



# one madison!

community revitalization plan



this page left intentionally blank

Cover Letter From Mayor.....	5
Context and Commitment .....	7
Submission Steps	
Step 1: Type of Strategy .....	9
1.1 Sustain or Provide Additional Support for Challenge / Initiative #3 from the Application Round	
Step 2: Community Engagement.....	13
2.1 The People and Community	
2.2 The Revitalization Team	
Step 3: Long-Term Vision And Strategy.....	19
1. Vision for Revitalization	
2. Specific Challenges	
3. Community Snapshot (Qualitative and Quantitative)	
a) Table	
b) Other Data	
c) Innovative Economy & Entrepreneurship	
4. Implementation Strategy	
a) Goals, Objectives, Actions, Resources, Relationships, and Measurement	
5. Community Assets	
6. Measuring Success	

Step 4: Short-Term Tactics .....	59
The 11-Month Timeline	
Appendix: A .....	79
Budget and Planning Report	
Budget and Planning Prospectus	
Appendix B.....	73
Madison Connector - Construction Cost Estimates	
Appendix C.....	81
Madison Connector - Public Input Summary	
Appendix D .....	97
Madison Connector - Letters of Support	
Appendix E.....	107
Madison Connector - Required Waivers	



Dear Selection Committee:

We are so excited about being named a quarterfinalist in the America's Best Communities competition because of the opportunity this program presents to improve the quality of life in Madison for today and the future.

Madison has a long history of being a connector. The original "Michigan Road" began in Madison and traveled north through Indiana and ended in Michigan. When the Ohio River was the interstate of its day, goods flowed from the East Coast along the river and Madison was a major port. As railroads took over as the primary means of transportation, goods were taken from barges on the river and loaded onto rail cars that ascended the steepest railroad incline in the nation on its way to Indianapolis.

Over the years, nearby cities such as Cincinnati and Louisville have overtaken Madison as major commerce connectors. However, our picturesque community of 12,000 people remains nestled in the Ohio River Valley, proximate to three major metropolitan areas: Louisville, Cincinnati, and Indianapolis.

Our downtown is a National Historic Landmark District. 133 city blocks and 1600 buildings are on the national register in the largest contiguous district in the nation. With numerous local shops and eateries, our downtown is genuine and thriving... a dream for many other communities!



Within walking distance of downtown, Madison boasts a mile-long walkway along the Ohio River. On one end, there is a pedestrian walkway across the bridge to Kentucky; on the other, a tie-in to the Heritage Trail that follows the old railroad and meanders up the hill.

Madison was recently recognized by the Indiana Arts Commission as a designated Indiana Cultural District for having a high concentration of arts and cultural assets. You will find many opportunities to see, taste, smell, and experience the arts in Madison with just a simple stroll down Main Street.

Positioned 400 feet above our downtown area, Madison's hilltop is a bustling residential and commercial district that is the center of commerce and business. It has homes, schools, churches, shopping centers, and national restaurants.

The hilltop and downtown areas are connected via five busy and winding roads, one of which runs through Clifty Falls State Park. For all of its history as a great connector for the region, state, and nation, today Madison lacks the local connectivity for bicycles and pedestrians between these two parts of our community.

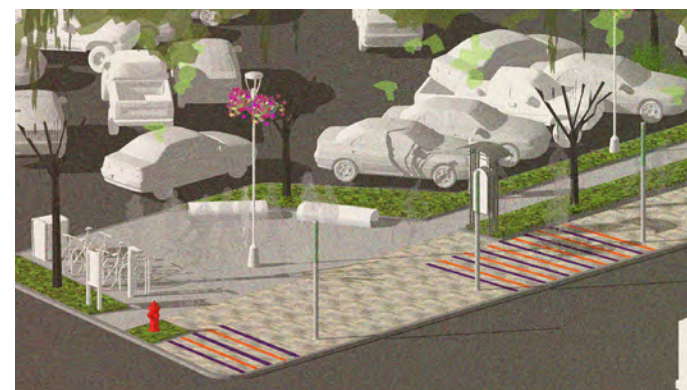
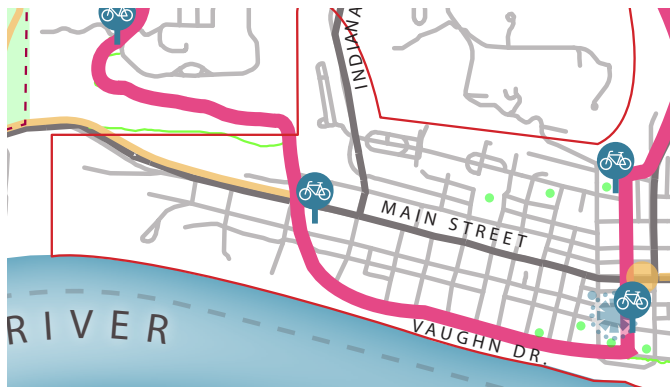
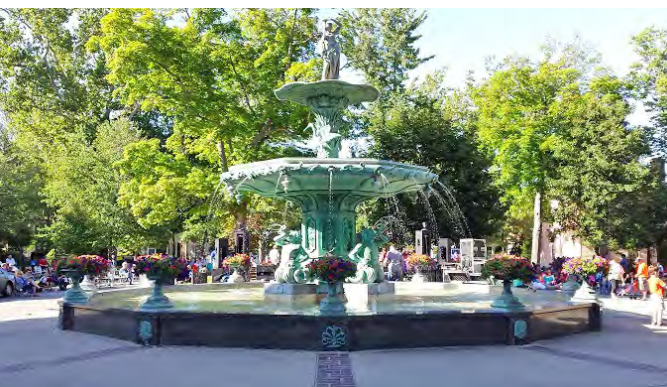
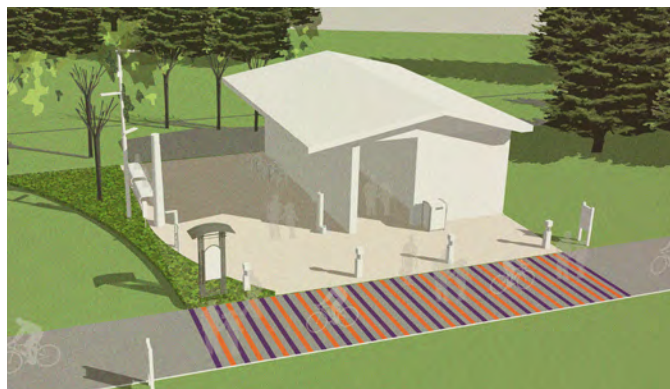
Over the last few years, our citizens have identified a number of projects through our planning processes that will help take Madison from being one of "America's Best Communities" to being America's Best Community. One such catalyst project is the Hatcher Hill connector on the east side of town.

We believe that re-activating this road (that has been closed for 20+ years) for bicycles and pedestrians will improve our community's quality of life, health, and connectivity. Hatcher Hill, among others will be the catalyst projects this community needs in order to complete bigger projects such as the Madison Connector. We believe this is a "game-changer" project for economic development in a community like ours, and I know this project will continue bringing our "hilltop" and "downtown" together as "One Madison." Our community is united behind this effort and fully committed to its success and prepared to make in-kind and financial contributions to ensure the success of this project.

Thank you to Frontier, Dish, CoBank, the Weather Channel, and DST Systems Inc. for their support of this competition that is helping us move forward as a community. We can't wait to see what the future holds as we implement this project and work toward the title of "America's Best Community."

Damon Welch

Mayor of Madison, Indiana







## Context and Commitment

The first settlers established a grid of streets along the banks of the Ohio River in 1809, which allowed goods to be transported in and out of the city by ship or barge. Madison's river trade success led it to become the first city in Indiana to get a rail line; this connected Madison to Louisville, Indianapolis and Cincinnati, despite its somewhat isolated geography.

### The Challenge – Two Madisons

The rail also connected North Madison (Hilltop) and Madison (river adjacent). In the 1970s, a super cell tornado outbreak destroyed much of North Madison and the city was forced to rebuild. The city atop the hill rebuilt according to development patterns prevalent at that time: the typical suburban pattern, characterized by lower density residential, auto-orientation, and separated uses. In Madison, the two cities became one but the community atop the hill is very different and the disconnect between the two has continued for decades; this topic is discussed in several plans and studies.

Madison is no longer using rail for shipment of passengers, but one trails group is using the rail alignment as a pedestrian and bicycle connection on the west side of the city. There is potential to provide a primarily off-street amenity that connects to the as-built Heritage Trail, bridges the gap between the hilltop and downtown and the riverfront, and provides connectivity to Clifty Falls State Park and Hanover College.

The proposed **Madison Connector** will connect the community both physically, socially and economically. The project and process described in this Community Revitalization Plan, which references the steps in the submission form, is the first key strategy to connect the communities into ONE MADISON.

Turn the page to read how!





# type of strategy

## 1.1 Sustain or provide additional support for challenge / initiative #3 from the Application Round

During the Application Round, the City of Madison identified five challenges. For this Quarter-Finalist Round Community Revitalization Plan, we have decided to focus on challenge number three:

**“Madison’s downtown historic district and riverfront is located in the Ohio River valley and separated from the hilltop residential, commercial, and industrial district by a 350-foot bluff. This causes pedestrian and bicycle connectivity issues.”**

### Social

As paraphrased from a 1999 land use study, Madison’s culture is spatially separated into two areas which are defined by residents as the “Hilltop” and the “Downtown”. Understanding how these sections of the community interact provides insight as to how the city operates. The downtown experience is more urban and walkable. There is a natural mix of uses including residential, restaurants, entertainment venues enclosed in historic structures set close to the street on a tightly knit grid. The downtown is the site for the majority of the 10+ large festivals and events held annually including the three most popular: the Chautauqua arts and crafts festival; the Regatta, an annual boat race on the Ohio River; and Ribberfest, a food tasting contest.



Secondary Trail	
Main Trail	
Trailhead	
Historic District	
Shopping District	
Park Trails	
City Boundary	



Developed after the 1950s, the Hilltop reflects the car-oriented culture in its development patterns and living experience. Unlike the Downtown, neighborhoods are suburban, reflecting Euclidean zoning of single-family residences separated from multifamily and all separated from schools, retail stores and restaurants which typically are reached by car.

### Economic

Place-based economic development strategies work to align and improve the physical environment in which people live and work for greater economic development output. The place-based approach works to ensure a quality and diversity of high-demand amenities such as civic spaces, workplace settings, greenways, active transportation networks, and housing options—all needed to attract the talent and investment required to fuel modern business. These strategies must further require that high-value innovation resources such as higher education, industry, and economic development intermediaries are engaged, coordinated and working toward a common goal. According to recent research, college graduates prefer built urban amenities, the elderly favor natural amenities, and people engaged in technology patents liked both. In this way, developing amenities should play a role in cities' labor attraction and retention policies.

