



America's Stellar Hometown Unique | Historic | Beautiful

Dear Partners,

Madison, Indiana is blessed with a natural setting in a wide stretch of the Ohio River Valley. The relatively undeveloped shorelines and surrounding tree-covered hillsides provide a “nestling” effect to the topography. Combine this pretty setting with our designation as a National Historic Landmark District and an Indiana Arts and Cultural District, and it is clear why our many outdoor festivals have become regionally famous.

We recently finished in the final 8 of the “America’s Best Communities” contest, a multi-year effort to engage our community in problem solving. We focused our effort to combine the advantage of our natural beauty and to solve a problem presented by the beautiful steep hillsides which naturally separate our neighborhoods into two distinct places. We refurbished an old, dilapidated, roadway into a new walking and biking trail. Our long range plan includes connecting this eastside trail, with an existing westside trail to create a natural loop throughout the “downtown” and the “hilltop” sections of town. We believe the Stellar Communities

Designation and the identified projects which are all “Stellar” ready will catapult our community years ahead.

In the 1940’s, Madison was chosen to be the subject of a World War II era film directed at reminding the troops overseas of the goodness of the virtues in American towns...the way of life which they were fighting to protect. Even, now, nearly 80 years later, the strength of the virtues of the hometown are immediately present to visitors and are not overlooked by our own citizens. There is something special about Madison, America’s Stellar Hometown.

Stellar Vision & Local Impact

One Madison describes our community’s efforts over the last five years to combine our community from two communities- one on the hilltop, one downtown- to One Madison. We have taken great steps in this area, but the impact of Stellar on both areas of our community will help us fully realize our vision of “One Madison.”

The local impact of these projects will be wide-ranging, with projects that will benefit different demographics. Our projects were specifically chosen to increase at least one of the following Community Vitality Indicators (CVI’s). Many projects have the potential to affect multiple indicators:

- Assessed Property Value
- Per-Capita Income
- Population Growth
- Educational Attainment Rate
- Public School Enrollment

We feel strongly that Madison is worthy of Stellar designation, but will reach new heights of success if designated as such by OCRA. With a 3-4 year focused effort in these areas through Stellar designation, Madison will be able to finish projects which otherwise may take another decade

or more to complete. Some of our historic preservation projects do not have the time to wait another decade.

Regional Impact

Madison has a population of 12,000 yet serves as the commercial hub of a seven county region of southeastern Indiana with a population over 254,000 people. 1.7 million people live within 50 miles of Madison.

Today’s economy dictates regional focus. Being named a Stellar Community will open the door to the financial resources and opportunities Madison needs to continue to improve the quality of life. Madison is already a destination for the region’s workforce and visitors from the surrounding large metropolitan areas of Cincinnati and Louisville. We know that tourism contributes \$30 million annually to the Madison economy. The Stellar Community designation will substantially increase this important segment of the regional economy.

Madison is poised to take advantage of numerous regional economic developments. The explosion of thousands of new jobs at the River Ridge Development in Charlestown is only 30 miles away. Likewise, the proximity of the new Lewis and Clark Bridge over the Ohio River at Utica opens lines of commerce to the north-south-east and west which did not exist previously. The new river port in Lawrenceburg and thriving job markets in Columbus, Greensburg, Batesville only enhance the larger region. 50 years ago, our leadership had the forethought to preserve our historic downtown homes and businesses.

Today, as we continue to implement that plan, we enjoy the status of National Historic Landmark District, and we are therefore a national example of good stewardship.

Future Investment

All of the Madison projects were chosen with the present and future in mind. Projects which will be involved in Madison’s Stellar Communities application will not end after four years. Each of our projects will attract investment now and in the future. Much of the current investment will come from private developers and public funds, but future investment will be multiplied by individual home owners and small business owners. When areas are invigorated and revitalized, private homeowners will invest in their homes, additional development will be drawn to areas of investment, and net assessed value will be positively affected.

Making the Clifty Drive corridor more attractive will draw more residents to our community and an increase in residents will draw more businesses and restaurants. Investing money in two housing projects downtown will draw residents and services will be needed to meet the needs of the new population. Owner-occupied rehabilitation will inject investment in our older neighborhoods, which will increase property values and spur investment by nearby homeowners and/or investors.

