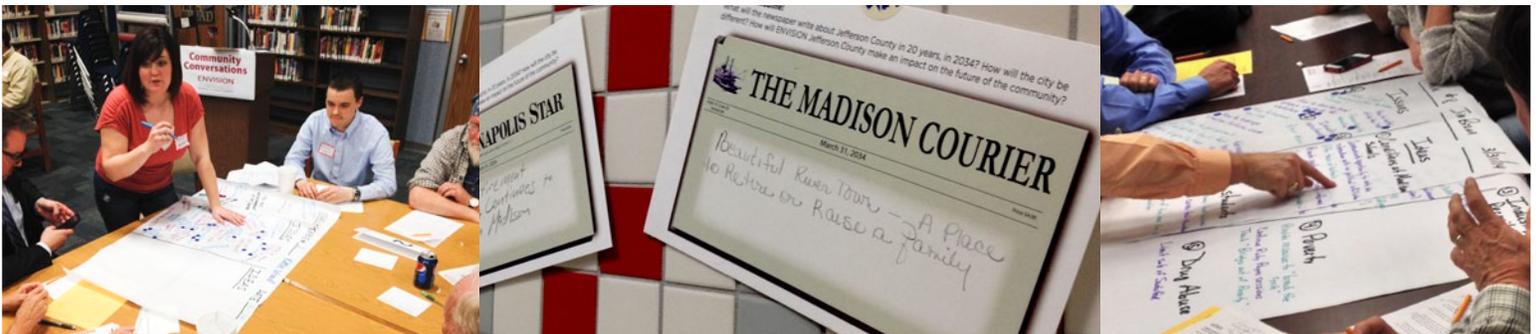


Vision & Action Plan

FOR
JEFFERSON COUNTY, INDIANA

ENVISION
JEFFERSON COUNTY
shaping our future together



Prepared by *planning NEXT*

January 7, 2015

"Because I want to be a part of the changes that make my community better"

-High School Student and Participant

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A message from the Steering Committee...

To the Citizens of Jefferson County:

The Vision and Action Plan points the way forward for our community, toward an even brighter and more vibrant future. The characteristics of this future were developed through deliberate conversations between the residents of Jefferson County, other stakeholders, and the plan's leadership team. In all, the process engaged more than 500 people in an unprecedented coming together of the community. The final plan recognizes the complexity of the issues facing the county. It proposes action-based solutions that will build on the cooperation and leadership shown throughout the planning process, and forge new connections necessary for the realization of the community's goals.

The process was led by a group of more than 50 volunteers. These individuals gave hundreds of hours of their time to execute and finalize an inclusive process. It is through their effort that participation in the process was a choice for anyone within the county. The process they undertook asked the public to generate ideas, articulate its goals, and affirm the direction of the plan's final actions.

The plan is organized into four components: the key findings from the conditions and trends research, a background on the public process, the action agenda, and the plan for implementation. The recommendations of the plan are organized into six core initiative areas.

The effectiveness of the Action Plan will be measured in the success of its implementation. To that end, the implementation process will identify recommended departments, agencies, groups, and individuals who will form task forces to pursue the action steps identified, under the umbrella of a leadership team that will monitor activities and provide a communication network.

Developing the Action Plan has demanded a great deal from all of us. The process has proven that the people who make up our community care deeply about its future. They want to see a Jefferson County where they and their children can thrive. They want a community that is unafraid to address its most pressing issues, and is inspired by strong and effective leadership.

We extend our appreciation to all the individuals, organizations, and businesses that have supported the plan-making process with their time, energy, and facilities. Most of all, we would like to thank every participant who has invested their time, energy and ideas into this important process.

Sincerely,

The ENVISION Jefferson County Steering Committee

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Community Partners

The Madison Courier
WORX
WIKI
WKM News
The Roundabout
City of Madison Parks and Recreation
Ivy Tech Community College
The Clearinghouse Project/House of Hope
Madison Consolidated Schools

Southwestern Jefferson County Schools
Hanover College
The Old Market on Main Street
Jefferson County Industrial Development
Commission (JCIDC)
Madison Area Chamber of Commerce

Consultants
planning NEXT

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Arvin Sango
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Koehler Welding Supply
Madison Chemical
Madison Precision Products
Royer Group
Vehicle Service Group

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EXECUTIVE SUMMARY

*"I want to see Jefferson County
grow in great ways and be a
place for our kids and grand kids
to grow and live."*

– Participant and Resident

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EXECUTIVE SUMMARY

INTRODUCTION

The ENVISION Jefferson County planning process was initiated in the fall of 2013 by its 32 member Steering Committee. The process was designed to be inclusive and engage the county in a dialogue about the current conditions and a preferred future, a Vision. This Vision seeks to establish a direction for the community based on a set of clear goals and supporting actions. When completed, each action will carry Jefferson County closer to its shared Vision established through the process.

Motivation for the Vision and Action Plan

The ENVISION process was born out of a desire to create an effective and lasting agenda for the future. It's clear that Jefferson County is already a special place to live, work and raise a family, but to maintain this reputation and address its limitations, leaders and community members understand that they must provide careful stewardship and adapt to changing circumstances. The process sought to uncover and accentuate the strengths of the county and at the same time, understand weaknesses in order to address them. An effective plan would align the community's various organizations, leaders, and citizenry behind a single, inclusive Vision. The Action Plan is a positive and focused message to the community about where Jefferson County intends to go.



Organization of the Vision and Action Plan

The Action Plan has 30 actions, organized into six initiative areas. Actions are programs, policies, or projects that are the specific recommendations of the Plan. They are the activities the community will pursue to achieve its goals. These topics were derived from themes voiced at the Community Conversations and additional engagement activities.

Chapter Organization

The Executive Summary is organized into the following sections:

<i>Introduction</i>	1
<i>Key Findings</i>	3
<i>Action Plan Process</i>	6
<i>Organization of the Plan</i>	13



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.

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.

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.

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.

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.

6. Promoting health, safety, & wellbeing

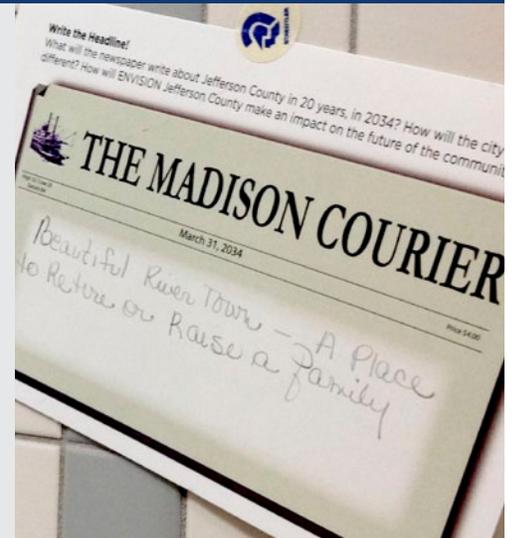
GOAL: A community with coordinated services that promote personal wellness, ensure public safety, and support the needs of community's citizens, especially those most vulnerable.

The Priority Actions

ENVISION
JEFFERSON COUNTY
shaping our future together

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.



