directed toward downtown and the surrounding neighborhoods to transform how the center of town looks and operates.

As of July 2016, North Vernon had completed more than half of the projects identified in its strategic community investment plan and continues to work on its remaining projects. For example, the Carnegie Library restoration was completed in 2012, and the historic building now serves as North Vernon City Hall. Short Street Plaza is complete with street furniture, planters, signage and other decorative elements.

However, city officials experienced a setback in the aftermath of a massive fire in the historic district in November 2014. A total of 11 buildings were damaged in the blaze. Six of the buildings were part of the city’s project improvements. Construction of the city’s downtown facade improvements are now moving forward in the aftermath of the fire. Streetscape improvements are complete along Main Street



<http://roundabout.biz/insidePages/ArchivedArticles/2017/08/17StellarCover.html>

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and have begun along Fifth Street.

Photo by Don Ward

The Stellar Team also finalized property acquisition for the city's popular, one-mile multi-use trail, which now connects North Vernon to Muscatatuck County Park. As of July 2016, the path had been laid and paving had begun.

**Stellar grant funding could help the nonprofit Friends of the Ohio Theatre rehabilitate the historic theater in downtown Madison, Ind. The project is among the priorities.**

The city finalized investment projects in its Irish Hill Neighborhood, which included the renovation of 14 owner-occupied homes and infrastructure improvements of Irish Hill.

Kathryn Ertel, executive director of the Jennings County Economic Development Commission, helped guide the city's Stellar program, both before and during the designation initiatives. She praises the program for giving small, rural communities the chance to do big things, financially, that they would otherwise not have the funds to do.

"This has been a huge change for North Vernon," said Ertel, a Jennings County native who joined the staff in 1999 and became its director in 2005. "Without Stellar we would never be able to put that kind of money in our streets and sidewalks. It has enabled us to make a large impact in our infrastructure with one fell swoop."

Ertel said the Stellar designation has amounted to nearly \$12.3 million in investment in North Vernon. And the rewards are still coming in. In the past 18 months, the county landed a \$70 million new industry with a projected 300 new jobs.

"It was a real learning experience for us," Ertel said. "You submit your comprehensive plan and then learn a lot about the various state agencies and what they can do to help a city. Some, I had never worked with before. So I my advice to Madison would be to expect the unexpected because there will always be something that pops up."

Ertel said that implementing the project initiatives is also challenging, adding, "Sometimes you think you're not getting very far, and the next thing you know, you're cutting the ribbon on a project."

Since the inception of the Stellar program, many of the rules – and the people involved at the state agencies – have changed, she said. The guidelines also have become more restrictive on what type of projects are allowed. "There is a misnomer about Stellar that it is an open checkbook. But there are certain things you can and cannot do."

She said she believes Madison has a good chance of winning this round. "Madison is a beautiful community, and it has a lot of areas to highlight. I think Madison can prove its case by looking at what it has already done, and I think the judges would agree it would be money well spent."

With the Stellar initiatives winding down now in North Vernon, Ertel says they are entering the post-Stellar phase to

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update the comprehensive plan and move forward. “I lived Stellar for five years, so you could say that I am a big proponent of the program,” Ertel said. Madison Stellar Team members, meanwhile, are hoping that such a life with the program is about to begin.

• *For more information on Madison’s efforts to earn a Stellar Communities Designation, visit the website: [www.StellarMadison.org](http://www.StellarMadison.org).*

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## Section 16

# Plan Excerpts

# Overview of the Action Plan



The Vision and Action Plan has been organized into six broad initiative areas based on the input received through the Community Conversations and additional engagement activities. Each of these initiative areas has a corresponding goal statement that captures the aspirations of the community as they relate to the topic. These statements were vetted by the public as part of the Community Summit. The goals were conceived as a desired outcome expressed in simple terms.

**Our Vision for Jefferson County... A model for small town and rural prosperity in America**

*The vision for Jefferson County is focused on a drive to create a cohesive and proud community, where personal prosperity is improved, where the sense of place is cultivated, and where well-being—including health and learning—are advanced.*

**INITIATIVE AREAS & GOALS:**

**1. Advancing personal prosperity & community economic vitality**

**GOAL:** A community with strong and diverse employers, nurtured entrepreneurs, and increased economic opportunity for residents.

**4. Shaping a vibrant community through entertainment & arts**

**GOAL:** A community where existing cultural assets are leveraged and new amenities are sought to improve the county's reputation as a destination for tourists and as a dynamic environment for residents.

**2. Creating attractive, productive & desirable places**

**GOAL:** A community with committed stewardship of land, natural and historic resources that emphasizes reinvestment in neighborhoods, builds and maintains attractive places, and explores focused, strategic growth opportunities.

**5. Building a positive community through collaboration & leadership**

**GOAL:** A proud community that is inspired by strong leadership and the collaboration of its many organizations, businesses, and institutions.

**3. Creating quality education**

**GOAL:** A community with quality education that produces trained and capable individuals for the diverse local employment opportunities that help improve personal prosperity.

**6. Promoting health, safety, & wellbeing**

**GOAL:** A community with coordinated services that promote personal wellness, ensure public safety, and support the needs of community's citizens, especially those most vulnerable.

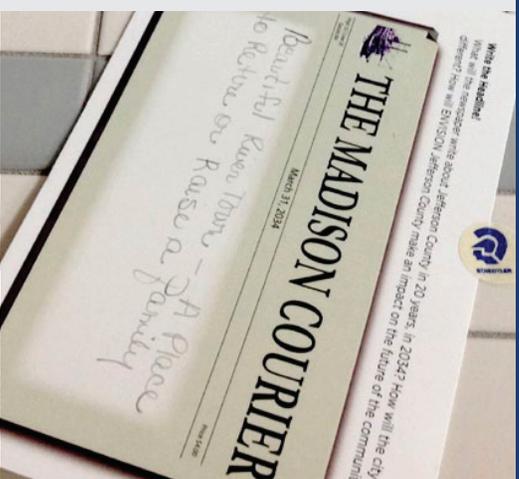
# ENVISION Jefferson County Vision & Action Plan

## The Priority Actions

The Vision and Action Plan is made up of 30 actions. The following are the top ten priority projects, policies, and programs. These were established during the Open House.

1. Create incentives to recruit compatible development in undeveloped and vacant spaces in downtown and other targeted areas
2. Create a quality education task force
3. Strengthen the implementation of current workforce development initiatives
4. Provide more recreation opportunities that use the Ohio River as an asset
5. Support the implementation of the Madison Area Arts Alliance Plan
6. Create a healthy community initiative
7. Initiate a process to recruit an inpatient facility and supporting resources for drug addicted individuals
8. Advocate for a zip line in Clifty Falls State Park
9. Develop an active living program
10. Work with local employers in many businesses and industries to identify local jobs. Identify career paths for those positions including resources for gaining the necessary experience/certifications/degrees, etc.

**ENVISION**  
JEFFERSON COUNTY  
shaping our future together



**RESULTS FROM THE IDEA GATHERING PROCESS**

The facilitated discussions and additional input activities produced hundreds of comments.

These were organized by the Steering Committee into 10 initial categories. Below are the original categories, the number of supporting ideas, the relative frequency based on the total input, and several descriptive themes.

**Education (152 Ideas, 21% of all ideas)**

- Emphasizing workforce development
- Considering consolidation or leveraging of assets
- Connecting the community and education
- Encouraging innovation in education
- Building a greater role for the colleges in the community

**Crime and Safety (63 Ideas, 9%)**

- Addressing drug related issues through community education
- Providing more consideration for the treatment processes for drug offenders
- Providing a greater provision of outlets for at-risk youth
- Enhancing the police force

**Entertainment and Amenities (128 Ideas, 18%)**

- Providing entertainment options for teens and young people
- Enhancing amenities in public places
- Utilizing the river as a prime natural asset
- Recruiting desirable retail and restaurants
- Providing more opportunities for families

**Main Street Madison (53 Ideas, 7%)**

- Incentivizing mixed-used development that emulates existing downtown character
- Creating consistent hours for downtown restaurants and businesses
- Building a more diverse mix of downtown storefronts
- Focusing on beautification of the streetscape and building facades

**The Economy (115 Ideas, 16%)**

- Marketing and recruitment of target industries
- Cultivating a diverse set of job opportunities
- Attracting and retaining young people
- Incentivizing fair wages
- Strengthening connections to the larger region
- Identifying and marketing key community assets

**Physical Character (49 Ideas, 7%)**

- Addressing vacancy
- Beautifying blighted areas and auto-oriented corridors
- Considering housing policies, especially renters' rights
- Promoting a walkable built environment

**A Sense of Community (106 Ideas, 15%)**

- Encouraging positive communication and marketing
- Conducting greater analysis of issues leading to more proactive planning
- Embracing positivity in community discourse
- Encouraging greater creativity
- Strengthening and supporting leadership
- Providing more accessibility and openness
- Making "fun" a priority

**Health and Wellbeing (48 Ideas, 7%)**

- Recruiting a year-round recreation facility such as a YMCA
- Providing better education on health-related issues
- Creating better access to health screening
- Promoting healthy activities such as walking, biking, etc...

**Transportation (46 Ideas, 6%)**

- Lobbying for an expressway connection to the interstate system
- Improving routes for truck traffic through the county
- Improving the provision of public transportation options
- Providing bike lanes on appropriate thoroughfares

**Personal Prosperity (69 Ideas, 9%)**

- Connecting jobs and people through training, continuing education, and recruitment
- Improving wages
- Improving safety net social services
- Expanding working organizations such as the Clearinghouse
- Greater consideration for tax increases

**SUMMARY TABLES FOR ALL ACTIONS**

The following tables summarize the recommended actions of the Plan. They include the recommended leadership for each action and the timeframe in which the action should be implemented. Outlined below are the specific timeframes recommended in the summary table:

Immediate: within 1 year  
 Short-term: 1 - 2 years (2015-2016)  
 Long-term: 3 - 5 years (2017-2022)  
 Ongoing: indicated by an asterisk (\*)

**PRIORITY ACTION** indicates that a particular action was selected as a community preference by participants at the public Open House. Refer to page 17 for a description of the Open House and action voting process.

**1. Advancing Personal Prosperity and Community Economic Development**

Action #	Action Description	Recommended Stakeholders	Recommended Timeframe
1.1	Improve the number of access points to high-speed Internet throughout the county and provide wireless Internet for the Historic District	City-led task force collaborating with Chamber of Commerce and the Historic District.	Short-term
1.2	Strengthen the implementation of current workforce development initiatives <b>PRIORITY ACTION</b>	City/County-led task force collaborating with public schools, government, Chamber of Commerce, ECO 15, and large employers	Short-term
1.3	Develop a bus transit system that builds on the Catch-A-Ride service and provides a more effective asset to the community	The City with private partnerships	Short-term

**ENVISION Jefferson County  
Vision & Action Plan**

IMMEDIATE (WITHIN 1 YEAR) | SHORT-TERM (1 - 1 YEARS) | LONG-TERM (1 - 1 YEARS) | ONGOING (INDICATED BY \*)

## 2. Creating Attractive, Productive, and Desirable Places

Action #	Action Description	Recommended Stakeholders	Recommended Timeframe
2.1	Create incentives to recruit compatible development in undeveloped and vacant spaces in downtown and other targeted areas <b>PRIORITY ACTION</b>	For the historic district: Madison Main Street with the City, Chamber, VisitMadison, EDC and others. For other targeted areas: the City and EDC should be lead.	Long-term*
2.2	Create an infrastructure repair, update, and design plan	The City of Madison collaborating with the County, area utilities, and INDOT.	Short-term
2.3	Strengthen code enforcement	The City of Madison with the Historic Review Board	Short-term
2.4	Improve gateways and signage within the community	City & County with: VisitMadison, Main Street, Historic Review Board, Heritage Foundation Board, Tree Board, garden clubs, others.	Long-term
2.5	Develop active living infrastructure	Madison Area Bicycle Club with: City (lead on bike lanes & infrastructure), County, State, Madison Heritage Trail, Riverfront Development, Main Street Madison, the Active Living Team, others.	Short-term
2.6	Advocate for improvements to Main Street Infrastructure	City of Madison, Main Street Madison (Design Committee)	Long-term*
2.7	Improve signage, sidewalks, and green space for Clifty Drive	City of Madison (sign code), Chamber (lead coalition of retailers for redesign), INDOT (provide intersection crosswalks & ped signals)	Long-term

IMMEDIATE (WITHIN 1 YEAR) | SHORT-TERM (1 - 1 YEARS) | LONG-TERM (1 - 1 YEARS) | ONGOING (INDICATED BY \*)

### 3. Creating Quality Education

Action #	Action Description	Recommended Stakeholders	Recommended Timeframe
3.1	Identify and better inform citizens of community based mentoring programs	School based programs; Hanover College, Buddy Pairs and 7th Grade Mentors; Ivy Tech, Corporate College; Madison Schools, AVID and Career Pathways; Southwestern Schools; AVID. Non-profit community based; Jefferson County Clearinghouse, River Valley Resources, Inc., ECO15. Other orgs: Big Brothers, Big Sisters; Boys and Girls Club; Girls, Inc.	Short-term*
3.2	Expand and develop the opportunities presented by Economic Opportunities through Education 2015 Initiative (ECO15)	Collaboration of JCIDC, local schools (both high school & tech schools), industry, and the ECO15 Advisory Council.	Short-term
3.3	Work with local employers in many business and industries to identify local jobs and career paths <b>PRIORITY ACTION</b>	Collaboration of high schools, colleges, ECO15, local employers, Workone and Ivy Tech's corporate College.	Short-term
3.4	Create a quality education task force <b>PRIORITY ACTION</b>	Education Task Force, public/private schools, Hanover College, Ivy Tech, others	Short-term

### 4. Shaping a Vibrant Community through Entertainment and Arts

Action #	Action Description	Recommended Stakeholders	Recommended Timeframe
4.1	Support the implementation of the Madison Area Arts Alliance Plan <b>PRIORITY ACTION</b>	Madison Area Arts Alliance, Arts & Culture Task Force	Short-term*
4.2	Develop a one-stop online community portal	City of Madison, Madison Area Arts Alliance	Short-term
4.3	Advocate for a zip line in Clifty Falls State Park <b>PRIORITY ACTION</b>	VisitMadison, Clifty Falls Park, Clifty Inn (new manager: Renie Stephens), State Reps, Mayor of Madison, Gov. Pence, State	Long-term
4.4	Provide more recreation opportunities that use the Ohio River as an asset <b>PRIORITY ACTION</b>	VisitMadison	Long-term*

IMMEDIATE (WITHIN 1 YEAR) | SHORT-TERM (1 - 4 YEARS) | LONG-TERM (4 - 10 YEARS) | ONGOING (INDICATED BY \*)

# Madison Comprehensive Plan Adopted 2016

## Goals & Recommendations

### Quality of Life | 3

## Goal 1: Preservation

Maintain and improve quality of life facilitated by dense, pedestrian-friendly historic urban neighborhoods.