Madison has the good fortune to have both the physical urban beauty of its downtown and the natural wonders of the Ohio River, Clifty Falls State Park, and the river bluff. Madison's beautiful downtown and its unique natural amenities draw all ages to the community, but especially help attract and retain young Millennials ages 21-33. These younger workers bring more education into the workplace, along with higher expectations for innovation and connectivity that drive 21st Century industry and business productivity.

The Madison Connector and in specific Phase 1 Hatcher Hill Trail will add to local amenities for attracting workforce talent while also acting as a placemaking catalyst for redevelopment on the "hilltop" and the "downtown."

### Physical

Whether on the hilltop or adjacent to Main Street, the automobile is the primary form of transportation in Madison. Four major routes - Highways SR56, SR256, US421, and SR7 - connect the city to the rest of the region and are primary travelways for city residents. Though some thoroughfares were improved in recent years, bicycle and pedestrian facilities were not included.

Highway 421 is the only connection across the Ohio River for 25 miles. While an important north-south connection, it bisects neighborhoods not designed to handle heavy traffic. State Road 62, or Clifty Drive on the hilltop, was originally designed as a thoroughfare and has become congested with numerous access points for businesses' parking lots. State Road 7 provides additional access between north and south Madison. Due to topography changes, the road was designed with numerous curves and high grades that create hazardous driving conditions such as falling rocks and ice during the winter.

The city offers a Catch-A-Ride service which provides transportation on a call basis, but requires a reservation at least 24 hours in advance. There is also a fixed route that serves three locations: Main Street Transit Stop, Big Lots, River Point Shopping Center and Wal-Mart. This route runs on a 20-30 minute interval. During festivals and events, there is also a tourist trolley.

For an alternative transportation choice to be effective, infrastructure improvements are needed. By improving pedestrian and bicycle connections with sidewalks, multi-use paths, and bicycle lanes, residents and visitors will be able to traverse Madison without the use of automobiles.







# community engagement

## 2.1 The People and Community

### **Who in your community will this plan's revitalization efforts support and benefit?**

The efforts of this plan and the investment from Frontier and the other corporate partners will benefit the entire community. Health, safety, and well-being is a major initiative outlined in the ENVISION Jefferson County Vision and Action Plan process last year, created from the input of a broad cross-section of our community. Projects that emphasize bicycle and pedestrian paths and trails especially between our hilltop and downtown are a priority that the community desires, and this project is a step in the right direction. In addition, we know that residents of rural communities are less healthy (31.5% obesity rate in Madison/Jefferson County, which is the same as the State of Indiana average) than their urban counterparts (27% obesity rate Cincinnati; 27% Indianapolis) and those in Indiana and our community are even further behind the national average (27% obesity rate) in these areas. The revitalization achieved through this plan will improve the health and safety of those who use bicycle and pedestrian trails, attract new users and improve the quality of life for all members of the community.

### **Your story: Share a story that depicts current successes and challenges of your local community as it relates to the specific beneficiaries. You can also share a story of a specific business owner.**

Emeka Koren is a math teacher at Madison Consolidated High School. His wife Jill is an assistant professor at Ivy Tech Community College. Both ride their bicycles nearly every day, trekking three-miles between home and work. This trip doesn't sound very difficult, except that the Koren family lives in historic downtown Madison and they work on the

hilltop, which is separated by a nearly 400-foot bluff. Their options for bicycle transportation between the hilltop and downtown are two heavily traveled, steep, and winding state highways, a similarly hazardous municipal street that sees thousands of cars per day, and a long federal highway with narrow shoulders.

These options don't promote a healthy, active, and connected community. Recently Grote Industries, one of Madison's largest manufacturers, started a "Bike to Work Day." Excitement for the program was strong, but participation was much less than anticipated due to the physical/geographic barriers posed by inadequate connections between the hilltop and downtown.

Despite these challenges, we're seeing great success in the community in these areas as well. Our riverfront walkway now stretches over a mile along the Ohio River. We have a brand new walkway on our bridge to cross the river and connect our downtown with Milton, Kentucky. Emeka Koren is working with his high school students and other classes at the high school to design (art class), determine materials needed (math class), and fabricate (industrial trades class) new bicycle racks to be placed throughout the City. These are all great examples of our proven record of success in Madison, but there is still much more to be done.

**Your future: Provide a snapshot into the future. What will your community look like in 2017, when this revitalization plan is in implementation?**

In 2017, Madison will be a model for bicycle and pedestrian connectivity. The community will be in the top ten list in every major study for walkable and bicycle-friendly communities. Madison will be a model for healthy and active living in the state of Indiana. Residents will enjoy an entirely walkable downtown, hilltop, and the connections between the two. Visitors will come

to walk the riverfront, enjoy recreational activities on the Ohio River, shop our historic downtown, enjoy the trail that creates a loop around the entire community, and hike Clifty Falls State Park.

Residents and visitors alike will no longer need to worry about the cracked and broken sidewalks in our downtown that pose a danger and hindrance to those in wheelchairs or strollers.

The walkable nature of our town will spur investment in housing, retail and office properties, and will help retain young residents, draw visitors, and allow older residents to age in place. Downtown we have already begun to see how walkability positively impacts our adjacent businesses; this plan introduces biking and walking to an even broader user base throughout Madison.

**What are your tactics for engaging the community members who will benefit? How will they engage their networks?**

Our community has already become engaged in this process, as hundreds have given input and become active through ENVISION and related events such as the Active Living Workshop. These community members have become ambassadors for these projects and ideas by inviting friends and neighbors to join the process, give feedback, and share information through their social media networks. When we receive the \$100,000 grant to implement this next step in the process, we will further engage the community as we enact visible change with the Hatcher Hill trail project. At the opening of the trail, we will have a major kick-off event, new signage will be put in place to direct residents and visitors to the trailhead, businesses will offer incentives to residents walking or biking to work on special days each month, and citizens will be encouraged to spread the word about connecting One Madison through social media networks.



### **How will the engaged community members benefit and how will they contribute?**

Our 12,000 community members are extremely generous with their time and energy. Madison hosts five major community-wide festivals each year that collectively bring in more than 100,000 people. . . all run through a massive network of hundreds of volunteers. Madison is one of the most volunteer-friendly communities in the nation. Therefore, we have no doubt that these engaged and excited community members will step up to the plate once again to keep this trail open and clean for the community to use by signing up to adopt portions of the trail. The residents came up with the idea to open the trail and we know that residents will take ownership in this project in both the short and long term.

## 2.2 The Revitalization Team

### **Please list all of your team members and their roles.**

#### **Please identify key decision-makers.**

Andrew Forrester from the City of Madison is leading the effort of the ABC Team. He works directly for the Mayor and sits on the VisitMadison board of directors. Because he works directly with the Mayor, he is a key decision-maker and has access to the resources necessary to implement the project correctly and successfully with the City's support.

Valecia Crisafulli is in charge of implementing the ENVISION Plan and is coordinating with each of the ENVISION subgroups to ensure that every goal and project is being addressed.

Whitney Wyatt (Madison Main Street Program), Linda Lytle (VisitMadison), Matt Wirth (Jefferson County Industrial Development Corporation), Kim Nyberg (Madison Area Arts Alliance), and Lindsay Bloos (Chamber of Commerce) are all contributing members because as directors of their respective organizations they have the skills, network, and resources to affect change. Other members of our team, if we see this as the broad effort it is, include the ENVISION subgroups, the One Madison Comprehensive Plan steering committee, Active Living Team, education leaders, industry leaders, and elected officials.

### **Who is leading this effort and why?**

VisitMadison Inc is leading the effort with the close direct assistance of the City of Madison and the ENVISION Jefferson County team. VisitMadison is the nonprofit organization that is most interested in bringing tourism and tourism-related activities to the community. The City of Madison is partnering because having elected official and municipal engagement and buy-in is crucial to any successful plan. Finally and importantly, the ENVISION Jefferson County team is involved because that plan set in motion these ideas for improving the quality of life in Madison and is responsible for making sure the projects happen through the correct channels.

### **What are your tactics for engaging this team?**

We put together a team of "doers." They have been strategically chosen because of their ability to not only see the vision the residents want for the future of this community, but also because they have a strong passion and desire to see it come to fruition. Our community has done so much planning over the years that it is itching for the funds to finally implement. We spur each other on, give each other homework, and set timelines to complete each step.

### **How will the team members engage their networks should your community be selected as a Finalist?**

Our team has already begun engaging our community through the Quarterfinalist phase. In addition to our team members, our connections to the community reach all people and interests through the ENVISION sub-groups. These sub-groups work within six distinct categories that encompass a broad cross-section of Madison residents: 1) advancing personal prosperity and economic vitality; 2) creating attractive, productive, and desirable places; 3) quality education; 4) entertainment and arts; 5) collaboration and leadership; and 6) promoting health safety and well-being. We have already used these networks as well as our social media outlets to reach a large portion of the population to engage them in the ENVISION process. However, we will continue to use these networks as a Finalist to help promote the Madison Connector project, continue to receive feedback and suggestions, and promote Frontier and the sponsors that helped make this project possible!

### **How will you celebrate this initiative with the community, and recognize their participation and dedication?**

Madison does a number of things well, but we especially enjoy a good party. As you can tell from the large number of festivals we host throughout the year, we are skilled at organizing a great celebration. We will have a grand opening ceremony, ribbon-cutting, and even have a songwriting contest to celebrate opening up the hill. With a number of local corporate partners, we will be able to promote using the trail on a daily basis with incentives to workers who use it.

### **Why is this form of celebration best for engaging your community?**

As previously stated, Madison loves coming together all at once for a good party. These are chances for us to recognize the energy created when we all work together. In addition to our annual events and festivals, Madison recently hosted a 200-hour Bicentennial Party in 2009 and a 2013 celebration for the opening of our new bridge which included "bridge themed" activities and

events including setting a world record! Because 2016 is Indiana's Bicentennial year, we plan to host a celebration in conjunction with that anniversary in order to better promote the community, the Madison Connector and the America's Best Communities competition.