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KEY FINDINGS

As a component of the planning process, the Community Assessment provided a snapshot of key demographic and economic conditions and trends. The report was divided into two categories: people and prosperity. The people section analyzed the demographics of the county including population, household composition, age and others. The prosperity section focused on the local economy and key indicators related to personal prosperity. The following is a summary of some of the most important findings.

KEY FINDINGS

people

- The median age of county residents is older than that of the state (39.7 vs 37) and aging at a faster rate. (3.1 years vs 1.8 years older between 2000 and 2010).
- There are 5.1% fewer young people (under the age of 18) today than 10 years ago.
- The population is expected to decline by mid-century from 32,400 to 31,000. This is occurring within a larger region of Southeast Indiana where the population is expected to increase.
- There is an emphasis on education and performance has slowly improved across the county's two public districts (although variable by state measures).
- The rate at which foreign-born immigrants have moved to Jefferson County is lower than that at the state level (5% for Indiana vs. 2% in Jefferson County).

prosperity

- The county has a solid local economy bolstered by a number of large employers, a strong-set of smaller employers, and the tourism sector.
- Hanover College provides an economic benefit to the county, especially as it plans to expand enrollment.
- There are higher than average levels of poverty within the county compared to the state (15% vs. 13.5%). This is affecting children at the highest rate, with 25% of children under five living in poverty.
- The county's workforce (those aged 16-65) has decreased by 800 individuals 2000 to 2010.
- The community ranks low in health and wellbeing metrics (53 out of 92 Indiana counties) when compared with the state.
- The community has a strong sense of place provided by its beautiful natural setting, historic architecture, and strong park system.



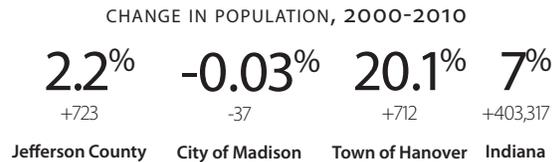


PEOPLE

Jefferson County is a slow-growing community, gaining just 723 residents between 2000 and 2010. This steady decrease in population growth began in the 1990's and has shifted to the City of Madison and Town of Hanover, though at differing rates. While total population change has been moderate within the county, its demographic makeup has not remained static. The size of households has decreased significantly while the median age has steadily risen. Racially, the county remains relatively homogeneous, even with the recent growth of the Hispanic population.

POPULATION

Moderate growth since 2000. Between 2000 and 2010, there was very moderate growth for both the county and the Town of Hanover. Over this period, the county population grew by 723 residents while Madison lost 37 residents. Regional projections show a decline in the county's population by 2050 from 32,400 to 31,000 residents.



HOUSEHOLDS

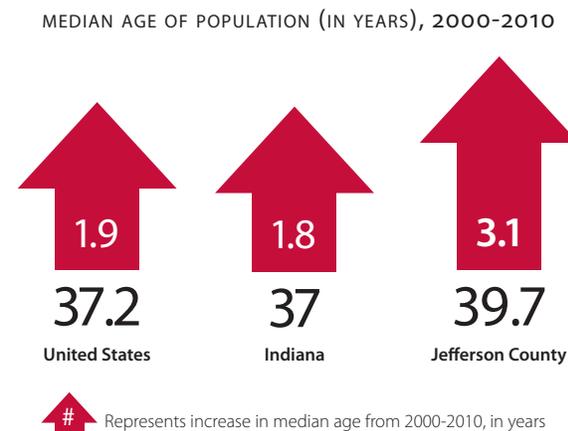
No significant growth or decline in number of families between 2000 and 2010. Where the number of households with families grew at the state level by 4.5%, the figure remained static in Jefferson County between 2000 and 2010. This statistic shows a trend of decline for family households in the county. The number of households with families also decreased in both the City of Madison and Town of Hanover.

CHANGE IN HOUSEHOLD TYPE, 2000-2010

Topic	2000	2010	% of HH 2010	% change 2000-10
Total Households	12,148	12,635	100%	4%
Family Households	8,435	8,456	67%	0%
<i>With children under 18</i>	3,885	3,538	28%	-9%
Non-family Households	3,713	4,179	33%	13%
<i>Single-persons</i>	3,128	3,441	27%	10%

AGE

An older population and aging faster. Between 2000 and 2010 Jefferson County's median age increased from 36.6 to 39.7 years, an increase of 8.5%. This is higher than the state's median age which rose to 37 over this same period. The median age in Jefferson County is also increasing at a faster rate compared to the state's 5% increase.



DIVERSITY

Relative homogeneity of race. Based on the 2010 census, roughly 95% of the county's population identifies itself as white. At the state level this percentage is 85%. The county's largest minority identifies as African American and makes up just under 2% of the total population.



PROSPERITY

For its size, Jefferson County maintains a strong economy. The community's industry provides an increasingly uncommon manufacturing employment base. The workforce has helped to spur both the county's service sector and health care employment. While the local economy is solid, personal measures of prosperity lag behind both state and national averages. The same can be said, if to a lesser degree, of the county's K-12 educational performance.

ECONOMY AND EMPLOYMENT

Strong manufacturing base. For a community of its size, Jefferson County is home to a strong and diverse set of manufacturing employers. Collectively, these industries employ just over 26% of the community's workforce. Compared to the state, this allocation is a full seven points higher in the county.

PERSONAL PROSPERITY

Lower median household income. Although employment within the county is high compared to the state, household income lags significantly behind. In 2010, the median household income in the County measured \$5,000 lower than the state average. In Madison and Hanover this figure was even lower, measuring \$7,000 and \$10,000 below the state average respectively.

EDUCATION

Increasing educational attainment for young people.

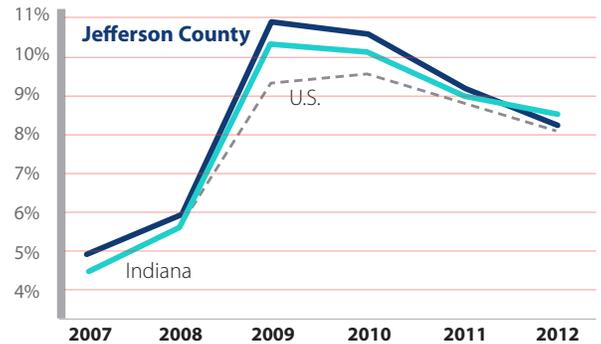
Since 2000, the percentage of 18 to 24 year olds without a high school degree decreased from 26% to 14%. During this same period and among this same group, the percentage of those individuals with some college or an associate's degree increased by 14%, from 36% in 2000 to 51% in 2010.