### RECOMMENDATION 1

Preserve the historic structures and open spaces that define Madison's character.

Maintain consistent design review and enforcement within the National Historic Landmark District, following best practices for local-review historic districts; ensure continued stewardship of Madison's historic architecture - the city's primary economic driver - to promote continued economic growth and improved quality of life.

### RECOMMENDATION 2

Support the historic rehabilitation efforts of private property owners.

Provide incentives such as the existing P.A.C.E. program, reduced permit fees, a façade grant program, coordinating infrastructure improvements with planned rehabilitations, and coordinating with local agencies and organization's to maximize the positive effect of rehabilitation and reinvestment.

### RECOMMENDATION 3

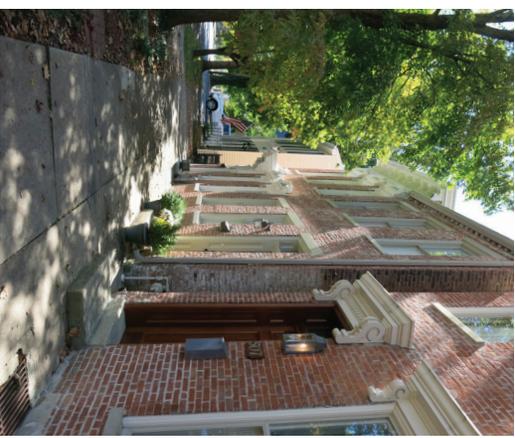
Work to establish a positive relationship between the Historic District Board of Review (HDBR) and community.

The HDBR should extend their outreach to the historic district community to educate, share information, discuss alternatives and affordable solutions to stabilize and enhance properties. Updating the guidelines to include illustrations and alternatives that discuss flexibility for improvements would be helpful. A planner with preservation experience can perform these tasks and make supported recommendations to the Board. Informing or coordinating with other boards and commissions involved in land use issues such as the Plan Commission and Redevelopment Commission prior to Council decisions would be beneficial.

### RECOMMENDATION 4

Place signs to denote the Historic District edges.

Work with Historic Madison, Inc., the Cornerstone society, Inc, and other local organizations to create a plan to place signs at strategic locations to demarcate the National Historic Landmark District boundary.



Madison's historic architecture defines the community's sense of place and is the area's most significant economic resource.



Incentives can encourage small business development that boosts the local economy while improving quality of life. Sidewalk dining is an important component in quality of life.

3 | Quality of Life

## Goal 2: Character

Expand and reinforce the symbolism of One Madison.

**RECOMMENDATION 1**

Bring the Downtown and Hilltop areas together symbolically and physically.

Address physical and symbolic barriers between Downtown and the hilltop through coordination of wayfinding, streetscape design, pedestrian safety enhancements, programming, and redevelopment. Use the Madison Connector project and Priority Redevelopment Areas to knit all the community together.

**RECOMMENDATION 2**

Continue to expand and support local arts. Celebrate the City's designation as an Indiana Cultural Arts District.

Support the Madison Arts and Cultural District pARTner organizations throughout the Madison Arts and Cultural District which include: Madison Area Arts Alliance (MAAA), Madison Chamber of Commerce, Madison Main Street Program, City of Madison, Community Foundation of Madison & Jefferson County, Historic Madison, Inc., Jefferson County Historical Society, JCIDC, and VisitMadison, Inc. to expand the successes and benefits of the district to our neighborhoods and commercial districts throughout the City. Take every opportunity to integrate arts and cultural communities into business and existing events.

**RECOMMENDATION 3**

Recognize and elevate the influence of the Arts.

Support the MAAA in fulfilling the goals of their strategic plan by adopting a public arts policy that commits funds or requires future development to contribute to a public art fund. Adopting a Public Art Policy and ensuring continued financial support from the city will elevate the recognition of the arts as an economic driver with the bonus of enhancing the quality of life experience. In addition, the arts community should have a seat at the table in discussions about community and economic development. An update to the Madison Zoning Ordinance could require new development to provide for or incorporate art that is publicly accessible and visible in new projects.

Investigate national models for Arts District development of public arts policy and economic development strategies which nurture and address the creative community as an economic asset (Art of the Rural, ARTSpace, National Endowment for the Arts). Look to outstanding examples of artists residency programs, art centers, public arts projects, live/work space, district development along with Main Street Programs (Bristol VA/TN; Jonesboro, TN; and Paducah KY).

Utilize the Madison Area Arts Alliance which mission is to bridge artists' and arts' organizations with civic and business sector of the community, as evidenced in



The new Madison Arts & Cultural District sign.

recent projects like the River Terrace Health Campus, King’s Daughters’ Hospital, and that planned for Ivy Tech. Ivy Tech offers music in the rotunda and Hanover College hosts a Community Artist Series attracting international performances to the area annually.

**RECOMMENDATION 4**

**Extend the reach of recreational, cultural, and entertainment offerings to the north side of Madison.**

Most festivals and events and the majority of recreational opportunities are in the vicinity of the riverfront, downtown or Main Street. Consider occasionally programming spaces in the vicinity of Clifty Drive with events, different than those downtown, that too will attract residents. Encourage residents on the north side of town to identify and develop recreational, cultural, and entertainment offerings appropriate to the area. Commercial parking lots and school campuses can be sites for a market, music event or temporary outdoor gallery space.

Chapter 8: Targeted Redevelopment, identifies sites that have great potential to be catalysts for change, such as the 22 acres at the southeast intersection of Clifty Drive and Michigan Road, which is literally and figuratively, a blank slate. The proposed Madison Connector proposes a spur up Michigan Road to the redevelopment site that could be a trailhead with bike and vehicle parking. There is also opportunity for public/private (new development) partnerships to provide community amenity areas. This is an example of the POPS model of Privately-Owned Public Space.

**RECOMMENDATION 5**

**Provide more recreation opportunities to attract more visitors and residents to use the Ohio River year round.**

Madison must take better advantage of highlighting its best asset, the waterfront, by providing more active and passive recreational programming, incentivizing redevelopment, and establishing the highest standards of design quality. This is not just a city effort or private developer effort. To effectively change anything in this special but challenging environment, a public private partnership (PPP) is required. Heritage Park on the riverfront and Heritage Hill, one small part in a proposed citywide network, are continually enhanced by the Conservancy in collaboration with the city’s Parks Department.

The City, Riverfront Development Commission, City Redevelopment Commission, City Council, new owners of the Marina, the HTC, owners of the Cotton Mill, Tower Factory and other significant structures have to come together to coordinate redevelopment. The derelict condition of the structures listed above diminish other positive strides occurring in the historic district. A successful implementation of the proposed Madison Connector and its important Mulberry Street connection, would be a real coup and catalyze others development. Consider redeveloping other corridors to the riverfront including Jefferson Street, West Street, and Broadway.

**Quality of Life | 3**

Shop and eat outside of your neighborhood - get extra passport stamps if you do.

Read Chapter 8: Targeted Redevelopment Areas for more information on proposed development, design precedents and specific tools and action steps to implement priority projects in Madison and enhance the experience for residents and visitors.



The current state of the marina.

3 | Quality of Life

## Goal 3: Gateways

Enhance the physical definition of the City.

**RECOMMENDATION 1**

Devise gateway treatments which communicate the City's brand and identity.

A gateway is more than just a sign. Create a gateway design template for both a primary and secondary gateway. Design elements may include landscaping, landmark signage, public art, lighting but also be suitable and complementary to the site and adjacent development. Refer to the map on page 34 for recommended gateway locations. Wayfinding and directional signage will create a user-friendly and welcoming environment for visitors, resulting in longer stays and more dollars spent in the community. Expand the downtown wayfinding signage city-wide to guide residents and visitors to healthcare facilities, schools, parks and other districts on the north side of the City. Consider all signage within view prior to placing a new sign to reduce sign clutter.

## Goal 4: Housing and Neighborhoods

Revitalize and improve struggling neighborhoods.

**RECOMMENDATION 1**

Identify catalyst sites or blocks for cleanup.

The City should work in concert with neighbors and local community groups to identify priority areas, coordinate the work, and celebrate the improvements. Sponsor routine neighborhood cleanup projects in tandem with large trash pickup days. Reach out to organizations with young adults needing service hours -- schools, churches, scouts for assistance.

**RECOMMENDATION 2**

Encourage a mix of housing options that support affordability, accessibility, and diversity.

A variety of housing options allows for a vibrant mix of residents and creates a critical mass of people to support local commercial activities. Diverse housing types of different price points include apartments, single family homes, townhouses, second-story spaces above first floor commercial, and duplexes. Multi-generational housing options (post-school, family, senior, retirement) are part of the equation for success.



Neighborhood-based cleanup and beautification projects can bring the community together and instill pride in place.

# Madison Comprehensive Plan Adopted 2016

**RECOMMENDATION 3**

Increase the frequency of inspections and code enforcement to ensure the quality and safety of new and existing housing.

Conduct rigorous and proactive code inspections on new construction and periodic post-occupancy enforcement inspections to ensure equal ordinance compliance across all neighborhoods of the City. Hold developers, contractors, and property owners accountable for deficient housing quality, safety and maintenance.

**RECOMMENDATION 4**

Investigate and create residential infill development guidelines for urban properties.

Update the Development Ordinances to provide graphic guidelines or standards for infill development. As structures are rehabilitated and gaps in neighborhoods filled, new development should be compatible with historic or existing development patterns to create a seamless transition and ensure the long-term viability of neighborhoods. Having quality standards protects the investment for existing residents.

Quality of Life | 3



Rigorous inspections and code enforcement are necessary to ensure that all new and existing buildings are safe and code-compliant.



## Goal 5: Affordable Housing

To create and maintain affordable housing within the Region.

**RECOMMENDATION 1**

Utilize the Indiana Housing and Community Development Authority's Community Development Block Grant program for owner-occupied housing rehabilitation.

**RECOMMENDATION 2**

Utilize the USDA Rural Development's Housing Preservation Grant Program for owner-occupied housing rehabilitation for all communities in the region that are classified as rural.

**RECOMMENDATION 3**

Utilize various programs offered through the Indiana Housing and Community Development Authority that promote and develop affordable housing opportunities for rental, homeless, and persons living with HIV. (HOME and Tax Credits).

**RECOMMENDATION 4**

Utilize various programs offered by the Federal Home Loan Bank through the Neighborhood Improvement Program (NIP) and the Affordable Housing Program.

**RECOMMENDATION 5**

Leverage partnerships between local community foundations and state and federal programs to further the goal of creating and maintaining affordable housing.



Flexible design guidelines allow compatible infill development that complements distinct historic character.

### 3 | Quality of Life

## Goal 6: Wellness

Approach improvements to health from multiple avenues.

#### RECOMMENDATION 1

Support groups that make moving fun!

The City should continue to work closely with and capitalize on the advocacy of the Healthy Communities Initiative, Active Living Team (ALT), HTC, and other groups to implement the many goals related to on- and off-street non-motorized transportation throughout the City and Jefferson County.

#### RECOMMENDATION 2

Recruit an inpatient facility for substance abusers.

Work with KDH and county health officials to provide inpatient care for people with drug/substance abuse.

## Goal 7: Education

Improve the quality and reputation of the local educational system.

#### RECOMMENDATION 1

Continue to strengthen relationships and programming connections between Ivy Tech Community College and Hanover College.

Hanover College students, faculty and staff are firmly invested in Madison. They live, shop and are entertained in Madison and are committed to building a greater role in the community. The school will continue its Internship program and active recruitment from Madison Consolidated Schools (MCS).

Continue the partnership between Madison consolidated Schools and Ivy Tech that promotes educational pathways leading to employer identified needs for skills, certifications and work experiences.

#### RECOMMENDATION 2

Continue to support the Madison Fine Arts Academy at Madison Consolidated High School.

In 2011, MCS began the Academy offering fine art classes as part of the core curriculum. The school has a goal for 10% of the student body to be enrolled. The relationship between the students and the hundreds of artists in the community is a great bridge for enhancing social connection.



Ivy Tech and Hanover College are partners for programming with Madison's public school system.

# Madison Comprehensive Plan Adopted 2016

Several elementary schools encourage local art and cultural assets through programs such as Young Hoosiers and Mayor’s Eagles. Historic Madison, Inc., Jefferson County Historical Society, Lanier State Historic Site, Cornerstone Society, and Madison Main Street Program offer many free art and cultural learning opportunities throughout the year i.e. History Camp, Archicamp, lectures and cultural events.

**RECOMMENDATION 3**

Partner with local businesses and schools to promote to produce highly trained and capable individuals for the diverse local employment opportunities.

Continue to support the good work Cub Manufacturing is doing with mentoring and skills training program. Work with the Chamber of Commerce to create similar relationships with other employers to support workforce development.

**RECOMMENDATION 4**

Support Madison Consolidated District initiatives to address K-12 student needs, increase graduation rates, and ensure that each student has the basic skills to successfully enter the workforce.

The school district should continue its effort to integrate Science, Technology, Engineering, and Mathematics (STEM) curriculum into established educational pathways and expand existing programs to prepare students for employment opportunities in technical fields such as medicine, health care, information technology, and advanced manufacturing.