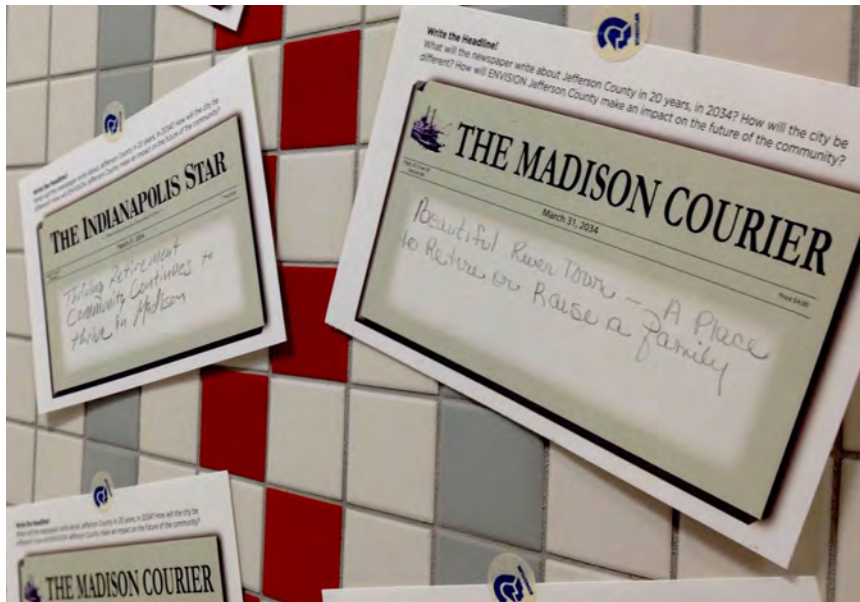
### **During the revitalization planning process, what emerged as additional types of support your community needs beyond funding to help bring this plan life?**

The major theme that kept coming through during this planning process was that Madison has little trouble planning, but difficulty in actually doing. There are always reasons why something won't work, whether timing, money, or a faulty plan. However, we have realized that Madison finally has all the right people in place, the timing is perfect, the community is interested and engaged, and we have a great plan. Now we just need the money to put it in place. Through the America's Best Communities competition, we have been able to put together every piece of the puzzle and we are excited to finally present it to the community.

### **Where can we follow your revitalization efforts?**

#### **Where will you share your revitalization efforts?**

Throughout the 11-month process we have identified a number of opportunities to engage the public as we plan and implement quick-win projects to help solicit community buy in, secure partnerships, and create momentum around this tremendous opportunity to promote a better Madison. We will continue to maintain our web presence on Facebook and other social media sites and create a Madison Connector page on the City's website, which will be a community and grant administration portal to the project. We believe that by concentrating on social media and a website linked back to the City we can maintain maximum effectiveness in keeping the community engaged while working in conjunction with on-the-ground opportunities to promote active engagement.









# long-term vision and strategy

## 3.1 Our Vision for Revitalization:

### Empower

The citizenry of Madison desires an actionable plan designed to enhance the quality of place and community cohesiveness through connectivity. To engage fully in this process, we have chosen to employ a LEARNING LOOP which shows the relationships between health and wellness, social interaction, economic revitalization and environmental sustainability. Our solution to create **ONE MADISON!** is the **MADISON CONNECTOR**.



The moniker “ONE MADISON!” refers to planning a diverse community and providing a common and unified solution. As the ENVISION Plan states: “One Madison” -- Bringing together the Development Needs of the City of Madison”.

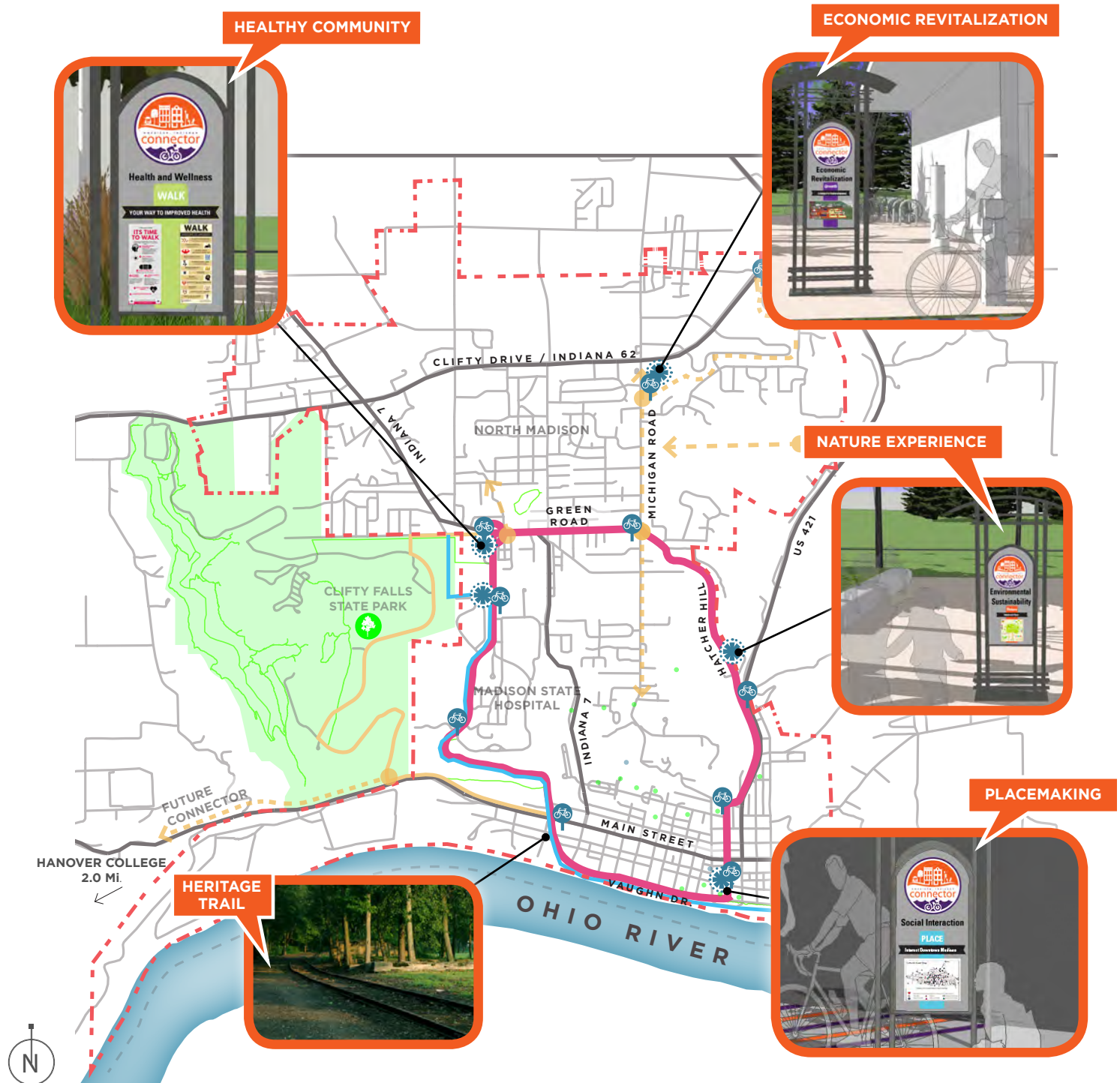
The community has long desired to extend the standard of excellence in quality design found in the downtown throughout the city without sacrificing a “sense of place” to provide the amenities and lifestyle that residents enjoy and tourists flock to. For walking and bicycling to be effective, infrastructure improvements are needed. By improving pedestrian and bicycle connections with sidewalks, multi-use paths, and bicycle lanes, residents and visitors will be able to traverse Madison without the use of automobiles. The need for better pedestrian and bicycle infrastructure and amenities as a means of connectivity throughout the City cannot be over-emphasized, but first there has to be a commitment to education.



## Learning Loop Envisioned

The MADISON CONNECTOR will be the vehicle to educate trail users whether for a stroll along the waterfront or a vigorous 6-mile run around the entire loop. In addition to periodic trailheads, places to rest, park a bike or refresh oneself, the LEARNING LOOP will have interpretive signs that speak to the positive benefits of greenways, trails, multi-use paths for non-motorized transportation. The obvious topics would include wellness and health or history, but less obvious benefits include promoting social interaction and catalyzing economic development. This is how the MADISON CONNECTOR will further the stellar education for all residents and visitors!

1. City Boundary  
-----
2. Primary Trail  
-----  
Secondary Trail  
----->
3. Heritage Trail (existing)  
-----
4. Park Trails (existing)  
-----
5. Trail Signage  

6. Trailhead  




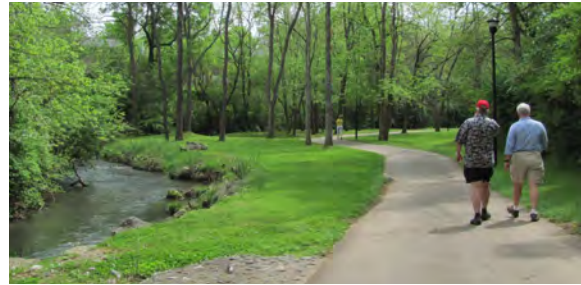








Some utility corridors can be used for public access trails and greenways. (image source: [www.americantrails.org](http://www.americantrails.org))



Greenways are often created in floodplains where private development is curtailed (image source: [blueroadstohikingtrails.blogspot.com](http://blueroadstohikingtrails.blogspot.com))



Active rail lines can still host a trail alongside. (image source: [baycolonyrailtrail.org](http://baycolonyrailtrail.org))



Greenways can be incorporated into the redesign of major roadway corridors (image source: [www.thirdwavecycling.com](http://www.thirdwavecycling.com))

## Greenway Implementation Opportunities

Our traditional idea of a greenway is a pedestrian or bicycle trail meandering alongside a creek in a floodplain—often the best use of land that is otherwise constrained in its development. In order to realize a sufficiently connected greenway network, however, other pathways often need to be explored. “Rails-to-trails” is a popular movement for converting disused rail corridors into trails, but “rails-with-trails” is also possible along active railroads. Greenways can also be integrated into the redesign of roadway corridors if the right-of-way is gracious enough. Utility corridors—transmission lines, pipelines, sewer corridors, and underground aqueduct routes—can also be utilized for trails, with proper coordination with utility companies.

The MADISON CONNECTOR is the City's tool for revitalization along the alignment and eventually beyond. A greenway / trail can serve many functions: a recreation and health amenity, transportation mode, infrastructure system, environmental protector, and economic driver. In "Economic benefits of trails" in the Summer 2011 issue of American Trails Magazine, Stuart Macdonald outlines the many economic benefits of trails through increased tourism, attracted redevelopment, higher property values, reduced health care costs, job growth, and increased consumer spending. In each case, millions of dollars of value are either created or saved, as evidenced in case studies from New York, Miami, Wyoming, Arizona, and locations throughout the country. Another article in the same issue, "Trail towns benefit from visitor spending," outlines the case for trail tourism through a case study of the Great Allegheny Passage in Maryland and Pennsylvania. In 2008, this trail generated over \$40 million in direct annual spending and \$7.5 million in attributed wages.