Leading up to Stellar

Previous planning projects which have made Madison a Stellar city:

- Economic Development Review (June 2012)
- Madison Active Living Workshop (June 2014)
- Envision Jefferson County (Jan 2015)
- VisitMadison 2016-18 Strategic Plan (Feb 2015)
- Madison Area Arts Alliance Work Plan (2016)
- America’s Best Communities Plan (April 2016)
- Madison Active Transportation (Sept 2016)
- Madison Comprehensive Plan (Sept 2016)
- Parks & Recreation Plan 2017-21 (Dec 2016)



Leveraging Stellar for the Future

A Stellar Communities designation for Madison would assist in marketing our community to potential employers, residents, and visitors. We would create a dedicated website and custom URL that would direct the community to our projects. In addition, all projects, whether a direct Stellar project or partner project, will have signage that bears a consistent Stellar logo and identification as a Stellar project. Jefferson County Industrial Development Corporation (JCIDC) will utilize Stellar in direct marketing and advertising pieces for site selection. Any city-branded pieces, such as letterhead and utility bills, would bear a Stellar logo. Social media would serve to not only engage the public, but also inform them of the progress of our Stellar projects. Stellar Communities designation is well-known throughout the state of Indiana and we plan to entice businesses and residents who know the bright future of a Stellar community.

Stellar Project Scope

This is a unique scope for a unique community. Split between "Hilltop" and "Downtown," Madison's Stellar projects

must overcome the 400-foot river bluff. Our Stellar projects center around the "Madison Connector" trail system which bridges the gap between "Hilltop" and "Downtown." Located within the Stellar project scope are two commercial districts, Clifty Drive and Main Street, as well as adjacent neighborhoods.

You can see examples of our recently completed projects and projects currently underway on the map. These projects are just a sample of City-completed projects and do not show many of the privately funded projects or smaller public/private partnerships.

Project Reasonableness

In Madison, we look for opportunities to make improvements continuously. In the past five years we have worked with multiple partners to complete 10 projects. Presently, we are engaged in an additional five projects. Both of these categories of projects are shown on the map. Our involvement in the America's Best Communities contest (2015-2017) and the recent update of our Comprehensive Plan have helped us identify several of the projects we are including in this Stellar Communities letter of intent. Our recent successes in nation-wide competition, and our successful implementation of several recent projects clearly demonstrate that Madison has the capability and the leadership necessary to complete the seven Stellar Communities projects within the allotted four year window.

Feasible Project Costs

Madison's proposal is bold, but achievable. Preliminary project costs have been determined to ensure proposed activities are financially viable within the four-year window of a Stellar Community. The preliminary cost of the Stellar program is estimated at \$52,510,000. We will leverage \$42,950,000 or 81.8% of the costs. The

Stellar Program will allow Madison to close the financial gap which currently exists for many proposed projects. Leveraged funding will come from a combination of sources: municipal funds, redevelopment commission, private investment and developers, donations, tax credits, and potential grant funding from other state and local sources. Additional figures and budget numbers will be detailed should Madison move to the Finalist stage and complete a Strategic Investment Plan.

Creating Stellar Places

Our Creating Stellar Places project will be a temporary "bumpout" on Main Street to demonstrate the potential impact of road diets on a downtown area. Though the community has shown interest in exploring this creative placemaking idea for years, it has not yet moved past the planning stage in our ABC Revitalization plan.

This temporary bumpout will be a raised platform, level with the sidewalk. It will show the potential of an expanded sidewalk seating and dining area in coordination with a retail location. This new space, though temporary, will be a tangible example for the community to experience as we begin discussions about the future of the Main Street corridor.

It will begin conversations and spur feedback about this project and other Stellar projects. Because Main Street remains a state road until at least 2019, coordination will take place with INDOT to ensure safety measures are in place and with nearby businesses to ensure there are no adverse impacts to customers. By working with our Main Street Program and Madison Arts Alliance partners, this space will be an interactive, engaging, and fun way to get feedback from residents and show excitement for our Stellar Communities program."