Examine the ways to continue the work started by Economic Opportunities through Education 2015 (EcO15) initiative. Nurture the relationships that have been established and identify key programs that have been started and need funding to sustain them.

As stated in the 2015 ENVISION Jefferson County Action Plan, continue to support the partnerships between local schools and employers to identify the skills needed for local jobs. Catalogue local job opportunities. Identify career paths for those positions including resources for gaining the necessary experience, certifications, degrees, and recommended steps for:

- Entry level positions—opportunities requiring minimal preparation other than high school.
- Specialized area positions—opportunities requiring preparation typically before entry into this kind of career.
- Exempted or skilled positions—opportunities requiring certification or degree before entry into this field.

Quality of Life | 3



Lydia Middleton Elementary School

### 3 | Quality of Life

#### **RECOMMENDATION 5**

#### **Create a quality education task force**

Continue to support the Education Team formed as a result of the ENVISION Jefferson County planning effort as they review the existing education systems and study the academic performance, financial standing, existing facilities, and the organization of the school systems in the county. Encourage the Team to make recommendations to the schools and community regarding specific steps to achieve identified goals.

The Education Team could be influential in initiating and supporting a public referendum to improve school facilities.

## **Goal 8: Parks & Recreation**

**Leverage recreational assets for enjoyment of residents and tourists, as well as economic development potential.**

#### **RECOMMENDATION 1**

#### **Promote the Ohio River.**

Include directional information to the Ohio River on wayfinding signs.

The city must take the lead and work with non-profit organizations including the Riverfront Development Committee and the Heritage Trail Conservancy to integrate and promote public and/or private festivals and events with existing or future private river concessions (dart boats, campground, marina, riverboat rides, kayaks), and access to trails for better synergy and success.

Improve the streetscape along the north side of Vaughn Drive compatible with Heritage Park and the riverfront walk on the south. Additions should include sidewalk of aggregate paving, lighting, and decorative fence or landscaped edge that minimizes the event parking that occurs on the north side of the street, and that complements and respects the river and the downtown.

#### **RECOMMENDATION 2**

#### **Expand and enhance the campground.**

The city should consider seeking a private campground operator that will make the appropriate upgrades (restrooms, enhanced accessibility, additional spaces, program activities) to the campground to make it a revenue generating use. It is also important to develop policies and regulations limiting stays so that there is turnover of spaces for recreation.

#### **RECOMMENDATION 3**

#### **Build a zipline.**

Continue efforts to recruit a family-oriented zipline / adventure recreation (rock climbing, ropes courses) facility in Madison/Jefferson County.

# Madison Comprehensive Plan Adopted 2016

## RECOMMENDATION 4 Plan for growing recreational needs on the north side of Madison.

Due to new infrastructure, new residential growth may occur in the northeast and northwest area of the city. The city is not in a position to acquire or maintain additional parkland or facilities. One way to add space is to require new residential and non-residential development (such as the GRM-owned redevelopment site at Clifty Drive and Michigan Road) in north Madison to provide open space, trails, recreation or gathering areas. This concept or Privately-Owned Public Space (POPS) is being used across the U.S.

## RECOMMENDATION 5 Coordinate with Grassroot Park Efforts

The city and Parks Advisory Board should step up to coordinate and develop policies to work with grassroots groups. Ultimately, it should be the responsibility to oversee the creation, upgrades and maintenance of park spaces including those with involved groups such as Hargan-Matthews riverboat-themed park, and Walnut Street Park which is being developed to interpret the Underground Railroad activities in Madison. See adjacent sidebar for potential grant assistance.

## RECOMMENDATION 6 Implement the recommendations in the 2016 Bicycle and Pedestrian Plan.

Use the Plan to guide the provision of quality walking, running and biking experiences both off-street and on-street. Each time a road is reconstructed, paved, widened or new development occurs, non-motorized transportation should be considered.

One of the most significant projects proposed in the city is the Madison Connector which will link the Heritage Trail to paths proposed on Hatcher Hill, Green Street, Mulberry Street and that will appeal to a variety of users. Multiuse paths are more than just a linear track. Each should include periodic places to stop, refresh oneself, take in a view or learn about the benefits of activity. The width, the surface, whether on or off-street may vary but the path should have minimum design standards set by the City for accessibility for all. Expansion of this type of facility will also catalyze redevelopment of neighboring properties.

## RECOMMENDATION 7 Fund Park Improvements with a Quality of Life Bond

A primary tenet of this plan is to improve the quality of life and provide much needed amenities to attract new and diverse populations to Madison. Upgrades to parks, trails and greenways, and safe facilities are only a few of the needed improvements and allocations from the general fund will never allow the City to catch up. Support a referendum for a **Quality of Life Bond initiative**. At the very least, create a separate tax levee for parks.

## Quality of Life | 3



A zipline was listed as a priority in the ENVISION Jefferson County Action Plan.

## 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. For more information contact Mark Dollase, Vice President of Preservation Services for Indiana Landmarks, 800-450-4534, 317-639-4534, or [mdlollase@indianalandmarks.org](mailto:mdlollase@indianalandmarks.org).

### 3 | Quality of Life

Hatcher Hill, part of the proposed Madison Connector.



**RECOMMENDATION 8**

**Fund Park Improvements through Fund Raising**

Establish a “Friends of Madison Parks” organization or subsidiary of the Community foundation that will act as an ongoing fund raising entity.

**RECOMMENDATION 9**

**Update the Parks and Recreation Master Plan**

Consider hiring a professional for a comprehensive update of the plan. Confirm needs with a needs analysis and surveys, address ADA Compliance and maintenance and use the Parks Advisory Board members and Parks Director to aggressively pursue grants.

**RECOMMENDATION 10**

**Implement the Master Plan For Lanier State Historic Site**

Make a concerted and coordinated effort by Madison historic and park-oriented organization to approach the DNR Indiana State Museum and Historic Sites section to encourage implementation of the Master Plan adopted for the JFD Lanier Mansion State Historic Site, including the Kendall Block.

**RECOMMENDATION 11**

**Update the Riverfront Master Plan**

Madison has placed responsibility for development of recreation space on the riverfront on the Riverfront Development Commission, a not-for-profit corporation. The RDC needs to update its current master plan which includes performance metrics, and share it with the City and the public, as they may be partnerships that would come to light for implementation. And as mentioned above, the City Parks Department and Parks Advisory Board should consider policies and standards for working with private entities, such as the RDC, to improve public spaces.

## 5 | Transportation & Mobility



An example of a complete street: Vanderbilt Avenue in Brooklyn (source: NYC DOT Creative Commons).

### RECOMMENDATION 5

**Support efforts to attract air travel to Madison.**

The City should work with the Board of Aviation Commissioners to identify and complete improvements to the roadway network and enhance signage leading to and from the airport. Ensure travelers are aware of Madison's cultural and historic wonders. Address intersection design to better accommodate truck traffic in the vicinity of the airport.

## Goal 2: Multimodal

**Provide a transportation system that supports active living**

### RECOMMENDATION 1

**Create an interconnected system of multi-use paths and greenways that includes the Heritage Trail.**

Support the efforts of the Heritage Trail Conservancy, the not-for-profit responsible for the Heritage trail. The City should prioritize the installation of connections to extend the experience and to link downtown and the top of the hill. Where possible, the organizations should work together to ensure consistency in width, trail materials, signage and other trail furnishings. Refer to recommendations for the Madison Connector on page 104.

### RECOMMENDATION 2

**Support regional trail and greenway efforts.**

Provide bicycle and pedestrian connections to the American Discovery Trail (ADT). The southern route of the ADT travels along SR 56 east of Madison. It then follows SR 62 (which is the Chief White Eye Trail) and connects to Clifty Falls State Park, eventually exiting the state in Evansville. More about the ADT can be found at [www.discoverytrail.org/states/indiana/ins\\_south.html](http://www.discoverytrail.org/states/indiana/ins_south.html). A portion of this connection will be a part of the loop connector described above, but there is opportunity for additional connections to a broader network of dedicated trail facilities in the region, such as those in Clifty Falls State Park.

### RECOMMENDATION 3

**Close gaps in the sidewalk network.**

The project team conducted a gap analysis as part of a community mobility survey (results are located in the appendix on page 208). Sidewalks, part of the streets network, are typically the responsibility of the City in terms of installation and ensuring ADA compliance. Responsibility for sidewalk repair and maintenance can be shared between the City and property owner. Where sidewalks were not required previously, the City should map and prioritize installation in its Capital Improvement Plan. To prevent this situation from recurring, the City should update the zoning ordinance and subdivision regulations to require all future development to provide sidewalks and/or multi-use paths on one or more sides of streets.

5 | Transportation & Mobility

# Goal 3: Improve Connections

Improve mode equity along arterials / collectors

**RECOMMENDATION 1**

Establish bicycle routes on Main Street to tackle mode equity.

Main Street (SR 56) is a great candidate for roadway reconfiguration that establishes strong pedestrian and bicycle zones. This will benefit businesses and provide options that support mode equality. The street, which carries about 12,000 cars at peak use, is the primary conduit through the central business district. As soon as 2018, INDOT will cede control of the street to the City, and it is likely that truck traffic will be reduced. While bicycles are permitted on Main Street sidewalks (except between Elm and Walnut Streets), allowing bicycles on sidewalks is not a best practice and is not compatible with pedestrians and other street amenities including sidewalk signs, flower pots, seating and more. The City may consider revising the ordinance that permits this activity.

**RECOMMENDATION 2**

Tackle mode equity on Clifty Drive, US 421, and SR 7.

Suggested improvements for principal and minor arterials including Clifty Drive should be kept at the forefront of transportation planning among City staff, the County and the Seymour District of INDOT. When roadways are reconfigured, better connectivity for pedestrians and cyclists should be a priority. In some instances, there is adequate right-of-way (Clifty Drive), but a combination of road diet, drainage improvements and utility work will be necessary.

**RECOMMENDATION 3**

Improve connections – Michigan Road/ Mouser Street / Orchard Street / Taylor Avenue and more

Infrastructure improvements are required to most streets in Madison for alternative transportation to be an effective choice. By improving pedestrian and bicycle connections with sidewalks, multi-use paths, and bicycle lanes, residents and visitors will be able to traverse Madison without the use of automobiles. These paths that link downtown and the top of the hill enhance social, physical and economic connections.

**RECOMMENDATION 4**

Provide bicycle, pedestrian and trail amenities.

Amenities are an important component for increasing trail safety, comfort and use. At a minimum, provide signage and bike racks. A trail might also include lighting, a callbox for emergencies, benches, or a trailhead spaced every few miles that includes automobile parking and restrooms.

The Madison Connector is a proposed multiuse path that unifies the city by bridging topographical challenges. The character of the 6+ mile loop trail and learning facility changes as it traverses and connects neighborhood, shopping districts and employment centers. See page 105.

Without Wi-Fi coverage, the City will have a difficult time retaining businesses and employee talent long-term.

## Goal 3: Hometown Prep

Improve workforce development and vocational education options within the community.

### RECOMMENDATION 1

Work closely with Workforce One - State of Indiana - tailored to Madison's specific needs.

City Economic Development coordinator should meet regularly with Workforce One to set workforce area strategies and goals. Coordinate economic development marketing efforts.

### RECOMMENDATION 2

Address the education and training needs of the local workforce and employers.

Continue to support Envision's workshop development efforts in partnership with area educational institutions, linking the workforce with employer needs.

## Goal 4: Capitalize on local entrepreneurship and innovative thinking.

### RECOMMENDATION 1

Support and incentivize small business incubation.

Establish a small business innovation fund to support small business product and service development. The innovation fund could be supported by the creation of a venture capital fund that would support business product development. Madison and the Chamber of Commerce should work with Indiana's Small Business Development Center to target nascent businesses that will support its growing health care, manufacturing, and bioscience/biomedical industries.

### RECOMMENDATION 2

Create a small business mentorship program.

Link local small businesses with existing businesses to provide mentoring of their operations. The Madison Chamber of Commerce should consider creating a SCORE

### Grant Program

Programs such as the Small Business Improvement Fund (SBIF) help small businesses and commercial corridors stay viable by providing financial assistance for building improvement costs. Eligible program participants can receive reimbursement grants for qualified permanent building improvements to small business properties.

#### SBIF Grant Structure

The SBIF grant uses local Tax Increment Financing (TIF) revenues to reimburse eligible applicants for repairing or rehabilitating their facilities within specific TIF districts. The following features apply to this grant program:

- Maximum Grant Program Assistance
- Industrial Property – \$150,000 per property
- Commercial Property – \$100,000 per single-tenant property
- Multi-tenant Property – \$50,000 per owner/tenant with no more than \$250,000 for overall property

To read about a similar program in the City of Chicago, go to <http://somerco.com/sbif/eligibility/>.

8 | Targeted Redevelopment



Existing Conditions



Gateway Elements



Commercial / Office Precedent



Multifamily Precedent

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CITY OF MADISON, INDIANA

Area 1

CLIFTY DRIVE EAST REDEVELOPMENT

The CRM Development company from Lexington, Kentucky purchased this 22-acre site at Clifty Drive and Michigan Road several years ago. The CRM business model is to develop, own and operate its portfolio focused on office, retail, hotel and restaurant developments. To incentivize forward movement on site development, the Madison Redevelopment Commission demolished the existing buildings and cleared the site to prepare for redevelopment. To date, there is not a firm development proposal but a Hanover College business class has assisted the owners with market and economic research and recommendations. With the improvements to US 421, the extension of sewer and water service, and construction of the King's Daughters' Hospital and Ivy Tech Community College, the northeast area of the city is ripe for growth. A potential scenario could include mixed-use development that includes commercial office and retail, multifamily housing of apartments and townhomes, privately-owned public open space in the form of an urban park, civic plaza, community center, and/or trailhead for the Madison Connector. This could be a private/public partnership between the developer and the City.