HEALTH AND WELLBEING

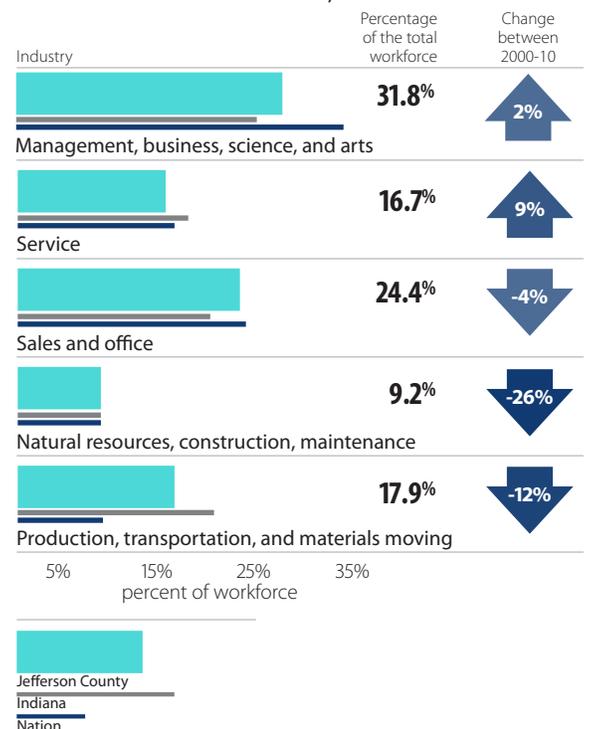
Jefferson County ranks 53rd out Indiana's 92 counties in general health indicators.

This lower-than-average ranking can be attributed to the county's poor performance on a number of health metrics. These include higher-than-average occurrences of heart disease, stroke, and cancer combined with greater frequencies of smoking.

CHANGE IN THE UNEMPLOYMENT RATE, 2007-2012



OCCUPATIONS, 2010



ACTION PLAN PROCESS

As a component of the vision and action planning process, the ENVISION Jefferson County Steering Committee hosted a series of events with the public. These meetings centered around three key objectives: generating ideas, making choices, and affirming a common direction. The Community Conversations, Community Summit, and Open House would take place over an eight-month period. The meetings would engage hundreds of residents, and produce more than a thousand comments. A summary of each of these events is now provided along with key outcomes.



COMMUNITY CONVERSATIONS

The Community Conversations were hosted throughout the county over three nights.



COMMUNITY SUMMIT

The Community Summit was hosted in late June at the Brown Memorial Gymnasium in downtown Madison.



OPEN HOUSE

The Open House was hosted in early November at the Market on Main in downtown Madison.

PARTICIPATION BY THE NUMBERS

400+

TOTAL NUMBER OF PARTICIPANTS

1,500+

COMMENTS GENERATED

20+

FACILITATORS TRAINED

29

FACILITATED DISCUSSIONS

160

HEADLINES GENERATED

350

PRIORITY ACTION VOTES CAST



COMMUNITY CONVERSATIONS

March 31 - April 2, 2014

The initial meetings for the planning process were designed as an open forum for all those who care about the future of the county. Participants gathered to share their key community issues and their big ideas for addressing them. The workshops took place over a series of three nights in separate locations spread across Jefferson County.

OVERVIEW

Participants worked in groups of eight, each with a table leader who recorded the ideas, feedback, and discussions. The table leaders, or facilitators, were trained to ensure the group stayed on topic and everyone had a chance to be heard. The table leaders used poster-sized paper to record the issues and ideas.



MAJOR OUTCOMES

- 208 people attended at least one of the Community Conversations, along with 20-plus facilitators. With the additional outreach (idea cards and three additional facilitated discussions) the process engaged a total of 319 individuals.
- Over 1,300 pieces of individual input were collected from more than 29 facilitated discussions and 87 individual idea cards. This input was collected during the three Community Conversations, a separate session for students conducted at Madison High School, as well as through idea cards distributed at the House of Hope, and to college students at Hanover and Ivy Tech Community College.
- The Community Conversations had a very high satisfaction rate with 99% of participants reporting they were both comfortable with the small group setting and felt as if their voice was heard.



“Write the headline” Activity

All three of the meetings began by asking participants to write the headline for 20 years into the future, thinking about how the ENVISION process might have had an impact. The most frequent theme, with 37% of responses, mentioned a “thriving economy.” Others included downtown Madison, education, population recovery, and leadership.



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

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

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

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

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

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

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

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

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

COMMUNITY SUMMIT

June 19, 2014

The idea gathering phase produced hundreds of ideas for the future of Jefferson County. Following the initial meetings, the Steering Committee organized this input into six initiative areas. A goal statement was then developed to capture the aspirations of the particular initiative area. Finally, a set of actions were drafted based on community input. The Summit continued the dialogue between the Steering Committee and the public, and tested the direction established by the idea gathering process. Participants were asked to rate the goal statements for each initiative area, and prioritize, add or delete actions from the draft list.

OVERVIEW

The meeting had three components: presenting the findings from the Community Conversations phase held earlier in the spring; revealing and rating the draft goal statements for the six key initiative areas; and prioritizing and discussing the draft actions (projects, policies or programs). The Summit took place at Brown Memorial Gymnasium.

MAJOR OUTCOMES

- 105 people attended the Community Summit, including 13 table leaders
- 13 tables discussed the six initiative areas
- 254 priority action votes were cast by participants for their top actions
- 41 new actions were offered during the meeting
- 93 sets of priority action and goal rating forms were generated
- The Community Summit had a very high satisfaction rate with 100% of participants reporting they were both comfortable with the small group setting and felt as if their voice was heard



"Jefferson County needs a reason for our students to return to Madison to work, live, and play."

—Summit Participant

Testing the Goal Statements

The first activity of the Summit asked participants to rate (1 through 5) their support for each of the six draft goal statements. A rating of "1" by a participant meant that they had no support for the statement or its implications. Conversely, a rating of "5" meant they fully supported both the language and meaning of the draft goal.

1. Advancing Personal Prosperity and Community Economic Vitality: A community with strong and diverse employers, nurtured entrepreneurs, and increased economic opportunity for residents.	NO SUPPORT	1	2	3	4	5	FULL SUPPORT
	←————→						
Comments:							

OPEN HOUSE

November 6, 2014

The final public event of the ENVISION process took place in early November of 2014. The Open House offered attendees the opportunity to view the draft plan and offer their say on the plan's priorities. The Steering Committee opened the evening with an introduction to the process followed by an update on its progress to date. The six initiative areas of the draft action plan were then unveiled along with their corresponding goal statements. After the conclusion of the assembly period, attendees were asked to leave their seats and vote on their priorities for action.

OVERVIEW

The Open House attracted over 70 participants to the Market on Main Street in downtown Madison. During the open session, close to 350 priority votes were cast. Participants chose their top five actions of the 30 within the draft plan. Following the meeting, the display boards toured the county to gather more input, spending time at major community gathering places. After stops at the Hanover Library and the Ivy Tech Community College, participants had generated hundreds of votes and given dozens of comments. Below is a summary of the key findings from the Open House and the follow up meetings.