### Educate

Madison is a community which was built on good planning and education. This tradition will continue with the Madison Connector. Madison's streets originally served as multiple-use town centers, as places where children could play and neighbors and even strangers would stop for conversation. Today they have become the primary and near-exclusive domain of cars.

Reduced physical activity is a leading culprit of our current epidemics of obesity and chronic disease. Lack of access to good places has led to widespread social isolation and depression (particularly amongst older populations). Increased vehicle emissions have degraded air quality and contributed to the greenhouse gases causing climate change. Lack of transportation options for many

communities has caused uneven access to jobs, social services and healthy food options. The strategy for how we will respond to these issues and create a connector that is a catalyst for positive change is discussed starting on page 29 in Step 3.4.

## 3.2 What are the specific challenge your revitalization plan will address?

The obvious geographical challenge comes from the elevation difference between the hilltop and downtown Madison. It is not only a geographic barrier, but a mental barrier that separates the community. We believe that by increasing the number of ways and quality of ways to travel between the two areas that geographic change will diminish in importance.

Social challenges may be the next biggest challenge to overcome. Much of this community is not used to considering walking and biking between home and work or home and entertainment venues, so much of our challenge is a social one; to encourage alternative means of transportation.

Funding is always an issue on nearly every project in nearly every community in the nation. In Indiana specifically, the amount that municipal governments receive is decreasing due to property tax caps put in place by the state legislature. However, just as we have been creative in finding funding for other projects like the recent boat ramp improvements, alley activation project, and new boat dock, we believe we can find and leverage the local funds, public/private partnerships and grant funds to make any worthwhile project successful.



### 3.3 Community Snapshot

---

Over the past twenty years, Madison has tended to have a stronger local economy than the State of Indiana or the nation until the Great Recession of 2008-09. Due to manufacturing retrenchment, especially in automotive and metal products, Madison lost income and jobs during this period. Like much of America, Madison suffered a severe economic shock, but since then, it has shown a significant amount of economic resiliency by regaining the jobs lost during the Recession.

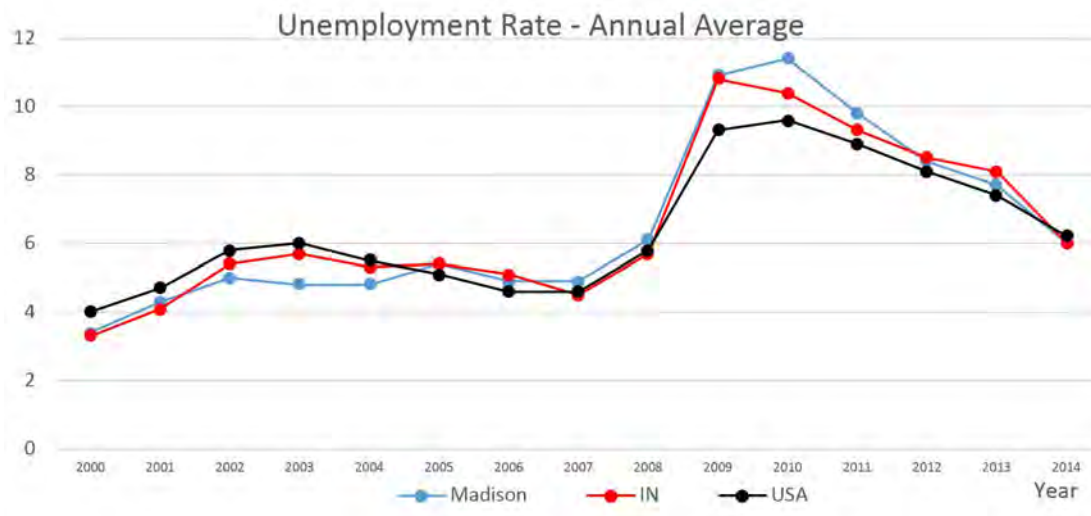
Today, Madison is once again growing, but its future success depends on its ability to attract and retain young skilled millennials who are driving today's knowledge economy. Building off its natural and built amenities like the Hatcher Hill Trail, Madison will attract economic investment that will in turn expand job creation and economic growth.

Responsible public investments to improve bicycle and pedestrian connectivity and wayfinding will instill pride and encourage investment. The Madison destination market is very strong and public investment will strengthen that market while expanding it to other areas of the city.





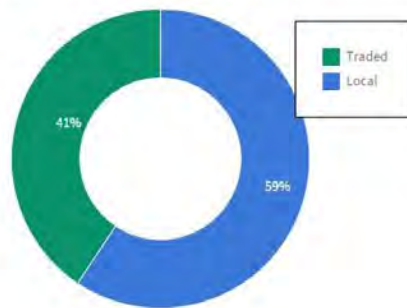
<b>Opportunities</b>	<p><b>Current</b></p> <p>Madison has an economy that is divided between Clifty Drive which is an auto-oriented industrial/commercial area on the north side or the Hilltop, and Downtown which is a vibrant walkable retail center along the Ohio River. Each has a number of redevelopment opportunities for new economic uses of vacant or underused properties.</p>	<p><b>2017</b></p> <p>By 2017, each redevelopment area will have an active reuse either in place, under construction, or pending construction. Along Clifty Drive, this will be commercial with the potential for mixed-use that may include some residential. Downtown, this will concern façade renovations, historic preservation, and housing and retail uses.</p>
<b>Challenges / Barriers</b>	<p>Madison's main challenge is bridging the physical, psychological, and economic divide of the 400-foot river bluff barrier that separates the two submarkets of Madison.</p>	<p>The Madison Connector will link the Clifty Drive and Downtown submarkets together. This will begin to bridge the social, physical, and economic separation created by the high river bluff. In turn, this will begin to meld the two submarkets together into a more economically vibrant and supportive role with each area's businesses and customer bases.</p>
<b>Economic Conditions</b>	<p>Madison's local economy lost jobs and total income from 2004 to 2012. But, the community has begun to show signs of economic resiliency as its unemployment rate has dropped to 6% in 2014, down from a high of 11.4% in 2010. While it has a very strong automotive sector, the area has a diverse cluster of industries.</p>	<p>While employment levels continue to improve since the Great Recession, the Madison area will need to attract younger and more highly skilled workers to increase total wage levels and continue to lower the unemployment rate.</p>
<b>Employment Trends</b>	<p>Over the past 15 years, the Madison Micropolitan Area's labor force has shrunk from a high in 2000 of 16,262 to 15,480 by 2010. Though Madison is experiencing an economic recovery, the labor force has continued to shrink to an estimated 15,380 in 2015.</p>	<p>Like many smaller cities, Madison has an aging population. Without active intervention to attract and retain younger and more highly skilled talent, Madison Micropolitan Area is projected to continue to have a shrinking labor force falling to below 14,000 by 2040. By 2017, Madison will have stopped its falling labor force slide and will be aggressively working to attract and expand its employment talent pool.</p>
<b>Educational Attainment</b>	<p>Only 23% of adults over 25 years of age in the Madison area have a college degree. Though just below Indiana rate, this is about 14 percentage points below the nation's rate.</p>	<p>By 2017, Madison will begin to link employees/residents to college and other advanced degrees to increase existing skill levels. This will demonstrate to new residents and new employees that Madison will support life-long learning opportunities, and will begin to increase the percentage of residents with college degrees.</p>
<b>Innovative Economy + Facilitation of Entrepreneurship</b>	<p>The Madison/Jefferson County area averaged 1.91 patents per 10,000 employees between 1998 and 2013, which was 25th highest among Indiana's 92 counties. Over the same time period, Madison/Jefferson County area had a net loss of 20 firms.</p>	<p>Madison will begin to develop a "Makers" or "Innovation District" that will support small businesses and entrepreneurs with live/work space and administrative support services. This will increase opportunities for more innovation and increase the number of small businesses.</p>



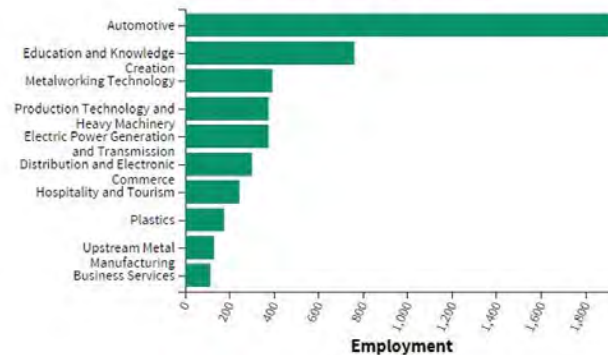
### Unemployment Rate - Annual Average

Madison had a higher unemployment rate than either the state or the nation coming out of the Great Recession in 2010 and 2011. Since then, the city has demonstrated significant economic resiliency as its unemployment rate is at or below state and national levels in 2014.