Clifty East development site at Michigan Road

# Madison Comprehensive Plan Adopted 2016

## 8 | Targeted Redevelopment



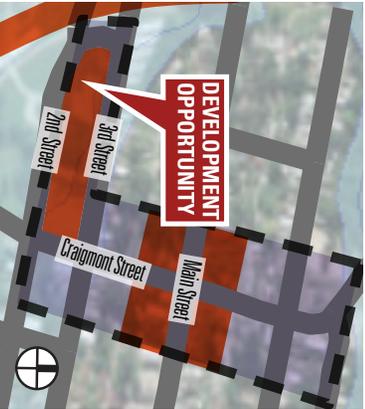
View north from Cragmont and Main Streets.



Hawks Development, Goshen, Indiana



Lots for Rent, Hawks Development, Goshen, IN



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CITY OF MADISON, INDIANA

## Area 5

### Cragmont South District

The Cragmont South District refers to the area in the vicinity of Main and Cragmont Streets at the western end of downtown. This intersection is a major arrival spot and secondary gateway to the downtown. This intersection is mentioned in Chapter 3: Quality of Life, suggesting physical improvements that include gateway and wayfinding signage, landscaping, art and other elements of a well-designed streetscape. Existing streetscape elements are found further east on Main Street, but end at Cragmont Street. Extending the streetscape present on Main Street east of Cragmont Street west to the entrance of Clifty Falls State Park will improve the western gateway into downtown.

The former Tower Manufacturing site is a key redevelopment site that could support neighborhood commercial development for residents and visitors alike. This 2.8-acre site is available for redevelopment. A mixed-use development at this site could be a catalyst for the revitalization of the west side of downtown. There are several precedents throughout Indiana of adaptive reuse of old industrial buildings. One example is Hawks Development in Goshen, Indiana (left). A site such as this downtown and near the river could be a perfect place for Arts-oriented live/work opportunities -- a sort of "Makers District" where artists and other "creatives" live and practice their craft. This scenario also strengthens the existing food-centric and other retail businesses by putting more people working and residing in the area. A continuation of the historical development of small homes on small lots would be welcome and marketable in this district.



Existing Conditions - Cragmont South District

## 8 | Targeted Redevelopment



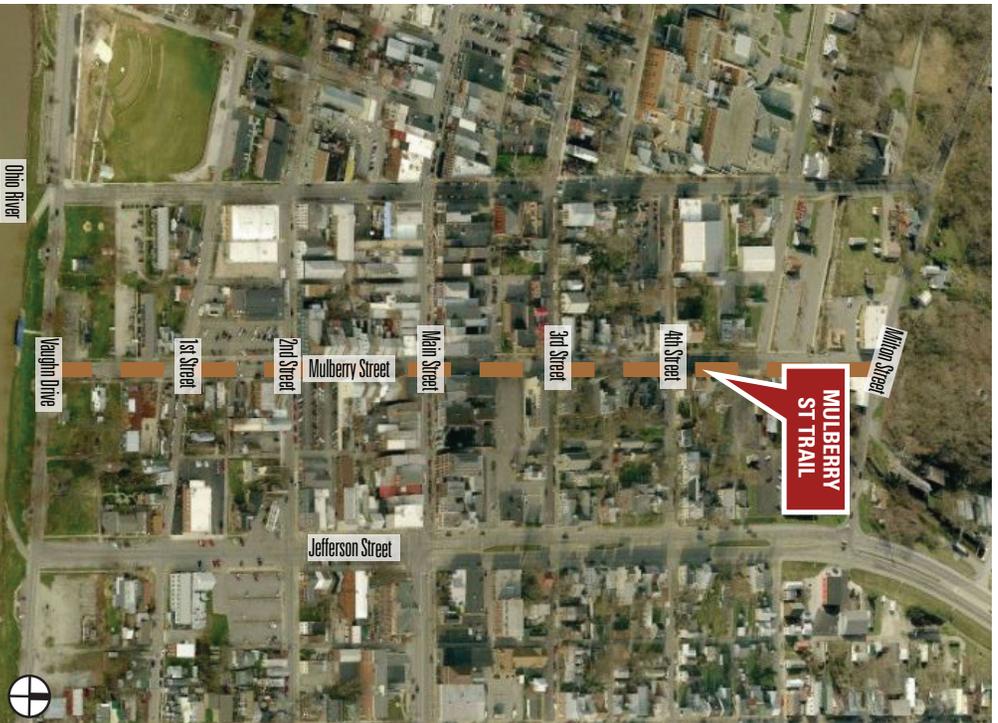
Existing Conditions = Vacant and upper floors on Mulberry Street.

### Area 6

#### MULBERRY STREET DISTRICT

The Mulberry Street District is part of Madison's historic downtown core and ripe for redevelopment. This district refers to an area encompassing Mulberry Street especially between Main Street and Vaughn Drive. Along this corridor there are a number of projects, that when accomplished, could create a positive and prosperous synergy in downtown. Those proposed projects include:

1. The Madison Connector - a "Complete Street"
2. Riverfront Welcome and Activity Center
3. Mixed-use infill, adaptive reuse and preservation of existing residential and commercial structures
4. Ongoing improvements to the River Terrace Health Campus (formerly KDH)



Existing Conditions - Mulberry District

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CITY OF MADISON, INDIANA

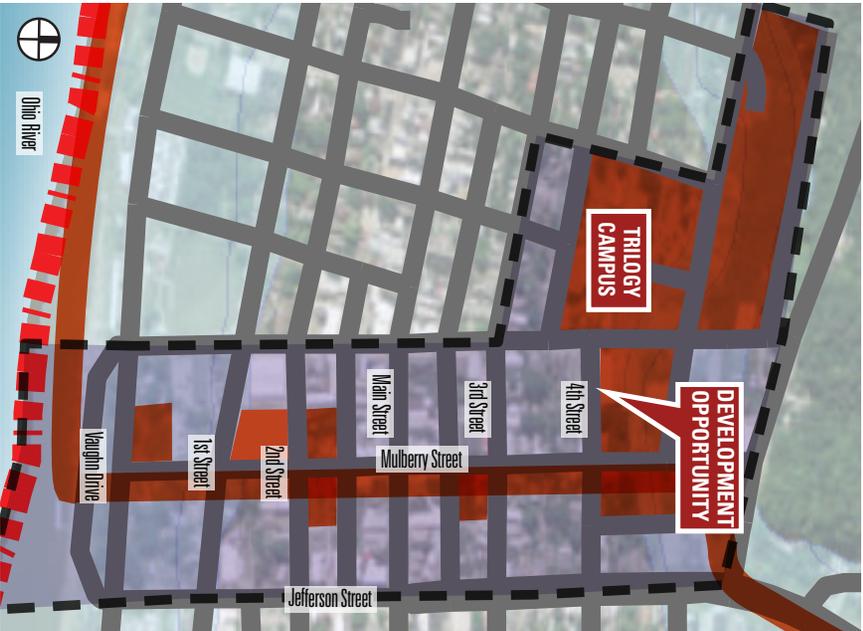
#### ACTIVATING THE EXISTING PROPERTIES ALONG MULBERRY STREET

Mulberry Street was identified in the America's Best Communities Revitalization Plan as part of the Madison Connector. It is envisioned as a multimodal corridor with curb appeal that would catalyze private investment along it. Proposed connector improvements, similar to the Indianapolis Cultural Trail, would connect the services, retail, residential, open space, grocery to the riverfront. It would shift Mulberry Street from a little traveled local street with multiple commercial and residential vacancies, to a historic connector tying the hillside to Downtown to the riverfront.

The Indianapolis Cultural Trail, constructed over the last 5 years, and has had enormous positive economic impact on many of the neighborhoods it passes through, is an apt precedent for Mulberry Street (See description and images on page 163). Districts such as Fountain Square in Indy, had some revitalization momentum before the urban trail construction, but the public investment was a major catalyst for accelerating the neighborhood revival.

Madison is also one of six designated cultural districts in the state and should leverage the designation into a destination for visitors and residents alike.

8 | Targeted Redevelopment



**Existing Conditions - Mulberry Street and Vaughn Drive (below):** The Mumbles Barbecue location is a prime opportunity for redevelopment to enhance the waterfront. With a Riverfront District Designation from the State, there are opportunities for restaurant or entertainment venues that can serve alcohol, if desired. All development in this area is subject to the restrictions and constraints of the floodplain.



**MADISON CONNECTOR/COMPLETE STREET IMPROVEMENTS**

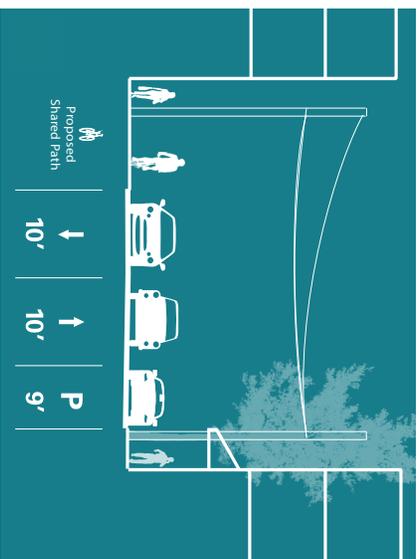
The following descriptions and images illustrate proposed Mulberry Street improvements primarily consisting of a multi-use path and streetscape to improve the pedestrian and vehicular experience, accessibility and quality of place. This also will positively impact businesses and is an example of a public investment catalyzing private investment.

On Mulberry Street, the trail would take the form of an sidewalk expanded into an existing parking lane with space for outdoor dining, bicycle parking, benches, street trees and street lights with directional, interpretive, and gateway signage. It would terminate on Vaughn Drive at a welcome center or kiosk that might also offer rentals for cyclists, skaters and more. The walkway is shown on the west side of Mulberry Street, but the location may switch sides as appropriate and as decided after design and engineering phases.

**CONNECTING PEOPLE TO MULBERRY STREET**

The City of Madison hosted an event on July 26, 2016, designed to help the community to reimagine Mulberry Street as a multi-modal pedestrian and vehicular corridor. This is one another major implementation step of both this Comprehensive Plan and the America's Best Communities Grant Application. The City seeks to win one of three Grand Prizes and distinction of being named one of America's Best Communities in April of 2017. The America's Best Communities Process has been an integral part of the Comprehensive Plan process and continues to be an early indicator of the desire for the City to implement this and other planning initiatives.

Images of the design vision are on the following pages.



Proposed Mulberry Street Streetscape Section

## 8 | Targeted Redevelopment



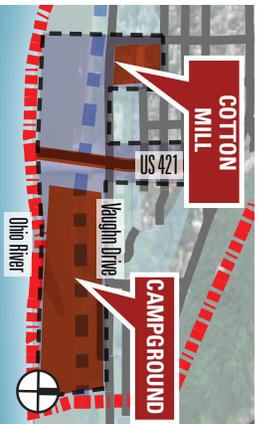
**Connectivity Concerns - US 421 Bridge ramp drops pedestrian into the travel lane.**

## Area 7

### US 421 BRIDGE DISTRICT

The US 421 Bridge District refers to large redevelopment area on the eastern end of Madison's historic downtown adjacent to the waterfront. Some of the most significant potential redevelopment projects are in this area and they can be viewed as impacted by or opportunities created from the half-mile bridge approach to the Milton-Madison Bridge of US 421. INDOT proposed up to nine realignment alternatives which pass through part of the National Historic Landmark Madison Historic District. Other potential major projects in this district which greatly impact the image, identity and prosperity of Madison include:

1. US 421 Re-alignment Property and Access
2. Cotton Mill Redevelopment
3. Madison Campground Improvements



**Existing Conditions - US 421 Bridge District**

#### REALIGNMENT IMPACT

The current phase of the bridge reconstruction project focuses on re-aligning US 421 between Main Street/SR 56 and the Milton-Madison Bridge. The goal of this project is to select a route that best addresses safety concerns, mobility challenges and economic development potential. The current alignment routes nearly 11,500 vehicles per day on US 421 through a portion of the National Historic Landmark Madison Historic District. For the past 50 years this neighborhood has been plagued by slow truck traffic traveling east on Main Street, south on Baltimore Street, east on 2nd Street and south on Harrison Street to the Ohio River and Milton/Madison bridge. In addition to adversely impacting area property owners, this has caused adverse environmental, economic, and safety conditions. INDOT and consulting engineers Crawford, Murphy and Tilly (CMT) developed with public input, nine potential alternatives for multiple modes of travel including pedestrian and bicycle. The impact of this realignment is contingent on the alignment that is ultimately selected by INDOT in November 2016.

## 8 | Targeted Redevelopment



Existing Conditions above and below.

### COTTON MILL REDEVELOPMENT

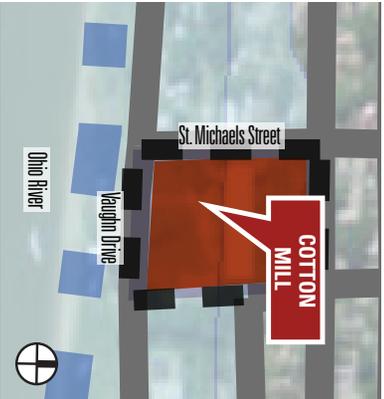
The Cotton Mill located on Vaughn Drive and St. Michael's Street overlooks the Ohio River. The property has been vacant for many years and fallen into disrepair. There has been interest in redeveloping the site for a mixed-use development. The site is a prime location for multi-family, commercial/riverfront retail and entertainment development. The Cotton Mill was constructed with an internal column spacing that supports a fairly efficient layout for residential apartments. This property has the potential to attract premium rents in the Madison market due to its historical significance and beautiful views of the Ohio River.



Due to the challenges and constraints, a private developer may be interested in the site, but success typically requires partnerships and financing support. The City of Madison, through the Redevelopment Commission or similar entity, will likely need to assist any future developers to close the financial gap presented when developing difficult sites throughout the city but especially downtown. Expanding the existing TIF District or including a specific TIF site is one method. Most top market rents in Madison currently are below \$1.00/sf per month. An experienced developer could also use Historic Tax Credits (HTC) and Low Income Housing Tax Credits (LIHTC) to leverage enough capital to narrow the financial gap and make the project feasible.