RESULTS

Top Five Priority Actions

1. Create incentives to recruit compatible development in undeveloped and vacant spaces downtown and other targeted areas (28 votes)
2. Create a quality education task force (26 votes)
3. Strengthen the implementation of current workforce development initiatives (25 votes)
4. Provide more recreation opportunities that use the river as an asset (24 votes)
5. Support the implementation of the Madison Area Arts Alliance Plan (22 votes)

Top Themes from Comments

- It's important to monitor academic performance. Strong data will lead to better curriculums and more successful districts (Creating Quality Education)
- Jefferson County could benefit from a volunteer board to help organize the numerous non-profits (Building a Positive Community through Collaboration & Leadership)
- When addressing the drug problem consider looking at communities of a similar scale (Promoting Health, Safety and Wellbeing)
- Attractions are a key driver of the tourism economy and should be cultivated in Jefferson County (Shaping a Vibrant Community through Entertainment and Arts)

Public Participation

The public process for ENVISION Jefferson County took place over an eight month period. The goal for the Steering Committee was to make participation a choice for anyone interested in the future of Jefferson County. Below are highlights from the outreach and publicity effort as well as the key statistics from the process.

Outreach and Publicity

In order to let people know about participating in ENVISION Jefferson County, the steering committee conducted several outreach and publicity tasks:

Print Media

- Print ad placed in the Madison Courier
- Letters to the editor submitted throughout the process.
- Press releases developed ahead of key milestones
- Articles written by the Madison Courier featuring the ENVISION logo

TV/Radio

- On-air interviews with Steering Committee members on 95.3 WIKI and WORX ahead of major events
- Interviews with Steering Committee members on WKN Internet News channel

Web and Social Media

- Branded website EnvisionJeffersonCounty.org was developed and used as a news outlet and public engagement tool
- Ongoing news updates for the process were posted to the city of Madison's webpage
- Facebook ad campaign ran for 30 days prior to public kickoff workshops, attracting close to 500 followers
- Daily website posts ahead of major milestones

General Publicity

- 2,500 branded rack cards, flyers, and posters were prepared and distributed ahead of major events
- 1,000 project business cards were distributed to initiate interest in the process



The ENVISION Jefferson County process was an unprecedented coming together of the community. It engaged people of many ages and backgrounds from all parts of the County. Over 300 people attended at least one ENVISION meeting and many others volunteered to support the process. Thousands were reached through various media sources.

BY THE NUMBERS

Approximate Participants

Kick-off Workshops	208
Community Summit	105
Young Persons Meetings	40
Open House	70
Volunteers	40

Ideas Gathered

- 1,500+ comments gathered through the process
- 160 headlines for the future collected
- 55 specific actions considered and prioritized at the Community Summit.
- 29 draft actions reviewed and voted on during the Open House.

Satisfaction

Participants expressed a very high degree of satisfaction with the public process. The following questions were asked on exit questionnaires collected after the Community Conversations and Community Summit. Percentages indicate “yes” responses.

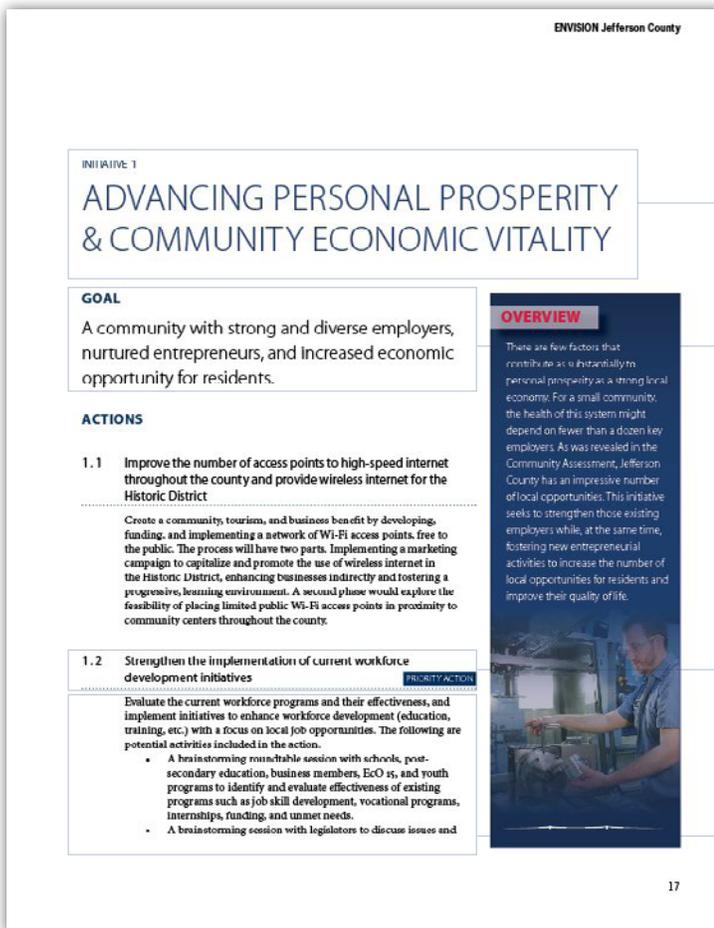
- 99% Were you comfortable working in today's small group?
- 98% Did you feel your input was heard and recorded accurately?
- 99% Will you continue to participate in the planning process?

ORGANIZATION OF THE PLAN

The Action Plan has been divided into six initiative areas based on the input received through the process and the work of the Steering Committee. These initiatives organize the actions into clear areas of focus. The following explains the layout and organization of the Action Plan.

OVERVIEW

Each initiative area in the Action Plan has been organized in the same way. They include a goal statement, a series of actions targeting the goal, along with and elaboration of the project, policy, or program. The image below depicts an example page from the plan accompanied by descriptions for each segment



Initiative Area

The Initiative Areas are the broad categories for the Action Plan. Each initiative represents a major focus area for community improvement that emerged through the process.

Goal Statement

The goals are a clear statement of community aspiration. Each was developed and tested through the input received during the public engagement process.

Actions

Actions are programs, policies, or projects that are the specific recommendations of the Plan. They are activities the community is going to pursue to achieve its goals. Priority Actions are identified accordingly.

Action Descriptions

Action descriptions provide further elaboration on the details of each project, policy, or program.

VISION & ACTION PLAN

*"Start where you are.
Use what you have.
Do what you can."*

-Arthur Ashe

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*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.

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INITIATIVE 1

ADVANCING PERSONAL PROSPERITY & COMMUNITY ECONOMIC VITALITY

GOAL

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

ACTIONS

1.1 Improve the number of access points to high-speed internet throughout the county and provide wireless internet for the Historic District

Create a community, tourism, and business benefit by developing, funding, and implementing a network of Wi-Fi access points, free to the public. The process will have two parts. Implementing a marketing campaign to capitalize and promote the use of wireless internet in the Historic District, enhancing businesses indirectly and fostering a progressive, learning environment. A second phase would explore the feasibility of placing limited public Wi-Fi access points in proximity to community centers throughout the county.

1.2 Strengthen the implementation of current workforce development initiatives

PRIORITY ACTION

Evaluate the current workforce programs and their effectiveness, and implement initiatives to enhance workforce development (education, training, etc.) with a focus on local job opportunities. The following are potential activities included in the action.