### Traded vs. Local Clusters



### Top Clusters by Employment

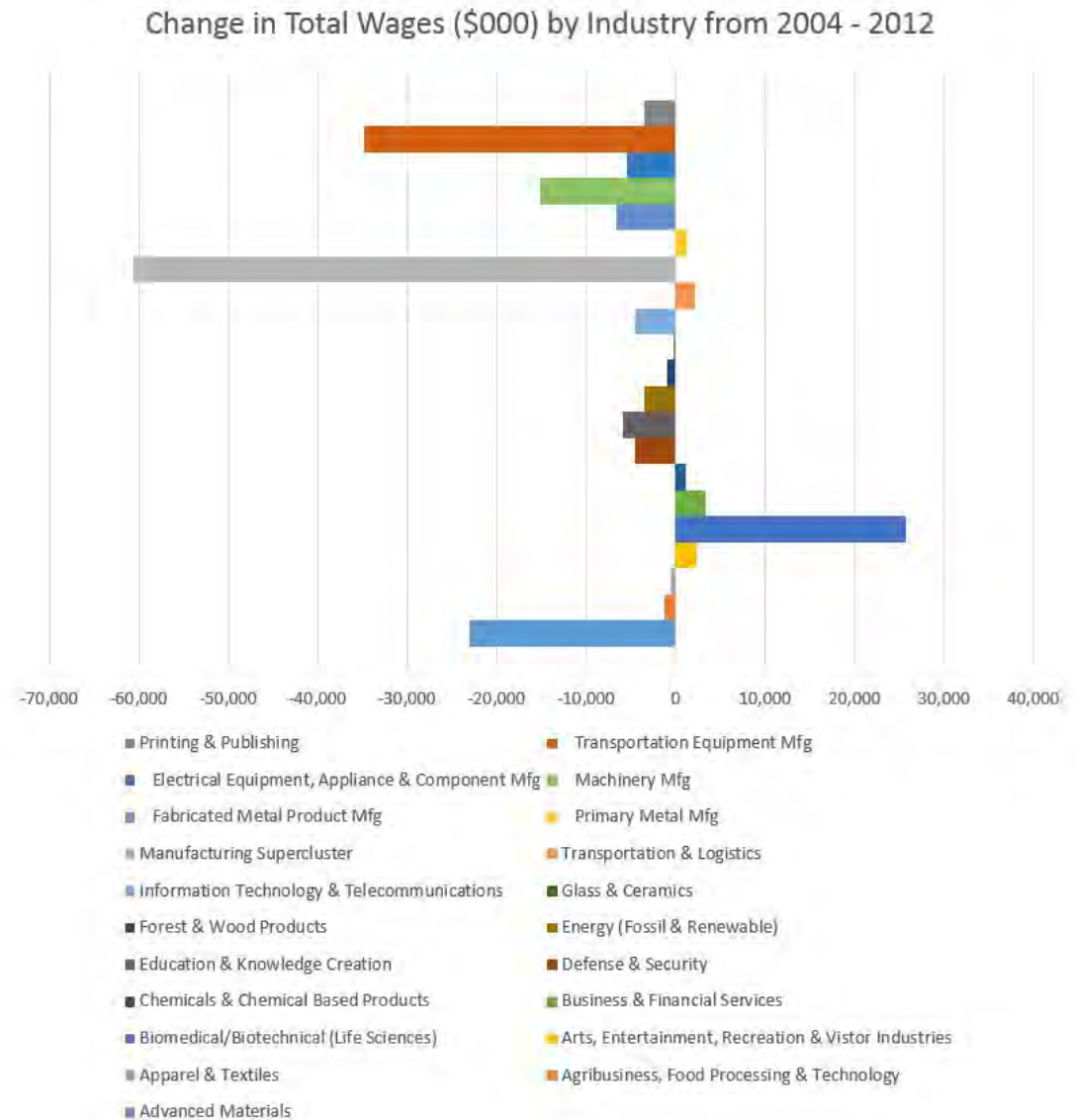


### Clusters

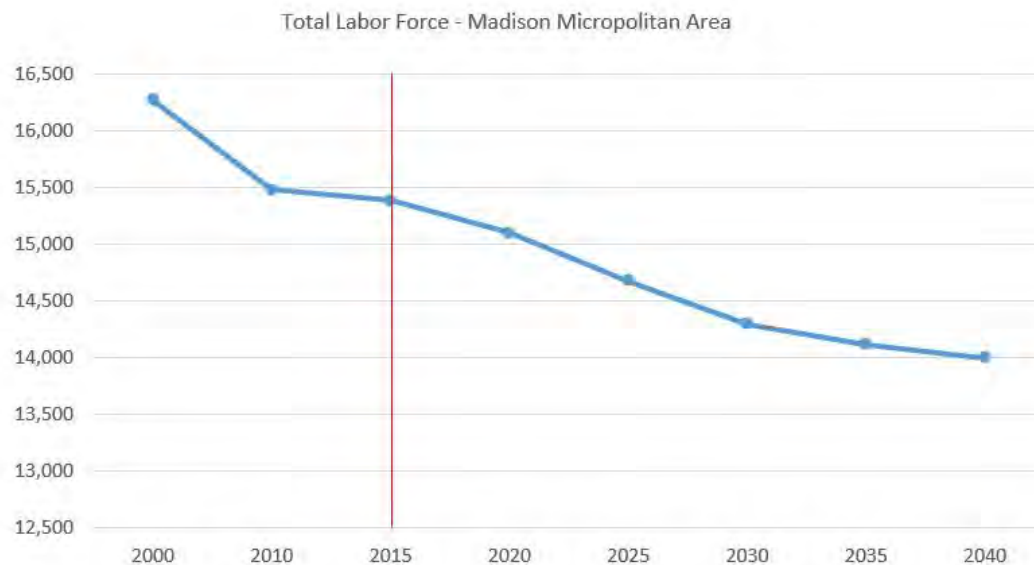
Traded Industry Clusters attract dollars to the local economy as customers from outside of Madison buy the products and services. This increases local economic wealth. Local Clusters tend to support traded clusters by exchanging dollars for locally purchased goods and services. Madison is home to a number of very strong traded industry clusters such as Automotive, Education/ Knowledge Creation, related metal and technology clusters, and a significant Hospitality and Tourism cluster. This demonstrates a relatively healthy and diverse Madison economy.

### Change in Total Wages (\$000) by Industry from 2004 - 2012

While Madison continues to rely extensively on the relatively strong automotive and manufacturing sector, it should be noted that from 2004 to 2012, total wages have fallen significantly in these clusters, especially manufacturing. There are several wage growth areas that Madison should build on, including biomedical/ biotechnical (Life Sciences). Other wage growth areas are Transportation & Logistics, Arts/Entertainment/ Visitors, and Business/Financial Services. These wage growth clusters rely on younger adults to fill new job opportunities, especially the biomedical/biotechnologies industries.



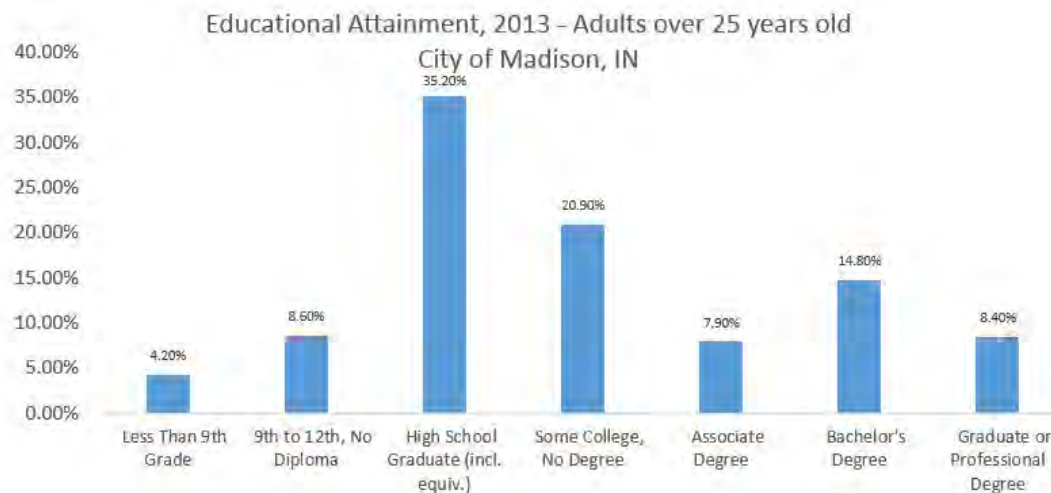




### Total Labor Force - Madison Micropolitan Area

Current employment trends suggest that Madison will continue to lose approximately 1500 workers from the labor force through 2040. If Madison is to take advantage of its growing wage clusters in biomedicine/biotechnology and hospitality, it will need to attract younger and more highly skilled workers. By doing so, Madison would be able to reverse its current negative labor force trend.

Millennials are attracted to Madison's beautiful built environment and its big river and rocky cliffs for outdoor health and fitness. The Madison Connector will link these amenities together.