It is strongly recommended that the developer use 4% LIHTC tax credits and also mix in premium market rate rental units, and not the 9% credit, because the goal besides preserving the Cotton Mill is to help revitalize downtown Madison and the Bridge District. Households eligible for the very low 9% monthly rents would likely have very limited disposable income to support the businesses in the Downtown and Bridge Districts. This mix of top income renters and low-moderate income renters would help support the growth and expansion of businesses in Downtown and the Bridge District.

It is projected that approximately 75 - 100 residential units could be constructed in the Cotton Mill. The project may require an investment of more than \$20 million to preserve the historic character of the building and adapt the



Design Precedent - Example of Adaptive Reuse above and right.



# Madison Comprehensive Plan Adopted 2016

interior for residential reuse. The City should be prepared to go beyond just supporting the project with the TIF proceeds from the project. The City should consider if financially necessary to support an experienced private developer with an additional \$300,000 to \$500,000. There would be a potential 20-30% financial gap to fill on this estimated \$20 million project. While a general “rule of thumb” or guide in redevelopment is that a City should normally consider filling financial gaps in the range of 10-20%, because of the historic significance and economic impact of the Cotton Mill project, this project is an exception to that general redevelopment project guide. It is likely the only means to redevelop this historic giant under current market conditions is for a slightly higher gap must be filled in the 20-30% range to make the project feasible to attract the private investment. Again, Madison is a nationally recognized historic place, the Cotton Mill represents the community’ largest and most significant historic asset if properly preserved. It is one of a kind redevelopment opportunity in a one of a kind historic community. Therefore, it is well worth the extra effort on behalf of the City and the Madison community as a whole to financially assist the right private developer with the right vision for an adaptive residential reuse of the majestic Cotton Mill.

### MADISON CAMPGROUND REVITALIZATION

The Madison Campground is another catalyst project in the vicinity of the bridge and riverfront. It has the potential to provide lodging opportunities for scores of recreational vehicle owners throughout the spring, summer, and fall. The city has indicated that the campground is popular during the summer and festivals, but is not maximized during other times of the year. Also, the campground is in need of repair and improvements. If the city were to invest in paving the campground sites, providing utilities and enhanced restroom/shower facilities, this could be a prime destination and revenue generator for the city. The Madison Campground should further be connected via a pedestrian path to the Madison Connector trail and downtown as illustrated on the map on page 175.

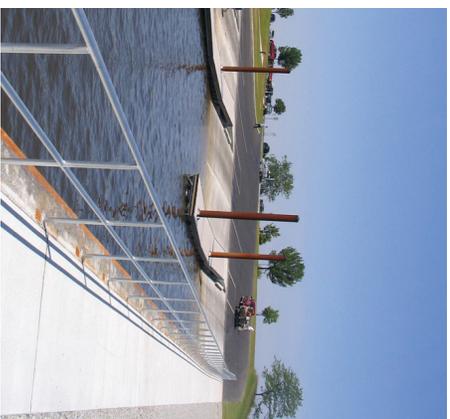
### OPTIMIZING THE AMENITY - REINVESTING IN THE BOAT LAUNCH

The other amenity present at the Madison Campground is a second, public boat launch which is currently closed. This is an optimal location for a revitalized launch. The new launch could complement the existing boat launch and refueling station downtown and the marina located west of downtown. These three amenities combined could draw potentially thousands of visitors to the community, strengthen downtown, and provide needed revenue for the City parks department.

## Targeted Redevelopment | 8



Appropriate Design Precedent- Campground Site Improvements. See also page 67.



Appropriate Design Precedent - Revitalized Boat Launch



## Area 8

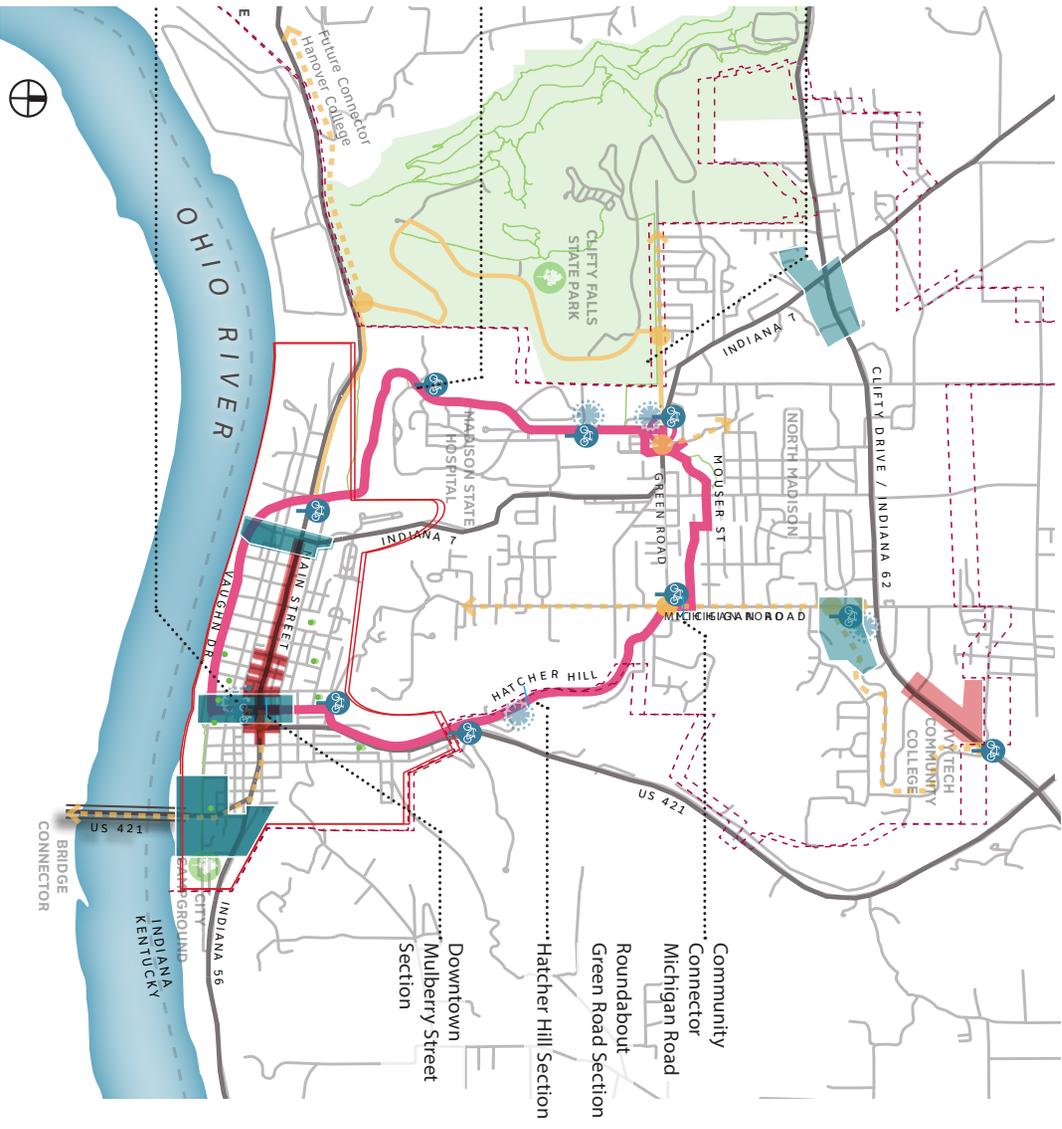
### MADISON CONNECTOR

The Madison Connector is a trail designed to spur investment for underutilized properties throughout the entire community. Many of the major thoroughfares and intersections in Madison will connect to this trail once connected. What this will allow is for a pedestrian amenity for residents and visitors to use.

### Targeted Redevelopment | 8

To read the full Madison Connector plan, visit <https://americasbestcommunities.com/meet-the-communities/55004/>

#### TRAILHEADS AS CATALYST SITES FOR REDEVELOPMENT





# long-term vision and strategy

## 3.1 Our Vision for Revitalization:

### Empower

The citizenry of Madison desires an actionable plan designed to enhance the quality of place and community cohesiveness through connectivity. To engage fully in this process, we have chosen to employ a LEARNING LOOP which shows the relationships between health and wellness, social interaction, economic revitalization and environmental sustainability. Our solution to create ONE MADISON! is the MADISON CONNECTOR.

The moniker “ONE MADISON!” refers to planning a diverse community and providing a common and unified solution. As the ENVISION Plan states: “One Madison” -- Bringing together the Development Needs of the City of Madison”.

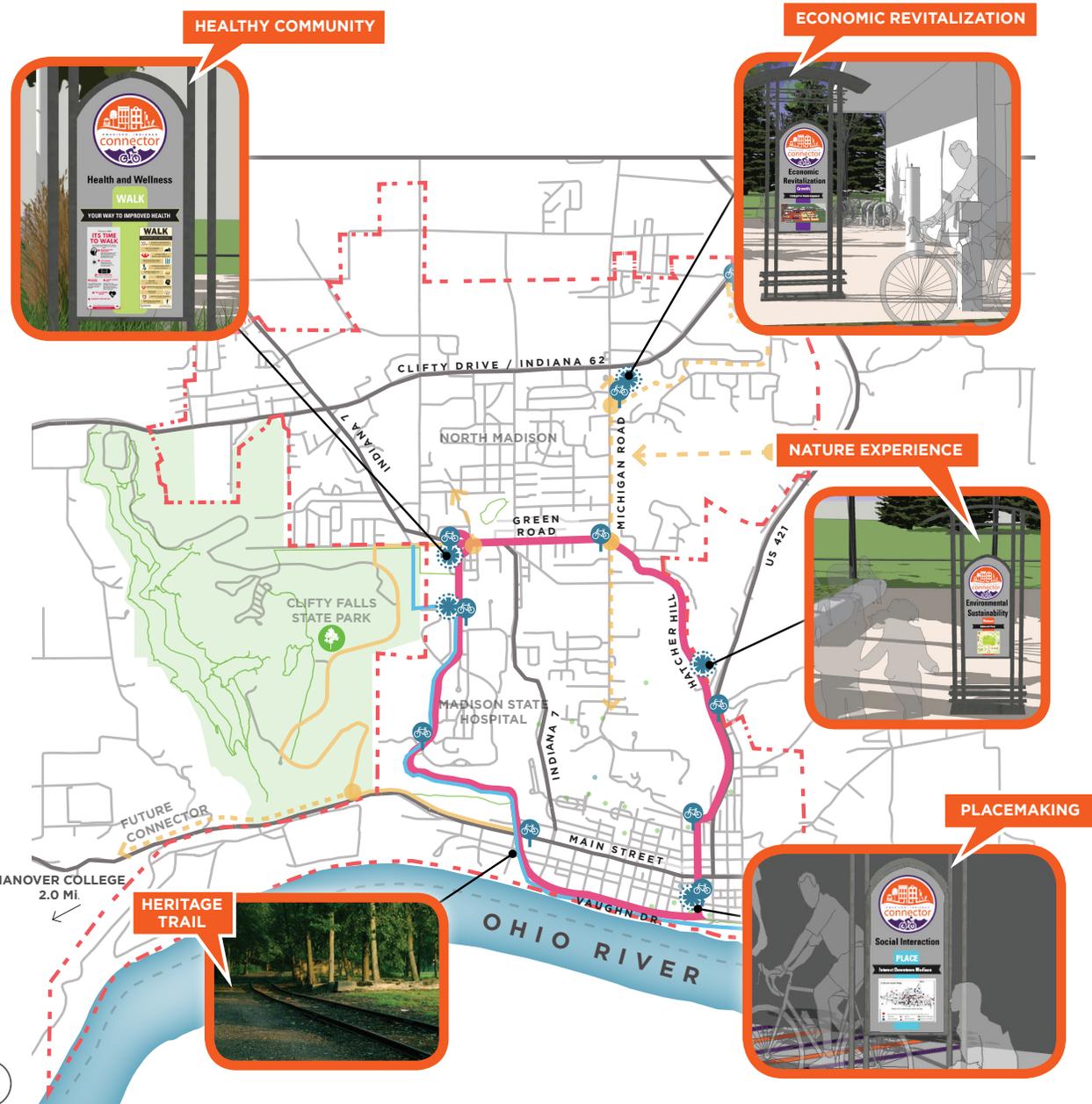
The community has long desired to extend the standard of excellence in quality design found in the downtown throughout the city without sacrificing a “sense of place” to provide the amenities and lifestyle that residents enjoy and tourists flock to. For walking and bicycling to be effective, infrastructure improvements are needed. By improving pedestrian and bicycle connections with sidewalks, multi-use paths, and bicycle lanes, residents and visitors will be able to traverse Madison without the use of automobiles. The need for better pedestrian and bicycle infrastructure and amenities as a means of connectivity throughout the City cannot be over-emphasized, but first there has to be a commitment to education.

# One Madison Community Revitalization Plan

## Learning Loop Envisioned

The MADISON CONNECTOR will be the vehicle to educate trail users whether for a stroll along the waterfront or a vigorous 6-mile run around the entire loop. In addition to periodic trailheads, places to rest, park a bike or refresh oneself, the LEARNING LOOP will have interpretive signs that speak to the positive benefits of greenways, trails, multi-use paths for non-motorized transportation. The obvious topics would include wellness and health or history, but less obvious benefits include promoting social interaction and catalyzing economic development. This is how the MADISON CONNECTOR will further the stellar education for all residents and visitors!