Community Engagement

Community participation has been integral over the last five years in planning efforts which led us to this point. Beginning in 2014, hundreds of community members were part of the ENVISION Jefferson County Vision & Action Plan, which laid the foundation for planning efforts in 2015 and 2016. ENVISION held multiple public meetings in which community problems and potential solutions were brainstormed and six areas of focus were identified:

1) Personal prosperity and economic vitality, 2) Attractive, productive, and desirable places, 3) Quality education, 4) Entertainment and arts, 5) Collaboration and leadership, and 6) Health, safety, and wellbeing.

Public meetings regarding the Master Bicycle & Pedestrian plan, as well as the Comprehensive Plan in the summer of 2016 also gave direction to the types of projects and areas that the community most wanted addressed.

In order to provide more community feedback, we also conducted a "Stellar Communities Survey" in March 2017 which allowed the community to again participate and prioritize redevelopment areas and community needs. Hundreds of people participated in that week-long survey.

Preliminary plans include Stellar Communities engagement with the public at roundtables hosted by the Chamber of Commerce, neighborhood meetings in/or near areas of redevelopment, social media feedback, and engagement with neighborhoods through the Creating Stellar Places projects at intersections on the hilltop and downtown. Community participation has been integral for our community to reach this point and will be vital as we go through the Stellar Communities process.



responsibilities that accompany a Stellar Community designation.

Good leadership often means not trying to “go it alone,” but instead finding the right people to be at the table to get a project done together. This is the way most of our projects have been completed, and achieving and executing the Stellar designation would be no different.

Our leadership for Stellar has a number of layers. The top level includes the Mayor, Community Development, Economic Development, Local Planning, Regional Planning, Chamber of Commerce, and Community Foundation. This level will be the most active in working with state government and partner organizations and carrying out the goals in Stellar. We have also assembled a “Stellar Advisory Team” which is a larger, more diverse group of people in the community. This group contains over 20 people representing partner projects, partner organizations, local government, small and large businesses, financial institutions, and schools. We are in good standing with all partner agencies.

Some of our Stellar Advisory Team

members were part of the Comprehensive Plan Steering Team, which oversaw the completion of the Master Bicycle & Pedestrian Plan, as well as the One Madison Comprehensive Plan in 2016. Funding for that project came from a combination of resources: redevelopment commission, City of Madison, Indiana State Department of Health, and America’s Best Communities funds.

Sincerely,

Mayor Damon Welch
City of Madison



Leadership & Coordination

Our leadership team members were active in Madison’s recent run to the finalist stage of the America’s Best Communities competition. In that competition, our team successfully finished two large infrastructure projects, held six community engagement events and activities involving over 1,000 people, worked with over 25 partner organizations, and oversaw a budget of \$100,000...all within a span of 11 months. The ABC competition shows our capacity and ability to push forward with the



Our Team

Leadership Team:

Damon Welch, Mayor | City of Madison
 Andrew Forrester, Community Relations Director | City of Madison
 Nicole Schell, City Planner & Preservation Coordinator | City of Madison
 Lindsay Bloos, Executive Director | Madison Area Chamber of Commerce
 Bill Barnes, President | Community Foundation of Madison and Jefferson County
 Susan Craig, Executive Director | Southeastern Indiana Regional Plan Commission

Local Point of Contact:

Andrew Forrester,
Community Relations Director
 City of Madison
 101 West Main Street
 812-265-8300
 community@madison-in.gov

Additional Community Partners:

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





Our successful collaboration has led to significant developments:

Previous Projects

- Boat Dock and Ramp
- Jaycee Park Improvements
- Railroad Mainline Improvements
- West Street Stormwater System
- West Street Sidewalks
- Railroad Incline Rehabilitation
- Tennis Court Rehabilitation
- Madison Plaza Demolition
- Hutchinson Lane Phase 1
- Alley Activation
- Hatcher Hill Trail



Current Projects

- Wastewater Treatment Facility
- Mulberry Street Revitalization
- Madison Police Station Relocation
- Industrial Drive Phase 1
- Hutchinson Lane Phase 2
- Hargan-Matthews Park Upgrades
- Georgetown Memorial Park Creation
- Shrewsbury-Windle House National Historic Landmark Renovation

multi-modal pathways



WHAT:

- Finish Madison Connector trail
- Improve sidewalks and neighborhood connectivity

WHY:

Madison Connector will be a seven-mile bicycle & pedestrian loop around Madison. Around 50% is complete, but important connecting segments remain unfinished.