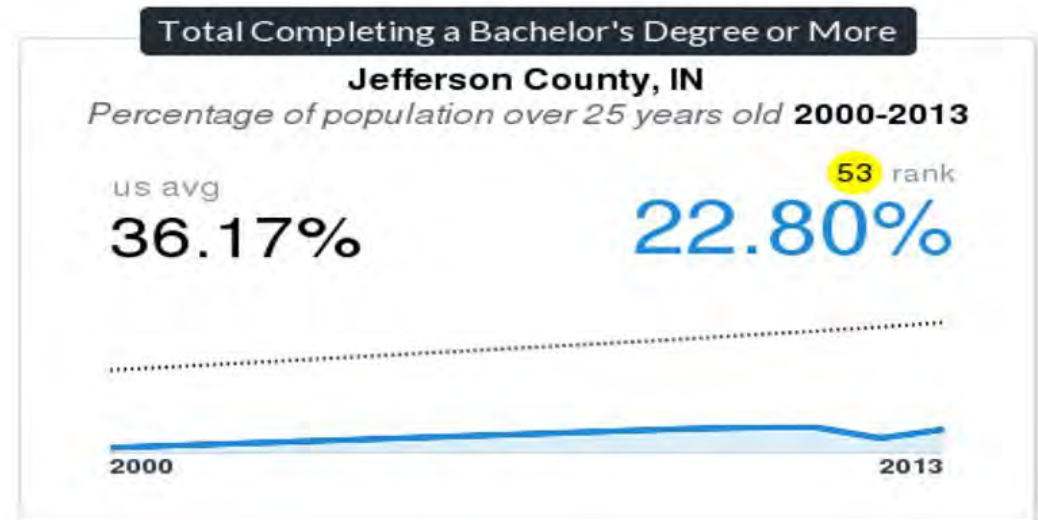


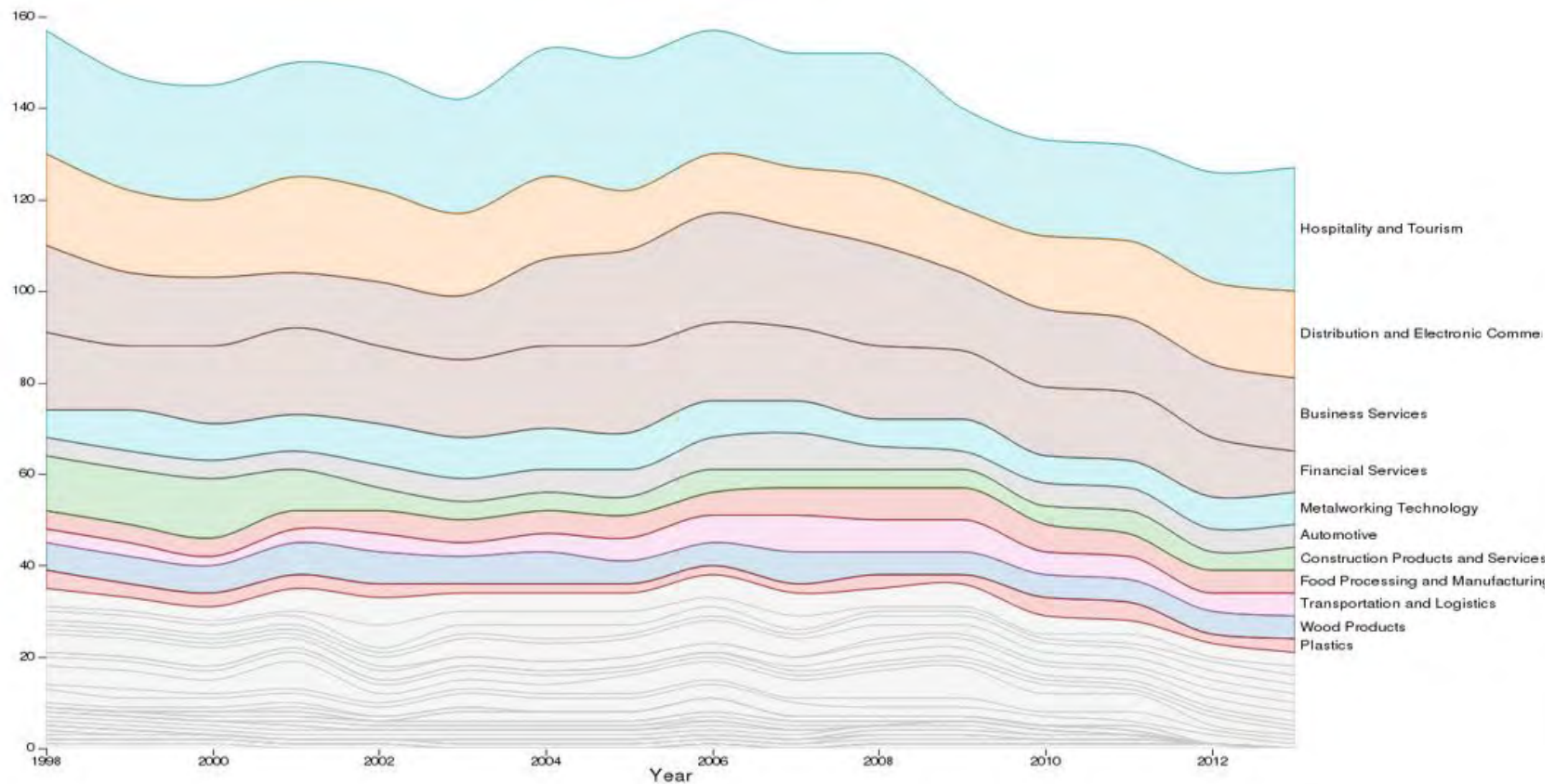
### Educational Attainment, 2013 - Adults over 25 years old

Only about 23% of adults over 25 years of age in the City of Madison have college degrees. This is slightly below the state of Indiana's rate of 26%. Furthermore, even more so than the state, Madison lags significantly below the national percentage of college educated adults of 36%.

### Innovative Economy and Facilitation of Entrepreneurship

From 1998 to 2011, Madison/Jefferson County had only a 0.97% growth in the number of patents per 10,000 employees. This ranked Madison/Jefferson County as 25th out of 92 counties in Indiana for patent development. With its diverse industrial base in automotive and biomedicine/biotechnologies, Madison should be able to increase its number of patents per 10,000 employees.





### Establishment Time Series by Traded Cluster, 1998-2013

As the national economy shrunk during the Great Recession from 2008 to 2013, Madison lost not only employees but also businesses, as the above graph illustrates.

Again, Madison has a diverse local economy that - provided the right opportunities and incentives - may generate new entrepreneurs and small businesses, including innovative suppliers to serve local industries.



## 3.4 What strategies will you implement to address challenges and barriers?

This Revitalization Plan focuses on three primary goals. The goals directly support the collective efforts and ideals of the community reflected in previous planning documents including the Envision Jefferson County plan.

### Goal 1: Connectivity to create ONE MADISON

### Goal 2: Economic Development

### Goal 3: Gateway, Wayfinding and Trail Signage

### Goal 1: Connectivity to create ONE MADISON

STRATEGY: Community-based design development of the Madison Connector and Phase 1 Hatcher Hill Connection

OBJECTIVE: Educate the community on the social, health, environmental, and economic benefits of a trail that connects the whole community and allow them to actively participate in the design process.

#### TACTICS:

- Re-open Hatcher Hill to the public as phase one of the Madison Connector
- Work with the community to engage in fun and educational placemaking activities such as a “little free library”, temporary gateway and wayfinding signage, using chalk paint to modify the street right-of-way and having case studies available that show the social, health and economic benefits of investing in connectivity strategies
- Close a portion of Mulberry Street in Downtown Madison during a summer weekend and host a block party with a focus on celebrating Indiana’s Bicentennial and educating the public on vibrancy and quality of place through

connectivity

- Build community consensus around economic development to ultimately speed up action and attract more partners, funders, and the help of countless individuals who want to be part of the plan.
- Work with the Active Living Team to organize a community-led cleanup of the trail route and go door-to-door to solicit input from neighbors. These initial steps will help with community buy-in efforts. The small but noticeable changes will instill faith in the potential of this multi-use trail.
- We propose installing temporary signage and hosting an event marking the trail routing. We believe a “One Madison” run/walk that follows the routing of the trail will promote community buy-in, health, and social benefits in a celebratory way.
- Two more initiatives will engage the community. First, the 30 million in 30 days challenge. We will call on ALL residents to join in a challenge to walk 10,000 steps a day. The ultimate goal for our community will be 30 million steps from May to our community-wide celebration in June, with prizes for climbing Hatcher Hill. Second, we will partner with local industries to provide bicycles and bicycle racks for monthly community Bike to Work Days.

RESOURCES + RELATIONSHIPS: Refining concepts to help illustrate results from the community-based design development. Concept development will be refined and packaged in a simple executive summary which can be used as marketing tool to build partnerships in the greater Madison community to support the construction of the trail.

MEASUREMENT + OUTCOMES: These can be defined as project sustainability with economic, social, and environmental terms. To ensure the success of later phases of this project, we will take public feedback and data that will be compiled from both primary and secondary sources.

We will use placemaking economics to illustrate the benefits of redevelopment along the trail. The economic benefits will include property investments, job growth and direct and indirect benefits to existing Madison businesses. The Madison Connector will bridge the physical and economic divide of Madison's two submarkets (the "hilltop" and "historic downtown"). We will also devise techniques of fully understanding how to leverage the trail as a social connector, economic development driver, and environmental change agent. Madison will be a community with enhanced quality of place. This will result in the formation of a choice community with potential to retain existing businesses and residents as well as attract the next generation of Madisonians.

The Community Revitalization Plan provides recommendations, specific action steps, lists of funding sources and education on how to leverage the City and its partners to create visible results. As such we have identified the primary project through this community revitalization plan that will act as a precursor to a higher degree of community-based design development described in the Community Engagement section and a number of temporary installations to act as a catalyst for a larger project.

The primary project is the Madison Connector, a 6-mile loop multi-use trail with several other spur trails (up Michigan Road to Clifty Drive and Hanover College) designed to bring enhanced physical, social, and economic connectivity to Madison. Most importantly this trail is designed to complement the historic fabric of Downtown Madison, natural beauty, and suburban and commercial Hilltop neighborhoods and tie them together with a cohesive, connected trail — a thread of connectivity throughout the community.

The first phase of the Madison Connector is the Hatcher Hill Connection which we plan to open to the public in a partnership funded in part by this grant application. Hatcher Hill is currently an abandoned road which connects

the Hilltop neighborhoods to Downtown Madison. The road still exists in a condition that with a little repair, cleanup and TLC it can be reopened for pedestrian use. We consider the Hatcher Hill connection a catalyst project that can be completed within the 11-month timeframe. This will result in that needed physical and psychological connection that will be truly meaningful to the community.

### Education

We propose using a portion of the funds available through the grant to educate the community on the social, health, environmental, and economic benefits of a trail that connects the whole community. By doing this, we can make the case that trails provide much more than amenities for recreation; they provide a safe and efficient alternative to driving and can bring vibrancy and quality of place to Madison. The Madison Connector can:

- Bring life and amenities to previously lifeless public spaces
- Break down resistance to change, while empowering vulnerable or overlooked neighborhoods who may have lost faith even in the possibility of change
- Generate the interest of private investors in adjoining real estate and identify opportunities for public/private partnerships
- Establish (or re-establish) a "One Madison" community
- Bring together diverse stakeholders in generating solutions and a collective vision to encourage community buy-in
- Foster a community's sense of pride in, and ownership of, their public spaces

## Approach

Our approach to education includes the following:

We propose opening the Hatcher Hill right of way, not as a road, but a multi-use path as shown in the graphic on page 21. The road which winds along the city/county boundary is potentially a beautiful connector between downtown to the hilltop with a proposed trailhead that would be located on property owned by the city of Madison. The city will work with the county officials on this community project as it moves forward to ensure proper ownership and maintenance is established, and the trail can serve the citizens of Jefferson County for years to come.

The city will use a portion of the grant funds to clear downed trees and brush (already started during a “Hand and Hike” event), install signage and trail striping, repair potholes on the existing roadbed, and construct temporary trailhead amenities on the city-owned property. This project, phase two of the Madison Connector (the existing Heritage Trail is phase one), is a quick win and will generate results almost immediately. This catalyst project will provide a needed connection and improve quality of place by enhancing safety, access and providing an amenity to the community. All property is already controlled by the City of Madison and supported by the county (in a resolution by the City Council and County Commissioners). Thus we believe this project can be completed for a small portion of the grant funds with ongoing maintenance being pledged by the city as an in-kind contribution. We propose installing temporary signage and hosting an event marking the trail routing. We believe a “One Madison” run/walk that follows the routing of the trail will promote community buy-in, health, and social benefits in a celebratory way.

We propose to close a portion of Mulberry Street in Downtown Madison during a summer weekend and host a block party with a focus on celebrating Indiana’s

Bicentennial and educating the public on vibrancy and quality of place through connectivity. A large part of this event will be participatory workshops aimed at reimagining the city’s public spaces along the multi-use trail, and then turning these ideas into action. This is the first of what we hope will be many “Open Streets” events (pictured in . Open Streets is a movement whereby dozens of cities across the country now regularly close streets to cars for special events, allowing people to take advantage of the whole right-of-way. We will test the community’s appetite for different design concepts and actually work with the community to build temporary construction to test different options for Mulberry Street, which will include the new multi-use trail integrated into the historic street.