- 1. City Boundary
- 2. Primary Trail
- Secondary Trail
- 3. Heritage Trail (existing)
- 4. Park Trails (existing)
- 5. Trail Signage
- 6. Trailhead



long-term vision and strategy 

<p><b>Opportunities</b></p>	<p><b>Current</b> Madison has an economy that is divided between Clifty Drive which is an auto-oriented industrial/commercial area on the north side or the Hilltop, and Downtown which is a vibrant walkable retail center along the Ohio River. Each has a number of redevelopment opportunities for new economic uses of vacant or underused properties.</p>	<p><b>2017</b> By 2017, each redevelopment area will have an active reuse either in place, under construction, or pending construction. Along Clifty Drive, this will be commercial with the potential for mixed-use that may include some residential. Downtown, this will concern façade renovations, historic preservation, and housing and retail uses.</p>
<p><b>Challenges / Barriers</b></p>	<p>Madison's main challenge is bridging the physical, psychological, and economic divide of the 400-foot river bluff barrier that separates the two submarkets of Madison.</p>	<p>The Madison Connector will link the Clifty Drive and Downtown submarkets together. This will begin to bridge the social, physical, and economic separation created by the high river bluff. In turn, this will begin to meld the two submarkets together into a more economically vibrant and supportive role with each area's businesses and customer bases.</p>
<p><b>Economic Conditions</b></p>	<p>Madison's local economy lost jobs and total income from 2004 to 2012. But, the community has begun to show signs of economic resiliency as its unemployment rate has dropped to 6% in 2014, down from a high of 11.4% in 2010. While it has a very strong automotive sector, the area has a diverse cluster of industries.</p>	<p>While employment levels continue to improve since the Great Recession, the Madison area will need to attract younger and more highly skilled workers to increase total wage levels and continue to lower the unemployment rate.</p>
<p><b>Employment Trends</b></p>	<p>Over the past 15 years, the Madison Micropolitan Area's labor force has shrunk from a high in 2000 of 16,262 to 15,480 by 2010. Though Madison is experiencing an economic recovery, the labor force has continued to shrink to an estimated 15,380 in 2015.</p>	<p>Like many smaller cities, Madison has an aging population. Without active intervention to attract and retain younger and more highly skilled talent, Madison Micropolitan Area is projected to continue to have a shrinking labor force falling to below 14,000 by 2040. By 2017, Madison will have stopped its falling labor force slide and will be aggressively working to attract and expand its employment talent pool.</p>
<p><b>Educational Attainment</b></p>	<p>Only 23% of adults over 25 years of age in the Madison area have a college degree. Though just below Indiana rate, this is about 14 percentage points below the nation's rate.</p>	<p>By 2017, Madison will begin to link employees/residents to college and other advanced degrees to increase existing skill levels. This will demonstrate to new residents and new employees that Madison will support life-long learning opportunities, and will begin to increase the percentage of residents with college degrees.</p>
<p><b>Innovative Economy + Facilitation of Entrepreneurship</b></p>	<p>The Madison/Jefferson County area averaged 1.91 patents per 10,000 employees between 1998 and 2013, which was 25th highest among Indiana's 92 counties. Over the same time period, Madison/Jefferson County area had a net loss of 20 firms.</p>	<p>Madison will begin to develop a "Makers" or "Innovation District" that will support small businesses and entrepreneurs with live/work space and administrative support services. This will increase opportunities for more innovation and increase the number of small businesses.</p>



## Section 17

# Public Involvement

## Public Engagement

Madison has been preparing for the Stellar Communities Program for five years. From gathering public support and input to building and strengthening local and regional partnerships, our plan has been created from the ground up through grassroots efforts and the community coming together with one vision for the future. Public involvement gained a great deal of momentum with the Envision Jefferson County Plan in 2015 and truly set the stage for Madison Comprehensive Plan and One Madison Community Revitalization Plan in 2016. But we did not end our grassroots efforts and public involvement with those plans. Prior to and during the drafting of the Letter of Intent and Strategic Investment Plan, Madison continued to gather input and engaged over 700 people during our Stellar Communities process alone! We believe that this Strategic Investment Plan is the vision set forth by our community members and partners and it will dramatically change the city and region for the better.

The following outlines the public engagement events that were held during this multi-year visioning and strategic planning process. Overall, we were able to engage over 2,500 people through these planning processes.

### Envision Jefferson County: 460+ People Engaged

- 3 Community Conversations / Open Forums
- 1 Community Summit
- 1 Open House
- 25 Leadership Meetings
- 20 Executive Committee Meetings
- 1 High School Focus Group
- Promotional & Branding Materials
- Social Media and Website

### Madison Comprehensive Plan: 500 People Engaged

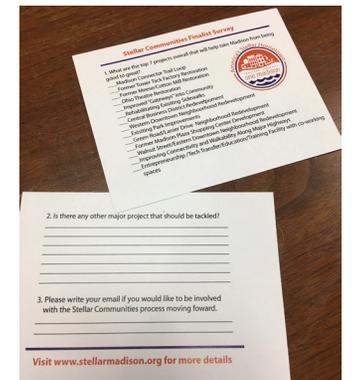
- 5 Steering Committee Meetings
- 11 Stakeholder Interviews
- 1 Community Visioning Workshop
- Promotional & Branding Materials
- Community Surveys
- 2 Public Open Houses
- 2 Public Hearings
- Social Media and Website

### One Madison Community Revitalization Plan: 2000+ People Engaged

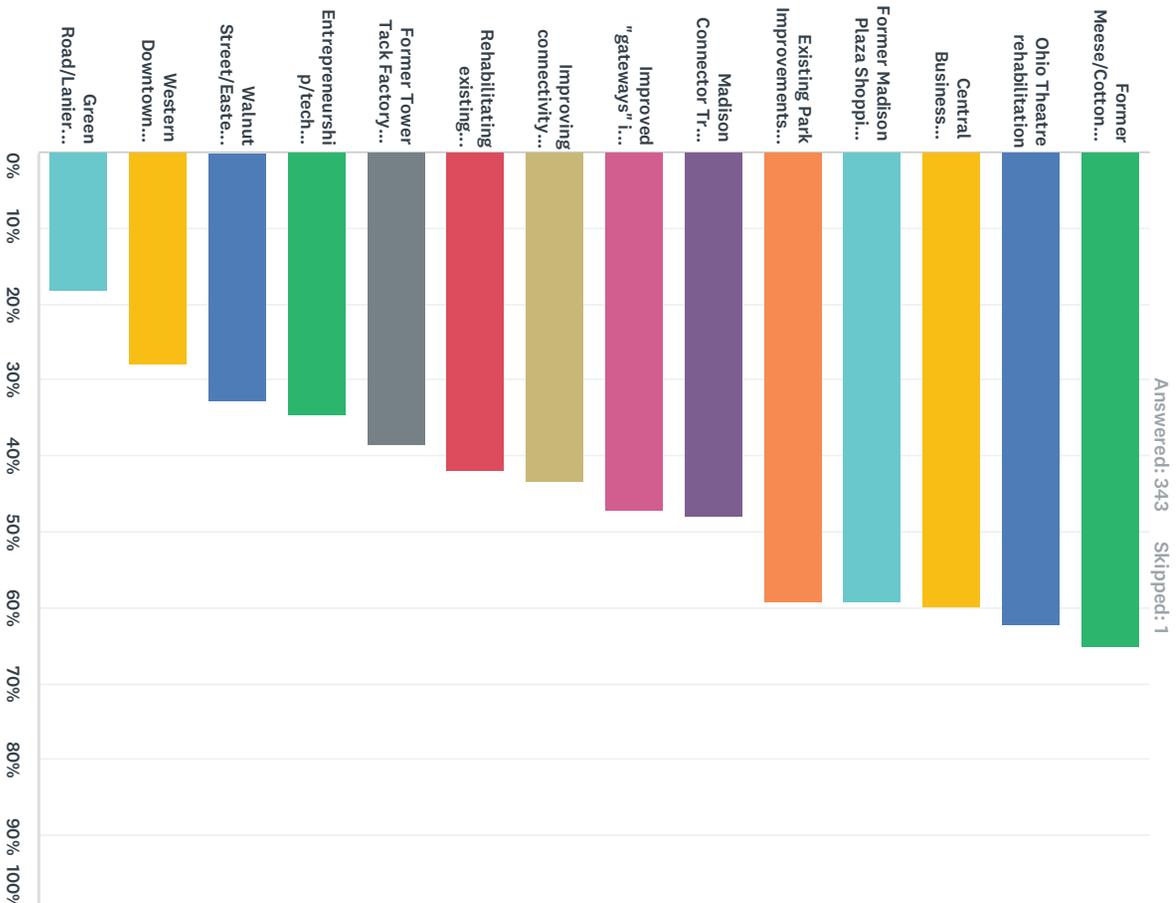
- Active Living Workshop
- Walking School Bus Workshop
- “Try the Trail”
- “Hike & Hand Day”
- Mulberry Street Neighborhood Brunch
- America’s Best Viewing Parties
- Social Media and Website

**Stellar Communities Letter of Intent & Strategic Investment Plan:  
700+ People Engaged**

- 4 Public Meetings
- 2 Council Meetings / Briefings
- 1 Open House
- 2 Online Surveys
- 1 "S'more Conversation" meeting at Johnson Lake
- 7 Business Roundtable Sessions
- 4 Mobile Presentations: Music in the Park, National Night Out, Walnut Street Community Meeting, and TIF Expansion Public Meeting
- 3 Advisory Committee Meetings
- Kid's Coloring Pages
- Social Media and Website



## Q1 What are the top seven projects overall that will help take Madison from being good to being great?



Answer Choices	Responses
Former Meese/Cotton Mill building rehabilitation	65.31% 224
Ohio Theatre rehabilitation	62.39% 214
Central Business District (Main Street) redevelopment (2nd/3rd floor rehabilitation, facade improvement, sidewalks, cafe-style bumpouts)	60.06% 206

Stellar Communities Finalist Survey

SurveyMonkey

## Q2 Is there any other major project that should be tackled that is not mentioned above?

Answered: 153 Skipped: 191

#	Responses	Date
1	Help for our local community with the growing drug and suicide problem offering helpful alternatives such as therapy, institutional (extended stay) programs, and employment help as opposed to attracting addicts, and with that 'crime', by offering legal addiction to replace an illegal addiction. We need to strengthen a strong community to succeed and 'Be Better', not enable a week community to fail.	7/17/2017 8:47 AM
2	something that would provide more opportunities for the youth who will one day take over our adult responsibilities. Currently only Boys and Girls clubs provide opportunities.	7/17/2017 8:45 AM
3	Rehabbing old downtown building into a maker's space for creative people to live, create, and sell their art. Acknowledging creative arts as a viable economic development method must be taken seriously. It is one of the few methods across the US that is showing signs of success in rural areas.	7/17/2017 8:38 AM
4	no	7/17/2017 8:07 AM
5	1) Every road in to Madison portrays Madison as a community that has no pride. Private homes have trash and clutter in their yards. 2) the amount of trash littering our roads also shows a lack of pride in our community. Perhaps some signage and enforcing the existing littering laws.	7/17/2017 7:36 AM
6	Madison needs MORE industry.	7/17/2017 7:32 AM
7	I think there need to be a beautification of Uptown Madison. It is really suffering and is an eyesore. Why not do cafe-style bumpouts along cliffy dr., sidewalks, etc.	7/16/2017 2:47 PM
8	Addiction Recovery Facility with follow-up outpatient support	7/16/2017 1:32 PM
9	Public arts projects throughout Madison	7/16/2017 10:24 AM
10	Art center, performance home for the Alliance.	7/15/2017 3:22 PM
11	Clean up or demolition of vacant and/or uninhabitable properties that are eye sores in the community. Pay for it by placing liens on the property and if not paid sell it.	7/15/2017 12:06 PM
12	Support for downtown businesses that are not on main street or the river. Support for tourism that is not major event driven.	7/15/2017 9:39 AM
13	I was going to say, fix the sidewalks before I even started survey. I'm glad it was on the list. We need to fix the base of our community for the elderly and physically limited people before we should develop parks, buildings and plazas...etc.	7/14/2017 10:55 PM
14	Adding or renaming a park to honor veterans and creating a safe space for home challenged individuals. Creating a tax zone in downtown areas where rentals outweigh owner occupied homes to provide incentive to clean up neighborhoods like N. Walnut and W. 3rd.	7/14/2017 10:30 PM
15	The opioid issue that the Clearinghouse and associated providers are attempting to address. There are understandable concerns as to how a downtown location would affect the tourism business. However, we already have people on drugs out and about on the streets of downtown Madison. Wouldn't it be a positive for people visiting Madison to note that the community is trying to address the issue right in the midst of where it is most prevalent? What a wonderful way to be a truly Stellar Community. We can't hide this issue and pretend it doesn't exist. Anyone, tourist or resident, knows better. Peggyv Hans	7/14/2017 9:12 PM
16	Are there ordinances in place to fine or cease rundown store fronts and homes ? Parts of Main Street continue to be an eyesore and the tourist get a bad first impression	7/14/2017 7:54 PM
17	We need more places to eat that are quality, dinner worth the drive establishments.	7/14/2017 5:50 PM
18	Access to the Riverfront from Main Street	7/14/2017 5:45 PM
19	Do not put low income apartments on second and third floors of Main Street. It destroys parking and will hurt business far more than the income from the apartments will ever be worth	7/14/2017 4:36 PM

Stellar Communities Finalist Survey

SurveyMonkey

Former Madison Plaza Shopping Center development	<b>59.48%</b> 204
Existing Park Improvements (Crystal Beach, Campground, Playground for All Children, Riverfront, Heritage Park, Jaycee Park)	<b>59.48%</b> 204
Madison Connector Trail Loop (finishing Hatcher Hill to Heritage Trail to Riverfront)	<b>48.10%</b> 165
Improved "gateways" into our community	<b>47.23%</b> 162
Improving connectivity and walkability along major highways (Clifty Drive, Lanier Drive, Michigan Road)	<b>43.44%</b> 149
Rehabilitating existing sidewalks	<b>41.98%</b> 144
Former Tower Tack Factory rehabilitation	<b>38.78%</b> 133
Entrepreneurship/tech transfer/education/training facility with co-working spaces.	<b>34.69%</b> 119
Walnut Street/Eastern Downtown Neighborhood redevelopment (sidewalks, home rehabilitation, improved infrastructure, etc.)	<b>32.94%</b> 113
Western Downtown Neighborhood redevelopment (sidewalks, home rehabilitation, improved infrastructure, etc.)	<b>27.99%</b> 96
Green Road/Lanier Drive Neighborhood redevelopment (sidewalks, home rehabilitation, improved infrastructure, etc.)	<b>18.37%</b> 63
<b>Total Respondents: 343</b>	