- A brainstorming roundtable session with schools, post-secondary education, business members, EcO 15, and youth programs to identify and evaluate effectiveness of existing programs such as job skill development, vocational programs, internships, funding, and unmet needs.
- A brainstorming session with legislators to discuss issues and

OVERVIEW

There are few factors that contribute as substantially to personal prosperity as a strong local economy. For a small community, the health of this system might depend on fewer than a dozen key employers. As was revealed in the Community Assessment, Jefferson County has an impressive number of local opportunities. This initiative seeks to strengthen those existing employers while, at the same time, fostering new entrepreneurial activities to increase the number of local opportunities for residents and improve their quality of life.



“PRIORITY ACTION” indicates that a particular action was selected as a community preference by participants at the public Open House. Refer to page 12 for a description of the Open House and action voting process.

*“Jefferson County, Indiana
home to the best quality of
life in the Midwest...”*
– “Write the headline” response
(p. 7)

Other potential actions

The following actions were also identified by the community and Steering Committee to support this initiative but were not considered the highest priorities:

- Encourage the development of housing choices for young adults, including the “creative class”, in downtown Madison
- Identify the common cultural and identity traits for Jefferson County
- Reevaluate and reenergize the Venture Out Business Center (entrepreneur program) as a “start-up lab” for entrepreneurs
- Lobby for an expressway connection to I-65 along the 256 corridor

opportunities for future funding of the action.

- A partnership with youth service programs to gain access to young and at-risk students for job skill training.
- Encouragement for local public schools to add a junior or senior year course on topic of career preparation – including habits, pathways, and where to seek resources for success.

1.3 Develop a bus transit system that builds on the Catch-A-Ride service and provides a more effective asset to the community

Develop a bus transit system within the county that connects workers to jobs and provides frequent and reliable transportation. The action should assess the needs for pick up/drop off frequency, develop a marketing approach, locate sustainable funding sources by exploring grants, develop benchmarks with similar size communities, and establish a regular and timely route through Jefferson County.

INITIATIVE 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.

ACTIONS

2.1 Create incentives to recruit compatible development in undeveloped and vacant spaces in downtown and other targeted areas

PRIORITY ACTION

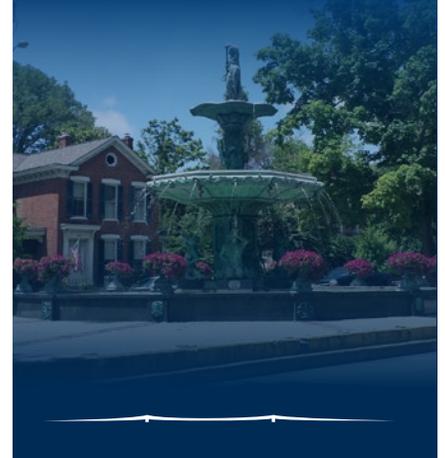
Create financial and other incentives to catalyze business development and help fill vacant and underutilized buildings with diverse, interesting, and compatible businesses that are attractive to residents and visitors alike. Incentives could include financial tools, such as property tax abatements, but also other strategies, such as business planning, access to mentoring and other types of assistance, and public policies that encourage business development. The action would implement a coordinated effort to reduce empty buildings by eliminating hazardous structures and rehabilitating non-hazardous ones. The action would review city ordinances for enforcement mechanisms, provide additional resources for enforcement, provide incentives to re-purpose vacant structures, and promote a “What could be here instead?” campaign.

2.2 Create an infrastructure repair, update, and design plan

Develop an infrastructure plan to help inspire confidence in business and property development efforts. The plan should include a survey of existing conditions—roads, bridges, utilities, and their technology; strategies for addressing problem areas; and plans for future improvements.

OVERVIEW

A great community can be described by its form just as easily as its function. Land, like any other resource, can be easily squandered. Without careful stewardship, great places and neighborhoods can fall into disrepair. Jefferson County is rich with natural and historic land resources. This initiative seeks to inventory these assets, and develop a comprehensive approach to their management. While these actions can be completed alone, a comprehensive plan could holistically address the community's place-based issues in a single policy document.



“PRIORITY ACTION” indicates that a particular action was selected as a community preference by participants at the public Open House. Refer to page 12 for a description of the Open House and action voting process.

“Downtown is such an asset, we need to get it bustling like it was in the past.”
– Participant, Community Conversations

Other potential actions

The following actions were also identified by the community and Steering Committee to support this initiative but were not considered the highest priorities:

- Create and implement a Downtown Strategic Plan for Madison
- Revisit and execute the Riverfront Master Plan
- Explore opportunities for a revolving loan fund program tied to rehabilitation
- Conduct a public lighting audit
- Update the Parks Strategic Plan
- Create a sponsorship program to connect beautification projects for downtown, parks, and special projects

2.3 Strengthen code enforcement

Strengthen code enforcement to help accomplish other goals for the Creating Attractive, Productive, and Desirable Places initiative. This action aims to improve blighted areas as well as address vacant and dilapidated structures. Enforcement should go hand in hand with education and communication efforts.

2.4 Improve gateways and signage within the community

Clean-up and enhance major gateways into the community and improve signage throughout. This action will make the area more attractive to visitors and potential new residents, as well as to business owners and employees. Wayfinding and directional signage will create a user-friendly environment for visitors, resulting in longer stays and more dollars spent in the community. Although related, gateways and signage improvements are distinct efforts.

2.5 Develop an active living program

PRIORITY ACTION

Develop active living and bikeways infrastructure to provide a catalyst for business development, tourism, recreation, and the recruitment of young families. This action will have the added benefit of improving the overall health of residents. The action will update the bikeways plan, connect the community with active transportation options, and advocate for better cycling infrastructure. Efforts of the action should include a review of the existing bikeways plan, the creation of a committee to update it and address deficiencies, and the identification of resources needed to implement enhancements. An example project of this action might consider incorporating Hatcher Hill into an expanded Heritage Trail or Riverfront system.

2.6 Advocate for improvements to Main Street infrastructure

Advocate for Main Street to be reconceived as a pedestrian and bike-friendly “complete street.” Streetscape improvements could include projects related to lighting, paved surfaces, plantings, street furniture, as well as other items affecting the public realm.

2.7 Improve signage, sidewalks, and green space for Clifty Drive

Improve control mechanisms for commercial signage and add consolidated wayfinding signs, sidewalks, crosswalks, bike lanes, and beautification features along Clifty Drive. The action would help establish the area as a cohesive district within Jefferson County. There is currently little designated green space within the district, and this should be addressed to increase the vitality of the area. This action is distinct from the improved signage action as the focus would be concentrated on Clifty Drive.

INITIATIVE 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.

ACTIONS

3.1 Identify and better inform citizens of community-based mentoring programs

Identify mentoring programs that are designed according to the mentee’s needs and/or goals. Schools, colleges, vocational schools, and local industry could better communicate their requirements and needs to the local programs. They could then form a partnership to provide personnel along with additional funding or incentives to mentoring programs and their participants.

3.2 Expand and develop the opportunities presented by Economic Opportunities through Education 2015 initiative (EcO15)

Nurture the relationship between the schools (both high school and tech schools) with the local and regional industries through the EcO15 program. This program is creating a regional system of life-long learning by connecting the residents of Jefferson County to better economic opportunities through education.