WHO:

City of Madison, Department of Natural Resources, Heritage Trail Conservancy, Madison Bicycle Club, Madison Running Club

HOW:

- Phase 1 (2016): Hatcher Hill Trail reopened to the public.
- Phase 2 (2017-18): Hatcher Hill Segment connection to Michigan Road and improve Mulberry St.
- Phase 3 (2018-19): Saddle Tree segment connecting Hatcher Hill & Mulberry Street.
- Phase 4 (2020-21): Johnson Lake Segment, Madison State Hospital segment, and Clifty Falls segment will complete the "Madison Connector" across the hilltop. Work begins on secondary trails.

READINESS:

- Conceptual Design Completed
- City has right of way for majority, but is in discussion for remainder
- Identified as element in Comprehensive Plan

★ Ready for Stellar!

adaptive re-use of historic properties



WHAT:

- Tower Tack Factory housing
- Cotton Mill rehab project
- Ohio Theatre renovation
- Former Elks Building renovation

WHY:

Tack Factory (60,000sf, vacant 2007), Cotton Mill (90,000sf, vacant 1990s), & Elks Building (10,000sf, vacant 2006) are large buildings in downtown. Repurposing and redeveloping will improve housing and spur investment.

WHO:

Private developers, City of Madison, Redevelopment Commission, Friends of the Ohio Theatre, IHCD

HOW:

Work with owners and private developers to utilize tax credits and leverage \$30+ million in investment.



READINESS:

- Buildings owned by partners
- Identified as elements in Comprehensive Plan
- Phase I & Phase II Environmental on Tack Factory site complete
- Ohio Theatre owned by 501(c)(3) & feasibility study underway
- Potential developers identified

★ Ready for Stellar!

destination development



WHAT:

- Campground improvement & expansion
- Heritage Park
- Riverfront sidewalk extension
- Jaycee Park restrooms
- Crystal Beach Pool improvements
- Public art

WHY:

Madison is a tourism destination with over \$30 million spent each year here. By improving our riverfront assets, parks, and attractions we will continue to engage visitors and residents with our natural amenities.

WHO:

Riverfront Development Committee, City of Madison, Heritage Trail Conservancy, Madison Marina, Parks Dept, Dept of Natural Resources

HOW:

Leverage partner dollars and excitement about Stellar Communities to improve our riverfront walkway, campground, pool, and parks.

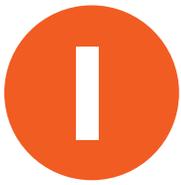


READINESS:

- Conceptual Design Completed
- City & partner-owned properties
- Identified as elements in ENVISION & Comprehensive Plan

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inviting gateways



student-community initiatives



overhauled corridors



neighborhood revitalization



WHAT:

- Distinctive gateways with public art on state routes into Madison to promote better branding on both hilltop and downtown.

WHY:

Madison lacks distinctive gateways to our community, especially on the hilltop. Current plans call for INDOT to improve route US-421 with a better alignment to IN-56. This is our opportunity to improve the “bridge approach” area in conjunction with active (2019-2020) INDOT project.

WHO:

INDOT, City of Madison, Madison Redevelopment Commission

HOW:

Leverage current work happening on bridge approach to improve the entire gateway area. Add distinctive gateway features on state routes into Madison to promote better branding.



READINESS:

- City/State owned right-of-way
- Identified in Comprehensive Plan

WHAT:

- Launch “Technology Transfer Program” with Hanover College
- Host a nursing education & training facility on West Street.
- Create student business, entrepreneurship center, and mentoring program

WHY:

Vacant buildings on West St. were part of former King’s Daughters’ Health. Trilogy Health Services owns property but lacks a need for space. Projects would utilize space, renovate historic buildings, and provide education, training, mentorship, & tech space for businesses and schools.