Stellar Communities Finalist Survey

SurveyMonkey

20	More things for the younger generation to do. Currently money is taken out of the county and spent in larger cities because of the lack of activities offered here in Madison for youth. Skating rink, updown cafe's near the college, go kart facility..also things to do indoor for winter season. Bowling, recreation facilities.	7/14/2017 4:14 PM
21	I think the city needs to let more businesses and factories come in. How can you expect a town to grow if nothing is allowed to come in? Its hard for people to want to come here when there are few jobs and most don't pay well and there is nothing for young kids to do. NO good parks to play on, pools are run down and that's about it for them to do. We need more things for teens to do. If they want to do anything they have to travel at least an hour to get to somewhere. This town is over ran with drugs and I blame a lot of it on kids being bored.	7/14/2017 4:04 PM
22	no	7/14/2017 2:45 PM
23	An additional attraction designed for families visiting Madison. Small amusement park, games, etc.	7/14/2017 2:27 PM
24	The Salvation Army donation area has become a free dumping ground. Everything from broken couches, to outdated large televisions, to old refrigeration units, which belong in the local landfill or specialized recycling, are being left after hours. Each night, I watch a group of locals, peruse the donations, taking what they want, and leaving a scattered mess behind. Homeless people often sleep on top of the clothing pile or drag items under the semi storage trailer, to sleep on. The 3 apartments at 418 Walnut, are up for sale. I have had out of town, interested individuals, inquire about the building and neighborhood. They state an intent to rehab the building into a 1 family personal home. When they walk to the front and notice the Western donation area view, they go from interested to horrified. No matter how much I try to convince them, Walnut is changing and growing, needless to say they are finished inquiring. 418 Walnut building seems to only be considered, as an easy way, to make money without an emotional attachment. In other words only slumlords are going to buy it. Next to the donation area, an unidentified semi-trailer is being used for storage. Since purchasing our home, across the street, we have never seen anyone access the trailer. It is not at all historically appealing. I believe, it is also in violation of parking and traffic regulations 70.21, (B) obstructs portion of business parking area of OVO parking lots. *OVO employees often parking across the street, all day, leaving their spots open, for clients. This in turn takes up the tenants' and homeowners' parking spots. This unidentified (not plated) semitrailer, has not moved, since we purchased our home in May of 2016, prior to that I have no knowledge, to its unmoved existence. I am surprised any business/ or non profit, in any historic district, is allowed to use a detached semitrailer, as a semi-permanent storage unit. If there were a tractor attached to the trailer, I believe this would also be in violation of code 71.07. I am unable to find a code which refers to a detached semi-trailer parking. As new members of the Walnut Street Initiative Group, my husband and I are very excited about the direction our neighborhood is moving toward. The underground railroad connection is going to be a great draw to visiting tourists. WSIG wants to represent Walnut St. and Madison's amazing contributions to the Underground Railroad. Creating a historic facade for the Salvation Army and protected donation area not privy to view, would be a great way to represent our prestigious historic involvement. * We would like to say, the fine people who work with the Salvation Army Mission, are trying their hardest to stay on top of the dumping problem. They have posted signs, stating no dumping, donating or taking donations after hours. Until the violators are made accountable, or the donations are unaccessible, the problems will only continue to compound. I really think the Bridge billboards need to go, or be greatly reduced in size. The first thing visitors see, coming off the MM bridge are the faces of a law firm. Is that compliant to Historic Board Sign Codes? Hmmm What about a sign which proudly list our JCHS Sites. Especially this year, when the admissions are free!	7/14/2017 1:19 PM
25	Solve the drug problem. The hardest to do but the most important.	7/14/2017 12:46 PM
26	ARTS SPACE -Maker's gathering space for the Madison AREA ARTS ALLIANCE	7/14/2017 12:45 PM
27	safety on the riverfront and downtown	7/14/2017 12:42 PM
28	Complete more projects in conjunction with Riverfront Development.	7/14/2017 12:12 PM
29	Improve traffic access to Madison/Milton bridge.	7/14/2017 12:08 PM
30	Walking connector to Hanover college	7/14/2017 11:47 AM

Stellar Communities Finalist Survey		SurveyMonkey
31	Need more downtown parking. Not sure where that would be, but perhaps there is a vacant spot somewhere that could be cleared and used as such. It was very frustrating to go downtown for a quick business stop, on Friday of Regatta weekend, and find absolutely no place to park. Granted that was a special weekend, but there are enough downtown festivals and events that I believe would make this project worthwhile in the long run.	7/14/2017 11:46 AM
32	Community room that is available for business and community meetings.	7/14/2017 11:27 AM
33	A major study to determine attract business and jobs to the area. More large employers attract families not simply create competition for labor. In turn families pay greater taxes into the local economy begetting more project dollars.	7/14/2017 11:07 AM
34	none that I can think of.....	7/14/2017 11:07 AM
35	Development of a Performance Arts Center/Convention Center	7/14/2017 10:55 AM
36	Looks like all is covered	7/14/2017 10:52 AM
37	I really would like to add the sidewalk rehabilitation and the Tower Tack Factory to my list above! Other than that- I would say that we still need to work on eliminating the portable marquee signs on Clifty and continue to work to make the Hilltop more attractive looking.	7/14/2017 10:48 AM
38	I believe our waterfront looks beautiful with the sidewalks, lights and landscaping. I also believe it could be so much more than a walking track if we had a restaurants, activities, etc. Our zoning in the town is a mess. It's been a problem for years. Instead of issuing conditional use permits, we should fix the problem that exist permanently.	7/14/2017 10:39 AM
39	Bicycle lanes in downtown Madison. A shared bike lane on Main street. Bike lanes on 2nd & 3rd streets.	7/14/2017 10:33 AM
40	Makeover on Clifty Drive.	7/14/2017 10:28 AM
41	Madison desperately needs a grocery store of some type on the western side of Clifty Drive. The property of the former Armor/Williamson plant would provide a nice location with easy accessibility on two major roadways. A Meijer, Jay C or something like that would be great!	7/14/2017 10:19 AM
42	Fill the vacant store fronts on Main Street.	7/14/2017 10:17 AM
43	No all our covered above.	7/14/2017 10:14 AM
44	Empty store fronts on Main Street. Work with Indiana Small Business Assoc, aspiring business owners and building owners to develop a 6-12 month plan to ensure success of new businesses downtown. Find possible grant money. Work out a progressive rent schedule that would help the new business owner get started without becoming too overwhelmed and the building owner to have a steady flow of rent.	7/14/2017 10:14 AM
45	no	7/14/2017 10:01 AM
46	Michigan rd sidewalks need to be extended to top of hill and Clifty Dr really needs walkways and crosswalks. So many people are walking and it is so dangerous in those areas.	7/13/2017 1:41 PM
47	When you talk about side-walks along Clifty, it would be great if those extended all the way down the strip towards Hanover.	7/13/2017 1:35 PM
48	Clean up the RR cut for hiking purposes.	7/13/2017 11:43 AM
49	i think more advertising about madison in cities 3-4 hrs drive away. more things for teens to do downtown. a big community center for all ages. theres not enough for people of all ages.	7/13/2017 10:45 AM
50	Continuing, or further development of, the Michigan Road sidewalk south of State Street to the top of the hill.	7/12/2017 9:10 PM
51	Splash pad or playcreek feature at a city park. Additional play areas in Crystal beach pool (thinking small slide fully in pool, or island / peninsula in the middle for additional jumping in areas, additional ladders as it seems there is a backlog getting out due to only one per side in the shallow, fix the edges so it is true zero depth entry (no step down to zero entry)).	7/12/2017 7:53 PM
52	Making Madison more bicycle friendly would help us promote riding bicycles to work, etc. Clifty Drive is not safe for bicycles.	7/12/2017 1:34 PM

	Stellar Communities Finalist Survey	SurveyMonkey
53	Open up the Bridge to Main street. You come of a nice new Bridge in to a Tattoo shop, a liquor shop and a bunch of yard sales. Very Trashy. Not a good way to introduce people to Madison when they first arrive. Also it's hard to get to Main street with that left hand turn. Consider making east second street one way to ease traffic until a more permanent solution can be made.	7/12/2017 11:52 AM
54	Lifting restrictions on alcoholic beverage licenses, which can be done by the mayor and would allow for more great dining establishments in downtown.	7/12/2017 10:43 AM
55	Get some new corporations to move here that pay a decent wage. That will bring better workers, more money to support local businesses. Pass an ordinance that will cause the closed businesses that are full of junk in the windows to clear out. It would be better to have availability of store fronts than ones filled with junk. It sends a real clear message to those coming here.	7/12/2017 10:20 AM
56	Additional improvements are needed to boat ramp, water access, expanded and improved marina. Economic impact in terms of increased transient boat traffic and lack of ability to hold larger river-based events are lost opportunities.	7/12/2017 10:01 AM
57	I think the main focus should be on restoring the main street downtown area. This is what brings in tourism and that is what will boost the economy by bringing in the money. Once the money is flowing in, we can do whatever other projects we deem necessary. Just my humble opinion. -Denis Fellenz	7/12/2017 8:32 AM
58	Better city ordinance to control the upkeep of homes (rentals) to improve the overall appearance of our community.	7/12/2017 8:29 AM
59	Better variety of businesses	7/12/2017 8:18 AM
60	Bring in additional shopping options on the hill top. Enough of Wal-Mart already! A Grocery store on the West end of the hill top would be great.	7/12/2017 6:56 AM
61	In patient rehabilitation center.	7/11/2017 11:13 PM
62	Jobs: better jobs, companies that are forward thinking. That will set up a training programs for the community. To insure that they will have a qualified workforce in the future. The youth of this nation not to mention this town are falling through the cracks.	7/11/2017 10:17 PM
63	Getting a Waterpark for families	7/11/2017 9:01 PM
64	The city needs to own its own trolley to transport from down town to hilltop, have available for events and to rent out. Hatcher Hill project is not all inclusive. Trolley can allow children, elderly and those not able to bike or walk up to travel back and forth. The trolley would be a connector for many. It could be used as a sight seeing bus on busy tourist weekends. It just makes more sense and something the entire could benefit from. Extra parking needed downtown for building tenants and golf cart parking.	7/11/2017 8:32 PM
65	The area on Michigan road where the old shopping center was torn down.	7/11/2017 5:23 PM
66	Bring more businesses to this community for more jobs.	7/11/2017 4:44 PM
67	Armor Metal Building	7/11/2017 3:40 PM
68	- Outdoor art (murals, sculpture) -	7/11/2017 3:38 PM
69	Something for kids/teenagers to do. We leave town every weekend to enjoy trampoline parks, water parks, roller rinks, arcades, etc.	7/11/2017 3:36 PM
70	Old Elks building repurposed	7/11/2017 3:33 PM
71	Improve Hanging Rock Hill Rd & Do something about improving the area around the bridge esp the closed gas station that's just deteriorating. Buy the lots & connect to riverfront parks somehow	7/11/2017 3:30 PM
72	Added tourist activities. Lighting all downtown streets.	7/11/2017 3:12 PM
73	Citty Drive Improvements	7/11/2017 3:11 PM
74	Elks Building	7/11/2017 3:11 PM
75	Doing " something" with Citty Drive. All those portable signs and just the overall appearance. It's just plan ugly. Sidewalks would help, possibly some shrubs or trees.	7/11/2017 3:09 PM

Stellar Communities Finalist Survey		SurveyMonkey
76	In neighborhood revitalization: Consider a rental ordinance, especially for downtown inspection. Would be great, but costly. Not really classic infrastructure-related but should assist neighborhood improvement.	7/11/2017 3:09 PM
77	Building code to get better maintained properties.	7/11/2017 3:07 PM
78	We need stronger building codes with "teeth." There are some buildings that should be taken away from owners who refuse to fix them (like the Scott Bldg on Mulberry -- the first thing visitors from the boats see).	7/11/2017 3:06 PM
79	Madison needs a year-round heated pool for water aerobics, etc. KDH rehab facility and therapy pool are inadequate.	7/11/2017 2:58 PM
80	1) Force the owner removal of the old Elks building and the other burned residential house on West St. This is a main access road into down town, and it has looked very bad for years! 2) Improve the electrical integrity (power surges) and water drainage downtown.	7/11/2017 2:42 PM
81	A lot of locals are hoping for walking / bike trails and safe places for children to play, walk and ride away from the downtown traffic (and off the sidewalks)	7/11/2017 2:24 PM
82	Low income housing needs. Not government run housing, but the next step above. There aren't enough needed "starter homes" in the area. Housing choices are deplorable. The area needs affordable rental duplexes, apartments and townhouses.	7/11/2017 2:19 PM
83	Transportation to people who do not have cars. At least to nearest airports.	7/11/2017 2:16 PM
84	NO	7/11/2017 2:14 PM
85	Stop letting slum lords own a bunch of houses downtown that they rent to druggies, and let the house rot, and bring the value of the whole block down. This is a BIG issue.	7/11/2017 2:03 PM
86	Walking paths at major factories in Madison to promote healthy living.	7/11/2017 1:52 PM
87	corner intersection Hwy 7 & 62 Armor Metal building	7/11/2017 1:40 PM
88	Combining the Madison/Southwestern School Corporation. I get that this might not be a part of the Stellar projects, but this should be a top priority on every list. Solidifying the local education system will have the most impact on Madison, and the much needed future growth opportunities. More so than any of the projects mentioned above.	7/11/2017 1:39 PM
89	Re zoning of downtown to stop churches, attorneys, real estate offices, insurance offices from locating in this area. We need a continuity of business entities to make all businesses a success. Also any rebuilding or new buildings in the historic district should be designed and built to "Look" old and fit in to the scheme of existing buildings.	7/11/2017 1:37 PM
90	American flags on light posts on riverfront	7/11/2017 1:30 PM
91	NO	7/11/2017 1:30 PM
92	Tackle the drug issue in Madison - maybe try a cool hang out for teenagers to try to keep them away from the drugs.	7/11/2017 1:29 PM
93	Boat ramp and dock improvements and expanded capacity.	7/11/2017 1:27 PM
94	Madison needs a place for kids to go and have fun and be safe	7/11/2017 1:25 PM
95	The community needs to provide better promotion and assistance to volunteer organizations who provide services to abused and neglected children (SEI Voices for Children) and groups who help battered women. They are underfunded and pushed to the wayside for fear it will make the community look bad to have such an "underbelly". A great community takes care of its people. A great community protects the voiceless. They community needs to step up and help fund more than the meager dollars they currently give through the budgets.	7/11/2017 1:24 PM
96	The Meth and Heroin problem downtown, particularly on east street and the trailer park.	7/11/2017 1:24 PM
97	Biking and walking paths to hilltop businesses and industries	7/11/2017 1:21 PM
98	Christmas Festival revamp	7/11/2017 1:21 PM
99	more drug enforcement and prevention. more classes at Ivy Tech for skilled positions, like robotics, nursing	7/11/2017 1:20 PM
100	None I can think of right now	7/11/2017 1:19 PM
101	no	7/11/2017 1:19 PM