OVERVIEW

Education is a fundamental driver of a healthy and productive community. Local institutions must supply the knowledge, assistance, and human capital that cultivate a talented and adaptive economy. Support for the school system, then, can be seen as a form of both economic and social development. Creating this talent locally starts by placing an emphasis on education as a key to personal and community prosperity. This initiative seeks to better connect students with local opportunities and looks critically at the educational systems as they’re operated today.



“PRIORITY ACTION” indicates that a particular action was selected as a community preference by participants at the public Open House. Refer to page 12 for a description of the Open House and action voting process.

“County school’s graduates are taking the Ivy League by storm. Thank you preschool!”

– “Write the headline” response (p. 7)

Other potential actions

The following actions were also identified by the community and Steering Committee to support this initiative but were not considered the highest priorities:

- Create more vocational training, such as apprenticeships and partnerships with industry
- Conduct a scientifically-valid survey on educational improvement approaches
- Create a community-wide leadership group

3.3 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

PRIORITY ACTION

Work with local employers in a variety of businesses and industries to identify a catalogue of local job opportunities. The action will identify career paths for those positions including resources for gaining the necessary experience, certifications, degrees, etc. Additionally, the action will identify required high school competencies and classes, and record recommended preparation steps within three categories of opportunities. These include:

- 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.

3.4 Create a quality education task force

PRIORITY ACTION

Form a task force to review the existing education systems and study the academic performance, financial standing, existing facilities, and the organization of the school systems in the county. With quality education as its goal, the task force shall make recommendations to the existing schools and to the community regarding specific steps to achieve this goal. As a task force, they may negotiate with schools about organization or pursue a public referendum regarding facilities. The group may need to incorporate or seek independent funding to accomplish its goal for quality education.

INITIATIVE 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.

ACTIONS

4.1 Support the Madison Area Arts Alliance Plan

PRIORITY ACTION

Support the newly formed Madison Area Arts Alliance (MAAA) and its plan for action. The local nonprofit group has recently completed a strategic plan, which outlines several short-term and long-term actions it will undertake to fulfill its mission as a local cultural arts district. Important MAAA goals include creating unity between other organizations and the arts community, engaging Jefferson County in creative activities, providing a resource for arts-centric development, and nurturing the area's creative community.

4.2 Develop a one-stop online community portal that connects online resources for local organizations, advertises community events, and provides lifestyle information to residents or tourists

Develop a web portal or website that connects online resources for local organizations, advertises community events, and provides lifestyle information to residents and tourists alike. The county has many calendars for various entertainment and art niches. The portal would not combine these calendars, but rather provide a common starting point for consumers looking to learn more about a specific organization or event. The portal would have the capacity to handle cancellation alerts or other important announcements from its included organizations. It's possible

OVERVIEW

Much of a community's character is revealed through its entertainment and arts. A vibrant place isn't only attractive for visitors. More and more, communities of all sizes are cultivating these amenities to attract new residents as well. A dynamic place is a fun place to visit and to live. Jefferson County's countless festivals and burgeoning arts community have made it a destination between Louisville and Cincinnati. This initiative seeks to support those organizations working to expand this reputation and provide new amenities to build on the community's resume.



“PRIORITY ACTION” indicates that a particular action was selected as a community preference by participants at the public Open House. Refer to page 12 for a description of the Open House and action voting process.

“Number one tourist destination in the Midwest; thousands flock to small riverfront town”
– “Write the headline” response (p. 7)

Other potential actions

The following actions were also identified by the community and Steering Committee to support this initiative but were not considered the highest priorities:

- Create a “Model” block program for Main Street in Madison
- Communicate and enhance the key initiatives of the Tourism Plan
- Create a sports commission to, among other tasks, recruit regional and statewide athletic competitions

that the action could include paid advertising and be, at least partially funded through this revenue stream.

4.3 Advocate for a zip line in Clifty Falls State Park PRIORITY ACTION

Advocate for a zip line course as a desirable attraction for tourism, especially for the younger demographic the county hopes to attract and retain. The action would give locals, including Hanover College students, an incentive to visit Clifty Falls State Park, and add yet another amenity for visitors and residents.

4.4 Provide more recreation opportunities that use the Ohio River as an asset PRIORITY ACTION

Focus on the beauty and recreational potential of the Ohio River. With approval by the Department of Natural Resources and the Army Corps of Engineers, advocate for river-based activities. This action may be fulfilled by encouraging entrepreneurs to offer canoe and kayak rentals or climbing experiences along the riverfront, inspiring Heritage Trail to open a nature center with naturalist-led walks, or inviting a riverboat company to offer rides several times a year. These and similar projects, would work to activate the riverfront as a recreational asset and regional attraction.

INITIATIVE 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.

ACTIONS

5.1 Explore the consolidation of redundant services offered by the county’s jurisdictions

Initiate a process to study the consolidation of the county’s various service providers into a more lean and efficient delivery model. In order to coordinate effort and intent, a clear understanding of economic limitations is necessary to facilitate the collaboration and consolidation of services where possible. The best opportunities may be identified through a multi-jurisdictional town hall meeting where the county’s many interested parties could share ideas. As a component of this action, an organizational audit will be conducted in order to analyze the community’s leadership and organizational structure.

5.2 Create a leadership academy for Jefferson County

Request the Chamber of Commerce and young professionals group to sponsor a leadership academy for the community. Define the frequency of the academy’s programs (annual, bi-annual, etc.) and develop its content using example programs such as Dale Carnegie. Local industry employers could provide a commitment to the academy of a set number of employees for each cycle.

OVERVIEW

There can be little doubt that strong leadership and effective collaboration are key characteristics of a thriving community. Innovative initiatives require both foresight and determination. But even with a strong leader, a lack of alignment among community organizations can slow progress. This initiative seeks to build synergy across the community’s many organizations and foster strong, new leadership to guide the next generation forward.



“PRIORITY ACTION” indicates that a particular action was selected as a community preference by participants at the public Open House. Refer to page 12 for a description of the Open House and action voting process.

“The community needs to come together to make things happen”
– Participant, Community Conversations

Other potential actions

The following actions were also identified by the community and Steering Committee to support this initiative but were not considered the highest priorities:

- More support for small businesses

5.3 Create an online forum for positive community news

Develop a method for sharing positive community news and facilitate increased access to the resource. The service would highlight projects, programs, policies, or people who are helping to move Jefferson County forward in a positive direction.

5.4 Create a volunteer job board

Create a job board to help match a volunteer’s interests and talents with participating organizations’ needs. The county has many non-profit and charity organizations already in operation. These groups require strong and eager volunteers to improve their capacity. A one-stop job board would help pair great opportunities with the right volunteer.

5.5 Celebrate collaborative successful initiatives annually

Celebrate initiatives by identifying specific goals and objectives across the ENVISION effort and comparing them to the progress made to date. Celebrate successes as they occur. The evaluation and rewarding of successful actions would include all six of the final Initiative Areas included in the Vision and Action Plan. The event could be an annual occurrence and include not just actions but individuals and/or organizations who have helped to move the community forward.

5.6 Develop a statement that establishes a baseline for respect during public discourse

Develop a statement collaboratively that establishes a baseline of courtesy for public discourse. The statement could be ratified by participating organizations and jurisdictions and displayed prominently in groups’ respective meeting halls and on websites, blogs, and social media pages.