WHO:

Hanover College, Madison Schools, Jefferson County Industrial Development, Trilogy Health, City of Madison, OCRA, Hanover Business Scholars, Ivy Tech, King’s Daughter’s Health, Chamber of Commerce

HOW:

Renovate four currently vacant historic buildings next to the River Terrace Health Campus. Partner with Hanover College, Ivy Tech, and Trilogy Health Services to provide training opportunities for everything from nursing to entrepreneurship.

READINESS:

- All partners are willing
- Entrepreneurship pathway curriculum created
- Partner-owned buildings

WHAT:

- Beautify/improve major corridors: Clifty & Lanier Drives/Main Street
- Madison Plaza Revitalization

WHY:

No pedestrian access & lack of beautification along Clifty. City will take over Main Street (IN-56) in 2019. Lanier Dr/IN7 is corridor to downtown for visitors. Madison Plaza was demolished in 2015 but land remains vacant at cross-section of major corridors: Michigan and Clifty Dr.

WHO:

City of Madison, INDOT, Main Street Program, Madison Plaza Group

HOW:

Work with INDOT to find best ways to improve Clifty Drive corridor. Begin discussions about re-imagining Main Street, and work with owners of Madison Plaza area for highest and best use.



READINESS:

- Clifty Drive conceptual design complete
- Agreement with Madison Plaza owners in place for investment
- Identified in Comprehensive Plan & Stellar survey

WHAT:

Four major neighborhoods/areas (downtown, Lanier Dr/Green Rd, Mulberry St.) will be impacted by the following revitalization efforts:

- Owner-occupied rehabilitation
- Façade rehabilitation
- Sidewalks
- 2nd/3rd Floor rehabilitation
- Arts Alliance Building
- Habitat neighborhood



WHY:

Neighborhood revitalization can catalyze additional investment & increased property values

WHO:

City of Madison, private home and building owners, Habitat for Humanity, Madison Schools, ICHDA, Madison Arts Alliance, Frontier

HOW:

Work with individual property owners to rehabilitate properties in target areas around the City, including 2nd and 3rd floor spaces on Main Street.

READINESS:

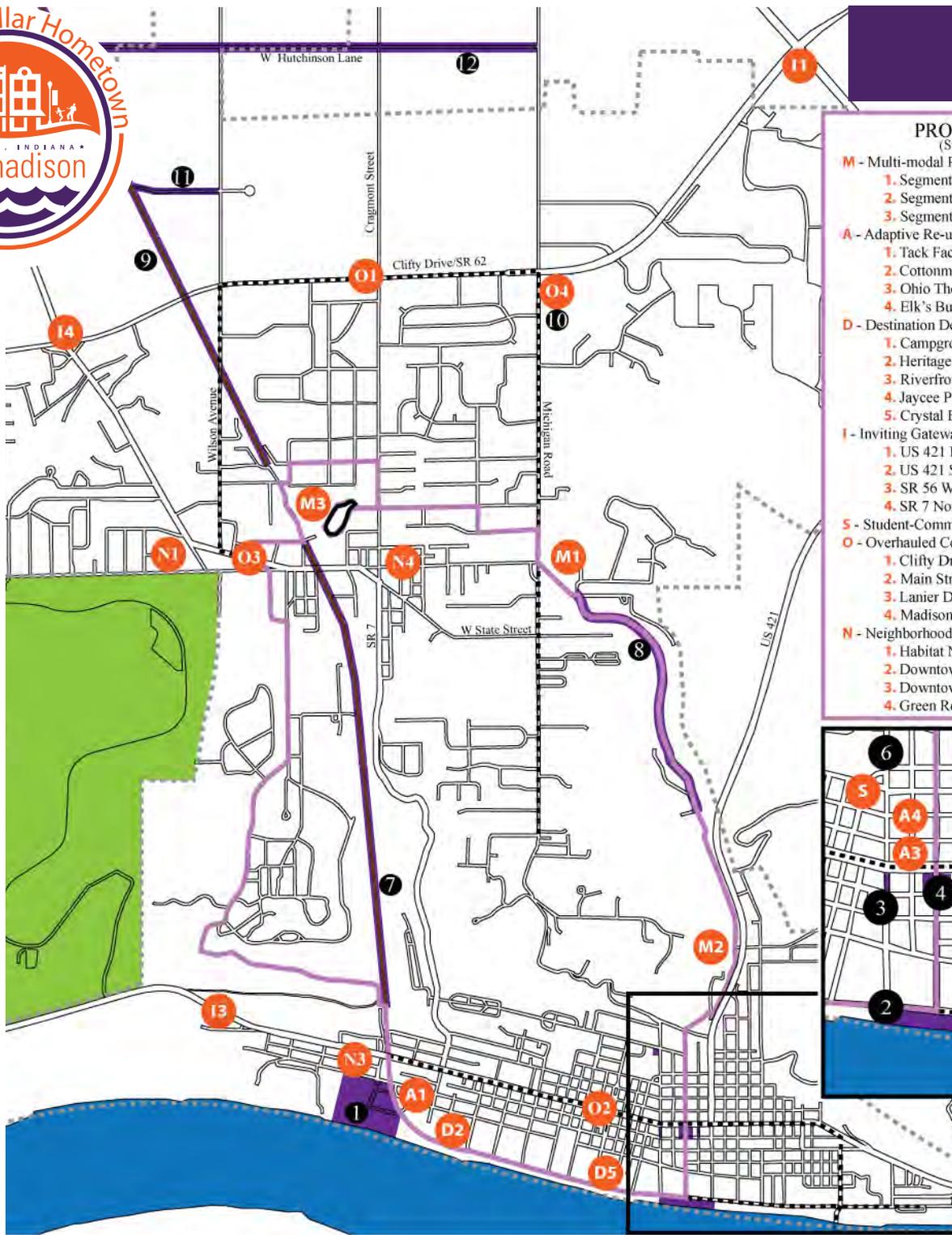
- City Owned Right-of-way
- Identified in Comprehensive Plan