Stellar Communities Finalist Survey

SurveyMonkey

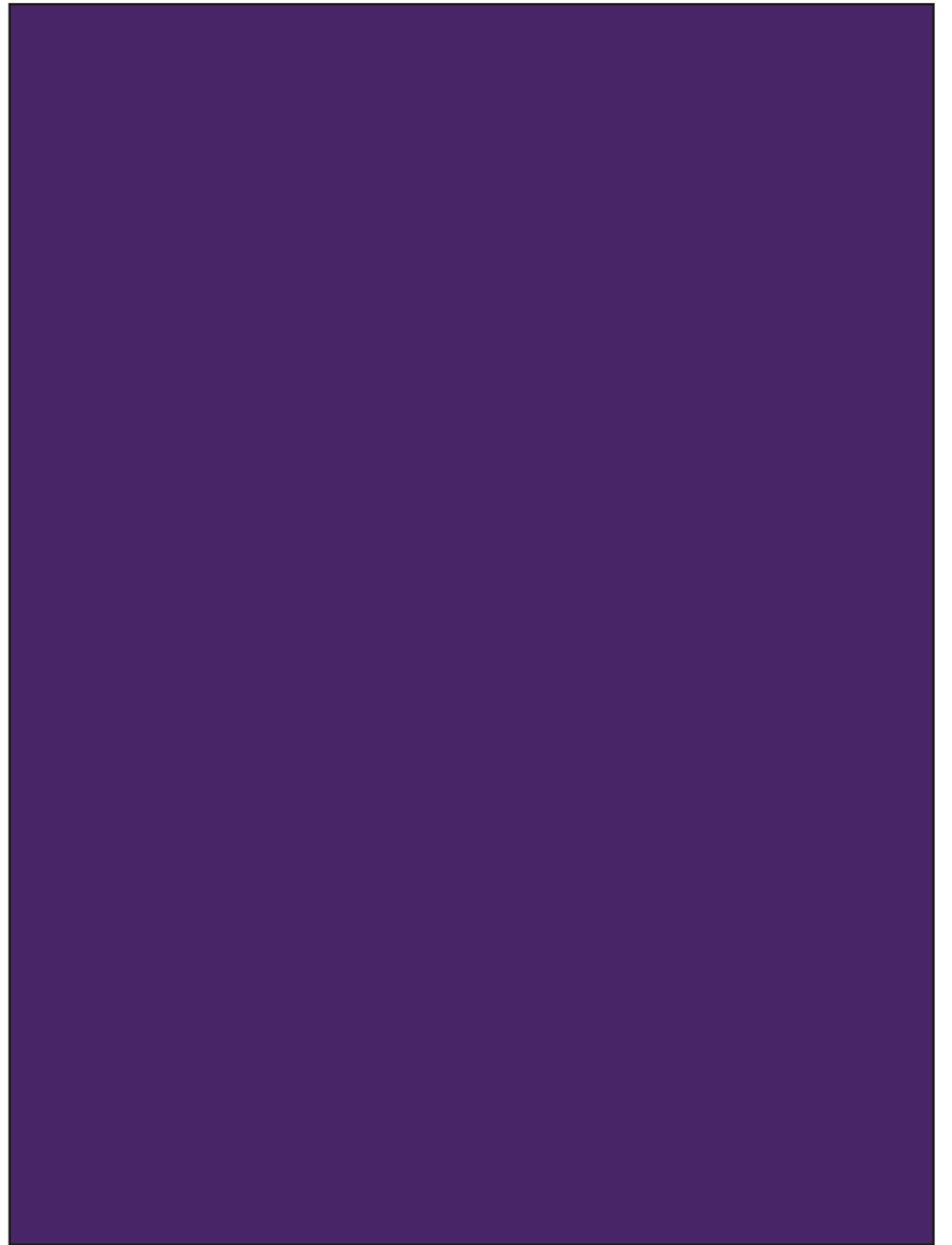
102	I cannot think of anything else.	7/11/2017 1:18 PM
103	sidewalks on industrial drive	7/11/2017 1:17 PM
104	The Former Armor Metal Building	7/11/2017 11:49 AM
105	Madison desperately needs a upscale downtown boutique hotel. Quality Lodging is difficult to find and makes a huge statement about Madison.	7/10/2017 10:17 AM
106	The city needs to pay more attention to the homes on the hilltop as well as downtown that are being let go and give the home owners a notice to clean up or the city will and charge the home owner. It doesn't take anything but labor to take care of a yard and bushes. Several alone are on the hilltop on Craigmont St. and this road is seen by all. " A real eye sore "	7/10/2017 9:58 AM
107	sidewalks along industrial drive	7/10/2017 7:08 AM
108	Splash park please!!!	7/10/2017 1:03 AM
109	Put in a splash pad for kids	7/9/2017 10:56 PM
110	Spec Building for Industrial Park	7/9/2017 5:59 PM
111	Our youth need more options for activities. Skating rink, laser tag, Ohio theater maybe offering inexpensive movies that have recently left the hilltop, arcade, monthly evening block party during the summer at bicentennial to include live music, local food vendors, and various activities. I realize there's music in the park but I believe our teens need their own activities. Splash pad for the little kids. Please focus on the youth of our community. We've got to keep them active and productive.	7/9/2017 8:42 AM
112	A slash pad!!! Something fun for everyone so we can get some out of town business!!! Look at river run in New Albany or Jeffersonville Aquatic Center, something like those	7/9/2017 3:14 AM
113	Splash pad for kids!	7/8/2017 11:58 PM
114	An actual bike trail with a designated bike lane would be great to have.. Mulberry Street has signs for a bike trail, but there's no actual bike lane and Heritage Trail is not a bike trail.	7/8/2017 11:55 PM
115	A splash pad would be great! Or some sort of a Commons area for learning and playing. Our kids are the future and deserve more than what the "historic madison" has to offer.	7/8/2017 11:39 PM
116	The area entering Madison from the Madison-Milton bridge should be improved and made more welcoming and much less junky and run down.	7/8/2017 11:34 PM
117	More outside activities for kids to do: splash park, Frisbee golf, etc.	7/8/2017 11:25 PM
118	I would love to see the shopping centers revamped on hilltop with new stores and restaurants brought into town. Madison needs a nice splash pad for children, a new playground and a rebuilt pool.	7/8/2017 10:30 PM
119	Get rid of JCIDC so we can get some higher paying jobs!	7/8/2017 10:25 PM
120	Splash pad for kids.	7/8/2017 10:16 PM
121	Something for kids to do...roller skating, fix the bowling alley, splash pad, continued improvements to both local theatres,	7/8/2017 10:01 PM
122	New splash pad for the children of our community	7/8/2017 9:42 PM
123	Remaking Main Street with sidewalk bump outs, plantings, safer pedestrian crossings, repaves sidewalks and road surfaces.	7/8/2017 11:00 AM
124	For Park improvement would love to see a water feature in the playgrounds for children building next to old court house, on West St.	7/8/2017 8:06 AM
125		7/8/2017 5:45 AM
126	Downtown: Attract a good grocery store, boutique hotel, breakfast restaurant, and great restaurant on the river.	7/7/2017 10:58 PM
127	No	7/7/2017 10:54 PM
128	Sidewalks along industrial drive	7/7/2017 10:34 PM
129	Crime in downtown is unacceptable. Increased Police presence is needed.	7/7/2017 8:55 PM
130	Handicap accessible stores and sidewalks on main st. New trash . Mire benches. Electricity outlets in the flower gardens along main st. New sidewalks downtown where needed.	7/7/2017 7:17 PM

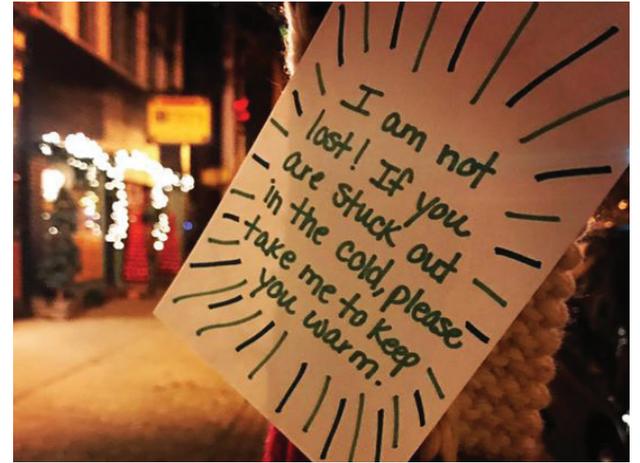
Stellar Communities Finalist Survey		SurveyMonkey
131	Golf cart path from hilltop to the river	7/7/2017 7:15 PM
132	Increase money for tourism marketing, or marketing Madison as a place to live for people working on the new 62 industrial corridor-- bringing more customers to downtown, support downtown businesses.	7/7/2017 2:14 PM
133	Improving larger business spaces/factories for business leads, as well as creating spaces for factories with interstate access. We need jobs and an economic boost.	7/7/2017 12:38 PM
134	An Art Center! (Non profit- gallery space, workshop space, arts event space) Perhaps in one of those big buildings once renovated?	7/7/2017 12:29 PM
135	Some practical, workable, skill-imparting drug/alcohol rehab program	7/7/2017 12:26 PM
136	Continued riverfront development	7/7/2017 8:41 AM
137	We need a water park for the kids and more family things to do! There is nothing for family's to do in this town anymore! Kids are turning to drugs and suicide because Madison has nothing to offer them!	7/7/2017 8:01 AM
138	Rehabilitation and reuse if Madison State Hospital buildings, including Kemp Hall and old wards for senior or subsidized housing. Sad to see these old buildings setting empty and deteriorating. Old gas station coming in to Madison from Milton. Utilize the space as a Madison Welcome Center and get rid of the yard sale.	7/7/2017 1:56 AM
139	Improvements to the river-front Lawn area to increase use; such as: fire pits and park type grills	7/6/2017 11:58 PM
140	I'm not sure if this is applicable. Above, there is a box for entrepreneurship/training facility. In addition to this, investing money in creative ways to recruit more talent to stay in our community.	7/6/2017 8:17 PM
141	Frisbee golf course.	7/6/2017 4:31 PM
142	I would like to see golf carts be able to travel from hilltop to downtown. If we are a golf cart friendly community, make the hilltop residents able to take their carts to downtown festivals without having to trailer them down and back up.	7/6/2017 4:21 PM
143	Get rid of that smell when driving by the Modrto Factory. That can't be healthy. I try to avoid Hanging Rock just to not smell that.	7/6/2017 4:03 PM
144	Commercial Redevelopment for the former Williamson Industrial property at State Road 7 and Clifty Drive	7/6/2017 3:22 PM
145	I'd really like to see the downtown Madison/Main Street businesses work towards more cohesive and standardized hours...as well as making a commitment toward adhering to their posted hours.	7/6/2017 1:44 PM
146	Abolish mobile homes/mobile home parks downtown. Establish rules and inspections for landlords of rental properties.	7/6/2017 1:10 PM
147	I hope the ones mentioned that I did not check will. Get consideration as well! All are important!	7/6/2017 11:50 AM
148	Tear down unlivable homes in neighborhoods. One in the 100 block of East Street. Fix sidewalks on East Street.	7/6/2017 11:22 AM
149	Transportation between downtown and hilltop	7/6/2017 8:35 AM
150	Getting rid of the drug and low-education problems.	7/6/2017 8:01 AM
151	Better services for drug addicts and families Free spray neuter, feral colony support, no kill shelter	7/6/2017 6:34 AM
152	Sewer & water systems major repair overhaul including run off prevention with retention ponds on hilltop. Backed up sewer and water line leaks are far too abundant. Cleaner air- close power plant, Madison has an unusually high cancer rate and listed as one of the dirtiest areas of one of the dirtiest states in the nation. I know there is little local government can do but at least don't support pollution for the sake of a few jobs. RIVERFRONT DEVELOPMENT - are largest asset is ignored. Developing the riverfront is important to our towns success especially downtown. There is nothing on this list about drugs, theft and suicide . It's clear people are unhappy in our town. We need a clinic or small hospital for drug addiction and mental illness. Tear down the burned out buildings across from the hospital and the elks building. This is a horrible blight on our town. Quit trying to make new and exciting things when we can't take care of what we have. Fix our existing parks and buildings.	7/5/2017 8:57 PM

Stellar Communities Finalist Survey

SurveyMonkey

153	bringing in more professionals to provide services to our community - ie, pediatricians, therapists, service providers for in home case management. KDH would not accept my (foster) daughter because she is over 6 and is on Medicaid. We had to take our business elsewhere and drive 45 minutes away. There are not enough therapists in this town to service those who need them. We have a 3 week wait due to the therapist's schedule. Many families involved with DCS have to wait weeks to see therapists, even though treatment recommendations may be once a week. I realize this is a bit abstract, but we need to make this a town that attracts young professionals.	7/5/2017 8:48 PM
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# MADISON, INDIANA

STRATEGIC INVESTMENT PLAN 2018-2021  
2017 STELLAR COMMUNITIES PROGRAM