5.7 Organize the 2015 roundtable on leadership and positivity

Organize the 2015 roundtable on leadership and positivity to engage leaders from business, government, non-profit, and citizen organizations in an open discussion on the status of their organizations and how they’re working to improve Jefferson County. The meeting will be open and should evolve into an annual event. The meeting could also include the celebration of collaborative, successful initiatives (action 5.5).

INITIATIVE 6

PROMOTING HEALTH, SAFETY & WELLBEING

GOAL

A community with coordinated services that promote personal wellness, ensure public safety, and support the needs of the community’s most vulnerable citizens.

ACTIONS

6.1 Explore communities who have succeeded in addressing their drug problems

Explore “best-in-class” communities who have succeeded in addressing components of their drug problem. A group or task force will explore successful policies, programs, and projects initiated by comparable communities. A set of best practices should be culled from the analysis to provide Jefferson County with a playbook of options to address its drug problem.

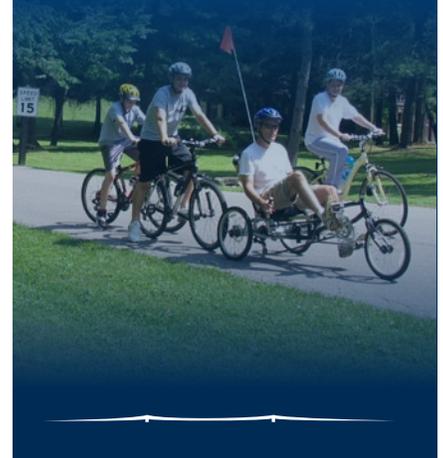
6.2 Initiate a process to recruit an inpatient facility and supporting resources for drug addicted individuals

PRIORITY ACTION

Recruit an inpatient drug facility for Jefferson County to treat individuals affected by drug addiction and provide a local option for their recovery. By recruiting and securing a local facility, the community will strengthen existing outpatient recovery resources in the long term. The treatment center could centralize existing anti-drug programs and provide leadership within the larger initiative. This action would be led by the private sector.

OVERVIEW

The physical health of a community can be measured in a number of ways. Drugs, obesity, and tobacco use are three of the more common indicators. Based on these, Jefferson County must take action in addressing its issues related to health. This initiative has outlined a strong agenda to attack the community’s drug problem head-on. In addition, the actions will address the key health indicators of residents and turn Jefferson County into a more active and healthy community.



“PRIORITY ACTION” indicates that a particular action was selected as a community preference by participants at the public Open House. Refer to page 12 for a description of the Open House and action voting process.

“Drugs aren’t an issue in our community, they are THE issue. We must work together to address this problem and change the culture”

– Participant, Community Conversations

Other potential actions

The following actions were also identified by the community and Steering Committee to support this initiative but were not considered the highest priorities:

- Create a program to address homelessness
- Explore the feasibility of a year-round lap and exercise pool
- Promote and expand the Clearing House

6.3 Develop communication tools that highlight the connection between a drug free lifestyle and gainful employment

Develop communication tools for educators. Current anti-drug education programs do not adequately highlight the connection between a drug-free lifestyle and gainful employment. A set of communication tools that properly draw the connection between the two.

6.4 Create a healthy community initiative

PRIORITY ACTION

Create a community wellness initiative for children, adults, and seniors that begins a conversation about healthy living for all ages. Non-monetary incentives or competitions could be initiated to encourage participation. The action will increase the focus on facilities for wellness, such as an indoor community pool, bike lanes, and more walking paths.

IMPLEMENTATION PLAN

The Action Plan for Jefferson County presents an action agenda for realizing the community's shared vision for the future. The success will not be determined by the quality of this document, but rather by the committed, ongoing implementation of its actions. The all-encompassing nature of the Action Plan means that it can only be achieved through the collaborative efforts of the community.

OVERVIEW

Individuals and organizations have already begun to work together during the preparation of the Plan. Nearly 500 community members representing a wide range of backgrounds and interests served on committees, volunteered, or attended meetings to guide the process. There is widespread awareness of the Action Plan. It is time now to harness that energy to work towards achieving the vision.

This section of the report outlines the issues that may affect implementation and describes the suggested approach for carrying out the Action Plan.

STRUCTURE FOR INITIATING IMPLEMENTATION

The Action Plan is not intended to be solely implemented by government entities. Commitment to the Plan and commitment to its implementation will require the coordinated efforts of individuals and organizations representing the public, private, and civic sectors of the community. Even those actions that require public sector involvement need an active citizenry to place them on the agendas of government agencies and ensure that the agencies follow through.

Chapter Organization

The Implementation Plan is organized into the following sections:

Overview

Structure for Initiating Implementation

Managing the Action Plan

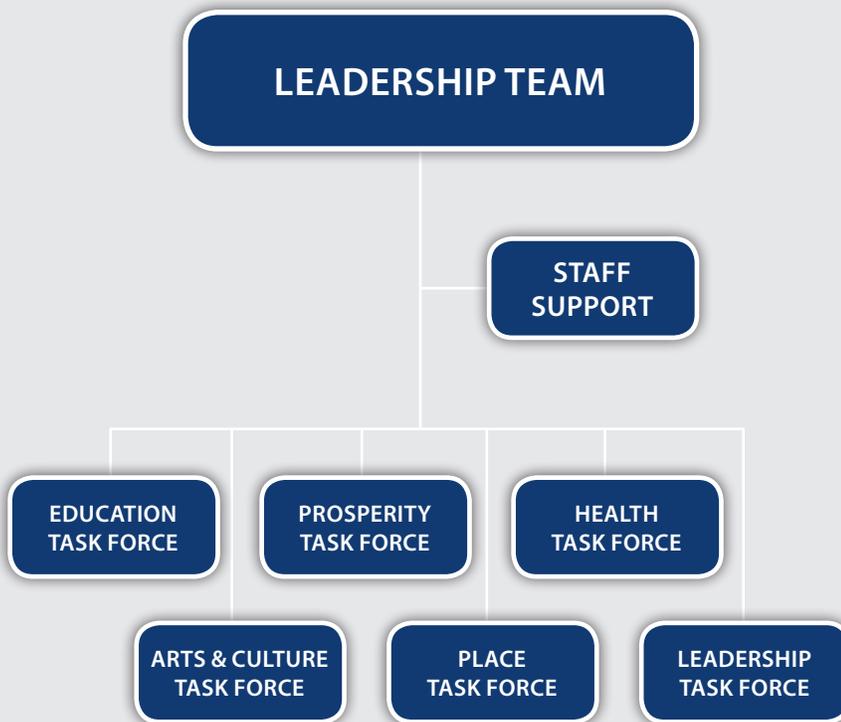
Using the Action Plan

Summary Tables for All Actions

The following chapter outlines an implementation path the community could choose to take. Decisions will still need to be made by the community to formalize the plan.

Proposed Implementation Structure

The following is a proposed structure for plan implementation based on six task forces (representing the six initiative areas) under a central leadership team.