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★ Ready for Stellar!

★ Ready for Stellar!

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- ### PROPOSED PROJECTS
- (Stellar & Complementary)
- M - Multi-modal Pathways: Madison Connector** ★
 - 1. Segment 1 - Hatcher Hill to Michigan Road
 - 2. Segment 2 - Saddle Tree Trail
 - 3. Segment 3 - Johnson Lake/State Hospital
 - A - Adaptive Re-use**
 - 1. Tack Factory ★
 - 2. Cottonmill ★
 - 3. Ohio Theatre ★
 - 4. Elk's Building ★
 - D - Destination Development**
 - 1. Campground Improvement
 - 2. Heritage Park
 - 3. Riverfront Sidewalk Extension ★
 - 4. Jaycee Park Improvement
 - 5. Crystal Beach Pool Improvements
 - I - Inviting Gateways** ★
 - 1. US 421 North
 - 2. US 421 South
 - 3. SR 56 West
 - 4. SR 7 North
 - S - Student-Community Initiatives** ★
 - O - Overhauled Corridors**
 - 1. Clifty Drive ★
 - 2. Main Street ★
 - 3. Lanier Drive ★
 - 4. Madison Plaza ★
 - N - Neighborhood Revitalization**
 - 1. Habitat Neighborhood ★
 - 2. Downtown East ★
 - 3. Downtown West ★
 - 4. Green Road/Lanier Drive ★

- ### PAST & CURRENT PROJECTS
1. Wastewater Treatment Facility
 2. Boat Dock Creation and Replacement Boat Ramp
 3. West Street Stormwater system and Sidewalk Replacement
 4. Mulberry Street Revitalization
 5. Alley Activation
 6. Police Station Relocation
 7. Railroad Incline Rehabilitation
 8. Hatcher Hill Trail
 9. Railroad Mainline Improvements
 10. Madison Plaza Demolition
 11. Industrial Drive (Phase 1)
 12. Hutchinson Lane (Phase 1 and 2)

- ### LEGEND
- # Past & Current Projects
 - A1 Proposed Projects
 - City Limits
 - Madison Connector
 - - - Secondary Connector Segments
 - ★ Stellar Projects
 - Past/Current Projects