We propose working with the community to engage in fun and educational placemaking activities such as a “little free library”, a tour to nearby cities with exceptional precedent trails such as Louisville, Bloomington and Indianapolis, temporary gateway and wayfinding signage, using chalk paint to modify the street right-of-way and having case studies available that show the social, health and economic benefits of investing in connectivity strategies. People are beginning to see how communities can be created and transformed by making a series of affordable, human-scale, and near-term changes.

Creating a community consensus around economic development will ultimately speed up action and attract more partners, funders, and the help of countless individuals who want to be part of the plan.

Work with the Active Living Team to organize a community-led cleanup of the trail routing and going door-to-door to solicit input from neighbors. These initial steps will help with community buy-in efforts. The small but noticeable changes will instill faith in the potential of this multi-use trail.



## Concept Development

We believe the physical design of trails should be a reflection of local culture, traditions, values, ecology and environment of the communities they serve.

We will use the base information and on-the-ground observation to document existing conditions. The purpose of this inventory and analysis is to:

- Review drainage patterns and issues
- Identify any utility concerns that may affect the development of the site
- Identify location of rights of way, easements and other site limitations
- Understand pedestrian and vehicular circulation needs and patterns
- Understand gateway and wayfinding signage needs
- Document the functions of the existing edges
- Review the historic development of the trail routing
- Identify adjoining underused real estate for redevelopment and reuse opportunities
- Evaluate the expansion of Madison's TIF district to support redevelopment along the Madison Connector

We will assemble applicable precedents and images to share with community. The images will be used to inspire and facilitate broad community conversation and input.

## Programming and Ideation

One of the most critical components of a design and planning process - and in particular one intended to result in the creation of a trail - is the definition of the program. Before anyone can design something, we all need to understand the function of the future trail. The program will include things like width requirements, amount of plant material desired, topography, number of people to be accommodated, if it will be open 24 hours, lighting, whether the City is interested in innovative environmental water quality measures, if there should be any other open space and so forth. The reality is that the programming task will to a degree happen over the course of other tasks and conversations, but we have highlighted it here as a specific task in order to draw attention to its importance.

We will conduct a design-based, planning workshop. The goal of the workshop will be to define one or two design directions for the trail that can be developed and refined after the workshop. We envision a process that includes:

- Presentation of a summary of inventory, analysis and programming information, preferably walking the trail route, weather permitting
- Gathering additional thoughts and observations from the participants
- What can this trail provide? Is it also a cross country running venue?
- Attendees gathering in teams to develop initial ideas/concepts (trail profile, trailheads and signage)
- Presentations of concepts by the attendees back to the larger group
- Voting on precedents, character images and concepts
- Food and beverages for the participants (perhaps donated by local establishments)

### Design Refinement

Our experience is that ideas generated in workshop settings tend to need refinement after the conclusion of the workshop. We will advance the one or two preferred design directions in plan and supplement the plans with other imagery as may be needed to convey the design intent. At this time, we will explore phasing scenarios and prepare more detailed cost estimates.

### Compilation and Presentation

We will compile the information gathered during the planning process into an executive summary that can be shared with potential funders and any interested parties. The document will be visually rich and supported with precedent imagery, plans and sketches as needed to inspire development of the trail. Phasing scenarios for short-, medium- and long-term implementation will be included.

### Testing and Implementing

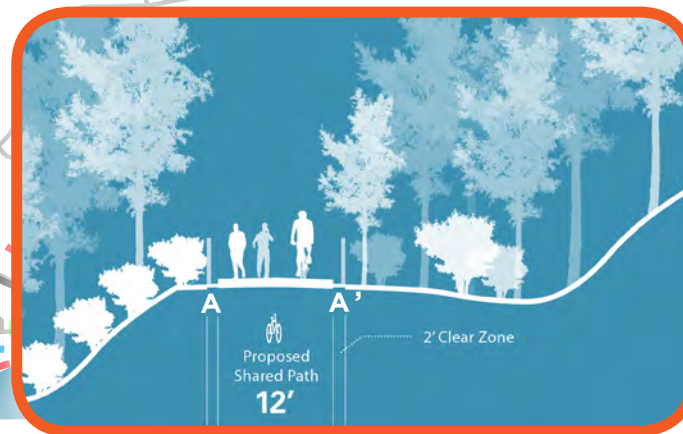
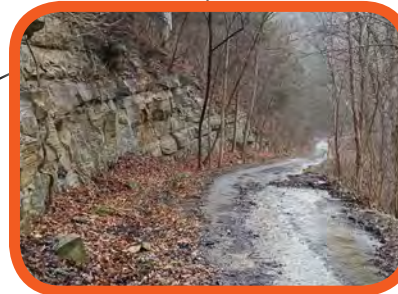
Temporary construction is a great way of testing the concept. Options may include working with Active Living Team, Madison Main Street, the Madison Chamber of Commerce, the City (public works) and local businesses to build a number of temporary 15'x25' plywood platforms at the intersection of Main Street and Mulberry Street and at the foot of Hatcher Hill. This temporary installation will enable the public to see the trail as it is planned to function as it is completed as well as provide amenities such as outdoor dining, signage and bicycle parking. We can't wait for summer, when, if all goes according to plan, we can stroll down our street to share a meal with friends and neighbors, lingering together on the impromptu gathering space as we watch the vibrant life of the street on either side of us.

The Hatcher Hill connection is phase one of the Madison Connector. Through this process we will work with various partners (detailed in the previous paragraph) to clear downed trees and brush, install signage and trail striping, repair potholes on the existing roadbed, and build temporary trailhead amenities at the foot of Hatcher Hill on property owned by the City of Madison. The nice thing about this quick win and phase one of the Madison Connector is that it will generate results almost immediately. This catalyst project will provide a needed connection and improve quality of place by enhancing safety, access and providing an amenity to the community. All property is already controlled by the City of Madison and thus we believe this project can be completed for a small portion of the grant funds.





### Hatcher Hill Envisioned





Additional temporary construction may include the design and installation of additional “temporary” trail heads throughout the system, which may include a location at the Ruler Foods on Mulberry Street Downtown and at property owned by the Rucker Sports Complex. Graphic information panels will be included to explain what was being done and how it fits into the bigger picture. Sometimes the most low-tech ideas can be the most powerful.



### Sustainability

Sustainability can be described in economic, social, and environmental terms. To ensure the success of later phases of this project, we will take public feedback and data that will be compiled from both primary and secondary sources.

We will use placemaking economics to illustrate the benefits of redevelopment along the trail. The economic benefits will include property investments, job growth and direct and indirect benefits to existing Madison businesses. The Madison Connector will bridge the physical and economic divide of Madison’s two submarkets (the “hilltop” and “historic downtown”). We will also devise techniques of fully understanding how to leverage the trail as a social connector, economic development driver, and environmental change agent. Madison will be a community with enhanced quality of place. This will result in the formation of a choice community with potential to retain existing businesses and residents as well as attract the next generation of Madisonians. The following graphics represent an initial design vision for the Madison Connector, which we plan to continue to enhance and modify with city, local partner and grant funding during the next phase of the ABC America’s Best Communities contest.

### Precedents

We begin every project by looking at relevant precedents of trail designs that might be appropriate to Madison. For this initial vision we looked at the following trails: **The Indianapolis Cultural Trail, The Monon Trail and the Louisville Loop.**



## The Cultural Trail

Indianapolis, IN

- 8 Miles
- 6 Cultural Districts
- Iconic Branding
- Custom Trail Signage and Markers
- Color Coordinated Site Furnishings
- Integrated Trail Heads



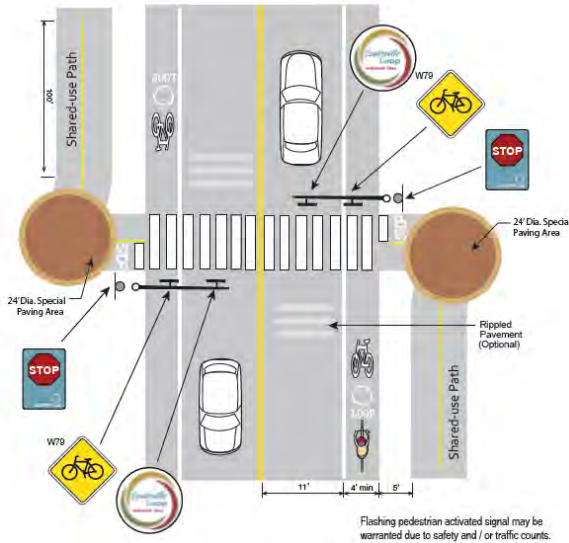
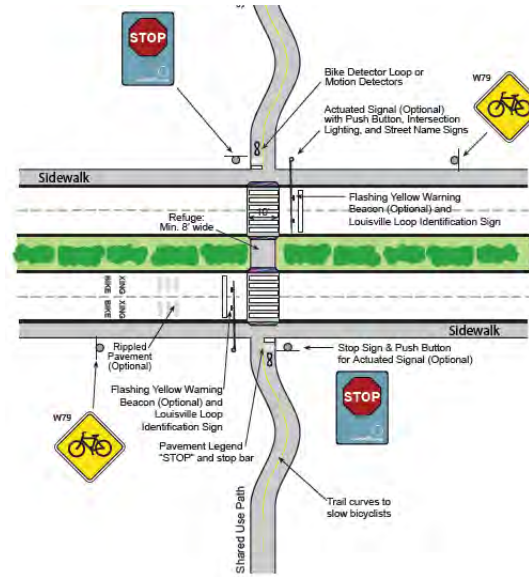
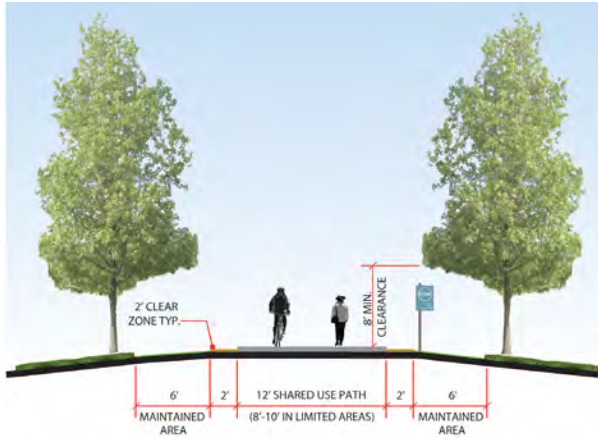
# Monon Trail