Leadership Team

The Leadership Team will serve as the legal board for the organization and be composed of no less than eight community members. A designated chair person will lead the team, along with six Task Force Captains. Three to five additional members from the community will be named for their individual expertise and capacity.

Staff

A paid staff person will coordinate the effort and maintain momentum, communication, and accountability.

Task Forces

The ENVISION Executive Committee will identify Task Force Captains with skills, passion, and institutional support. These champions will join the Leadership Team, and recruit volunteers to work on their initiative's actions. The task forces will communicate progress to the leadership team and determine the specific implementation agenda for their initiative. The group will identify measurable benchmarks for each action's progress for the purposes of evaluation.

Implementation will kickoff January, 2015, with the designation of the Leadership Team members and their initial meeting. In their first meetings, the group will discuss and initiate the application process to achieve 501(c)(3), or Tax-Exempt Status. Concurrently, Task Force Captains will develop their volunteer teams and schedule separate planning sessions.

By summer 2015, Task Force Captains will report their action agenda, schedule, and goals for the ensuing 12 month period.

MANAGING THE ACTION PLAN

The Action Plan should be monitored on a regular basis and, when necessary, revised or updated. This section outlines the guidance for monitoring the Plan’s effectiveness and maintaining its relevancy.

1. Monitoring the Plan

The Plan should be monitored for implementation effectiveness and relevancy. This review should happen on a formal basis no less than once per year. A status report should accompany this review and be promoted throughout the community, such as through a permanent ENVISION Jefferson County website. An annual public meeting—perhaps with a notable speaker—could take place to share progress and attract additional participants and volunteers to move the community forward.

2. Updating the Plan

A major update of the Plan should be considered at least every ten years to incorporate new community information and Census data. In the interim, key milestones may be reached which necessitate an update sooner than the proposed ten-year cycle.

Proposed Implementation Timeline						
Month 1	Month 2	Month 3	Month 4	Month 5	Month 6	Month 7
Final Action Plan delivered to the Steering Committee	ENVISION Executive Committee nominates Leadership Team members and Chairperson	First Meeting of the Leadership Team Leadership Team initiates tax-exempt application process Task Force Captains named	Task Force Captains build volunteer team Task Forces host their first meetings	Each Task Force meets individually to discuss action priorities and evaluation measures	Task Forces report their evaluation criteria and 12-month action agenda to the Leadership Group	Regular meeting schedule begins: Leadership Group, quarterly; Task Forces, monthly

USING THE ACTION PLAN

The Action Plan is intended to be used on a daily basis as public and private decisions are made concerning the community's future including development, redevelopment, capital improvements, economic incentives, and other matters affecting the community. The following is a summary of how decisions and processes should align with the goals and actions.

1. Annual Work Programs and Budgets

Individual city and county staff and administrators should be cognizant of the recommendations of the Plan when preparing annual work programs and budgets. Local institutions might also consider the Plan when making important policy and financial decisions that impact the community. A number of actions will require city or county support for implementation.

2. Community Planning

Community planning efforts, such as a comprehensive plan, should be in alignment with the values, goals, and other Action Plan recommendations.

3. Development Approvals

Administrative and legislative approvals of development proposals should be a central means of implementing many of the Plan's actions. Decisions by the City Council and County Commissioners should reference relevant Action Plan recommendations.

4. Capital Improvement Plan

The city's Capital Improvement Plan (CIP) should be updated annually and be consistent with the Plan's recommendations.

5. Economic Incentives

Economic incentives should be reviewed to ensure consistency with the recommendations of the Action Plan.

6. Private Investment Decisions

Property owners, developers, and other private entities should consider the Plan's recommendations in their planning and investment decisions. Public decision-makers will be using the Action Plan as a guide in their deliberations on development proposals, zoning updates, infrastructure projects, and funding requests. Therefore, property owners and developers should also be cognizant of the Plan's recommendations.

7. Civic and Social Engagement

All civic and community groups should create opportunities to explore solutions to issues and problems of concern to the community. They should seek alignment with the recommendations of the Action Plan and collaborate across interests, missions, and constituencies.

8. Consistent Interpretation

The implementation leadership should collaborate with city and county staff and other critical decision-making entities to ensure clear and consistent interpretation of the Action Plan.

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 PRIORITY ACTION	City/County-led task force collaborating with public schools, government, Chamber of Commerce, EcO15, 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

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 PRIORITY ACTION	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 - 2 YEARS) | LONG-TERM (3 - 5 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 PRIORITY ACTION	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 PRIORITY ACTION	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 PRIORITY ACTION	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 PRIORITY ACTION	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 PRIORITY ACTION	VisitMadison	Long-term*

IMMEDIATE (WITHIN 1 YEAR) | SHORT-TERM (1 - 2 YEARS) | LONG-TERM (3 - 5 YEARS) | ONGOING (INDICATED BY *)

5. Building a Positive Community through Collaboration and Leadership

Action #	Action Description	Recommended Stakeholders	Recommended Timeframe
5.1	Explore the consolidation of redundant services offered by the county's jurisdictions.	Leadership Task Force, local governments	Long-Term
5.2	Create a leadership academy for Jefferson County	Leadership Task Force, Chamber of Commerce	Long-term*
5.3	Create an online forum for positive community news	Leadership Task Force	Short-term
5.4	Create a volunteer job board	City of Madison, Clearinghouse, United Way, and TV Cable 15 (can be viewed county-wide and online)	Short-term
5.5	Celebrate collaborative, successful initiatives annually	Leadership Task Force, City, County, School Districts, and Business Leaders	Long-term
5.6	Develop a statement that establishes a baseline for respect during public discourse	Leadership Task Force, participating governments, businesses and organizations	Short-term
5.7	Organize the 2015 roundtable on leadership and positivity	Leadership Task Force	Long-term

IMMEDIATE (WITHIN 1 YEAR) | SHORT-TERM (1 - 2 YEARS) | LONG-TERM (3 - 5 YEARS) | ONGOING (INDICATED BY *)

6. Promoting Health, Safety, and Wellbeing

Action #	Action Description	Recommended Stakeholders	Recommended Timeframe
6.1	Explore communities who have succeeded in addressing their drug problems	Health Task Force	Short-term
6.2	Initiate a process to recruit an inpatient facility and supporting resources for drug addicted individuals PRIORITY ACTION	Jefferson County Community of Care of Adults (COCOA), Health Task Force	Long-term
6.3	Develop communication tools that highlight the connection between a drug free lifestyle and gainful employment	Jefferson County Community of Care of Adults (COCOA), Drugs Task Force	Short-term
6.4	Create a healthy community initiative PRIORITY ACTION	Health Task Force, Madison Area Bicycle Club, City and County Governments, School Districts, Parks and Recreation	Short-term

Implementation

Action #	Action Description	Recommended Stakeholders	Recommended Timeframe
7.1	Formalize a group to carry out the ENVISION Jefferson County Vision and Action Plan	ENVISION Jefferson County Steering Committee	Short-term

IMMEDIATE (WITHIN 1 YEAR) | SHORT-TERM (1 - 2 YEARS) | LONG-TERM (3 - 5 YEARS) | ONGOING (INDICATED BY *)