Indianapolis, IN

- 10.4 Miles  
96th St to Downtown
- Iconic Branding
- Custom Trail Signage and Markers
- Color Coordinated Site Furnishings
- Integrated Trail Heads
- Lighting
- Safety Stations and Other Site Fixtures







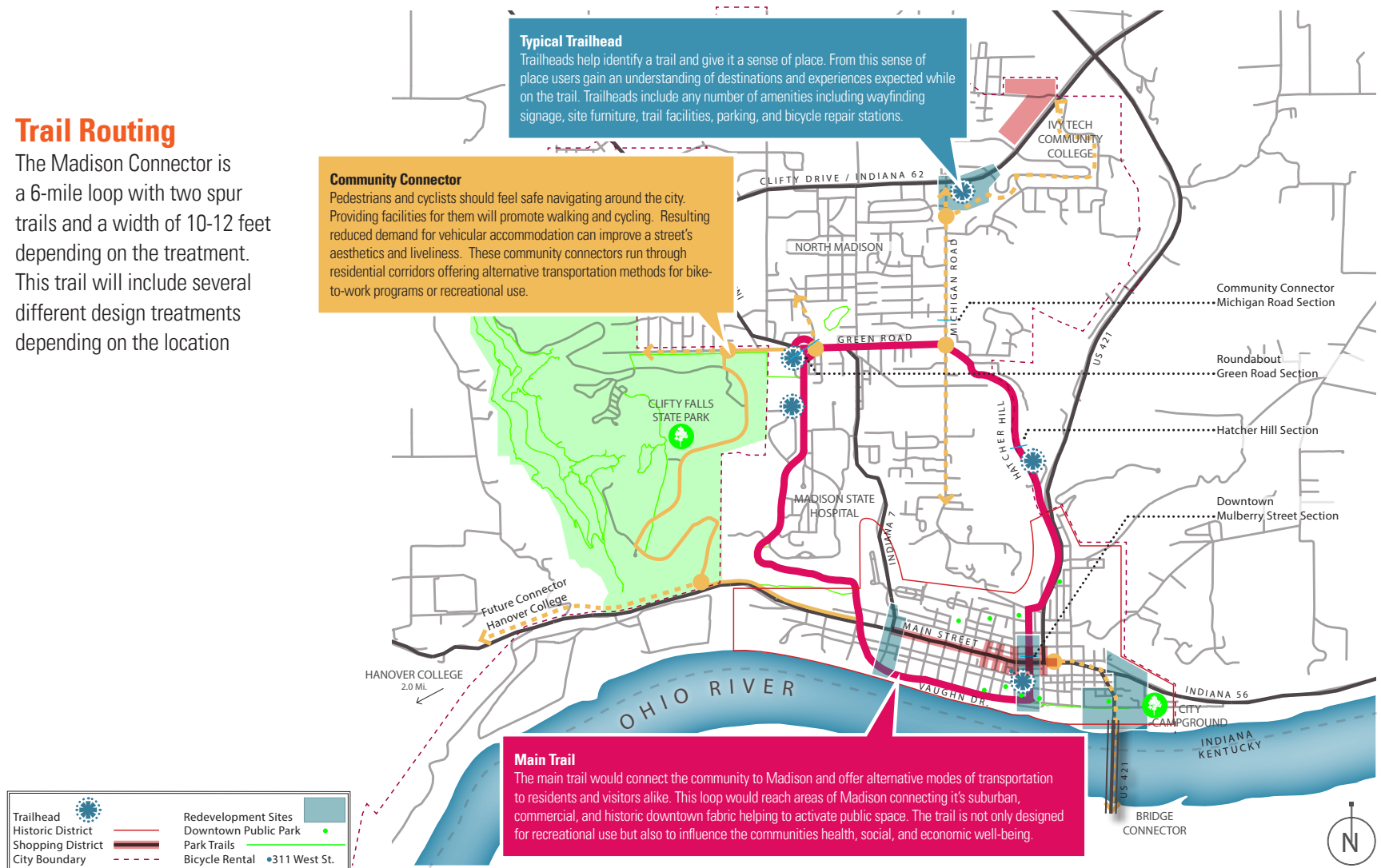
## Louisville Loop

Louisville, KY

- 100 Miles (planned)
- Will eventually circle Louisville and cross the river into Indiana.
- Iconic Branding
- Custom Trail Signage and Markers
- Comprehensive Wayfinding Plan

## Trail Routing

The Madison Connector is a 6-mile loop with two spur trails and a width of 10-12 feet depending on the treatment. This trail will include several different design treatments depending on the location

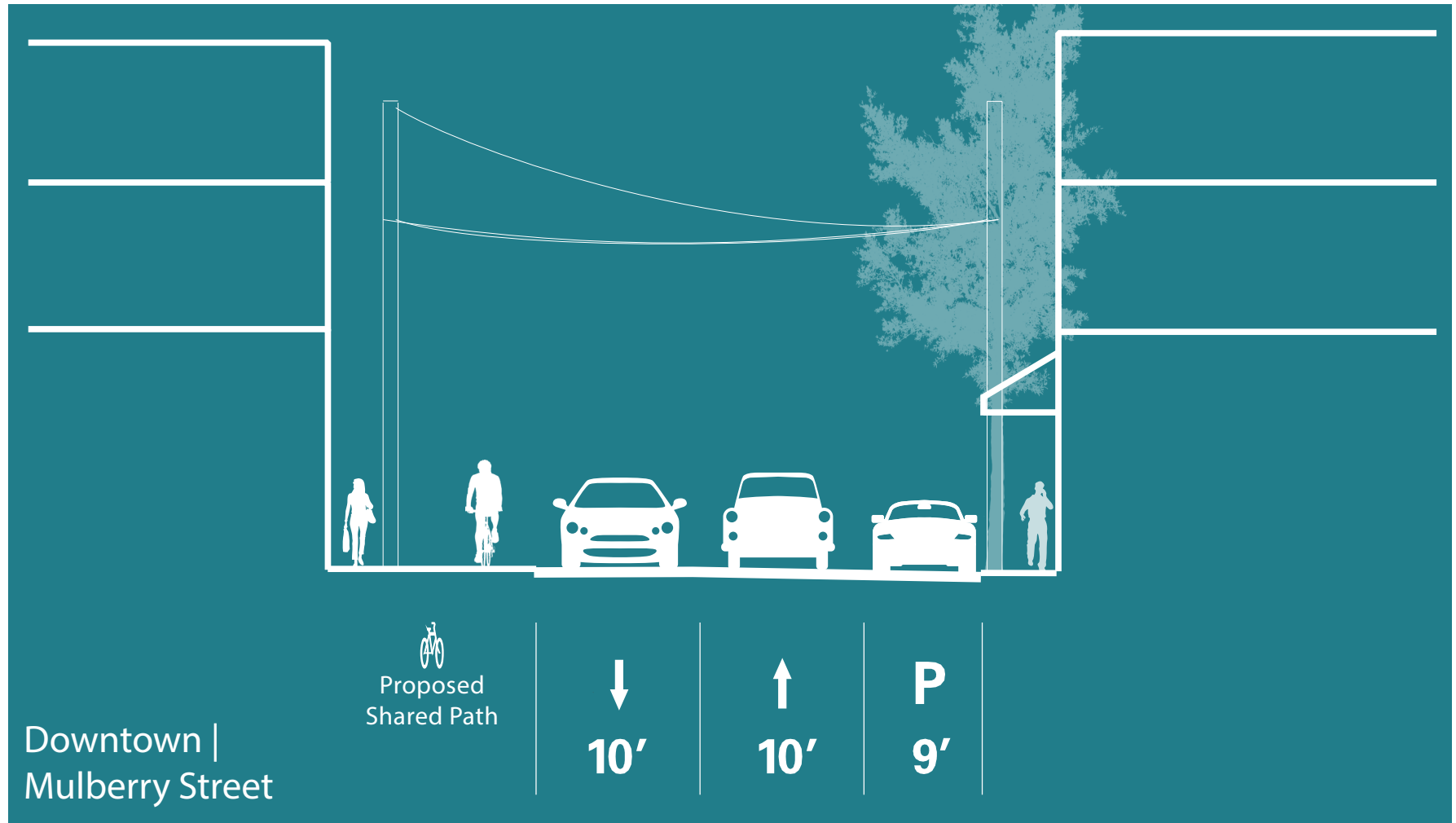




### Trail Sections: Standard Treatment

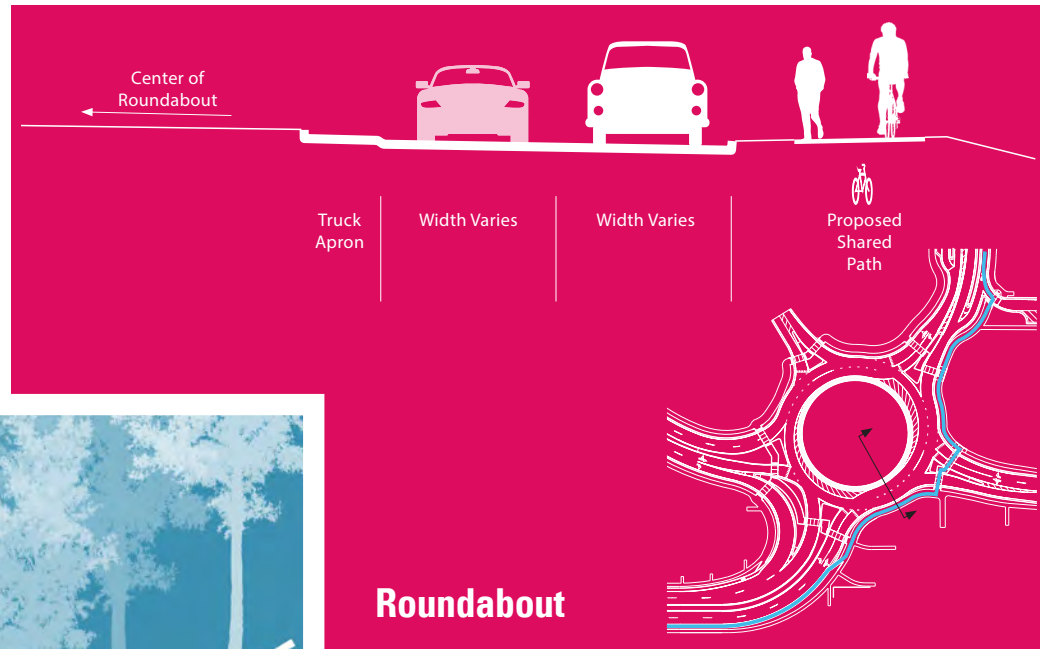
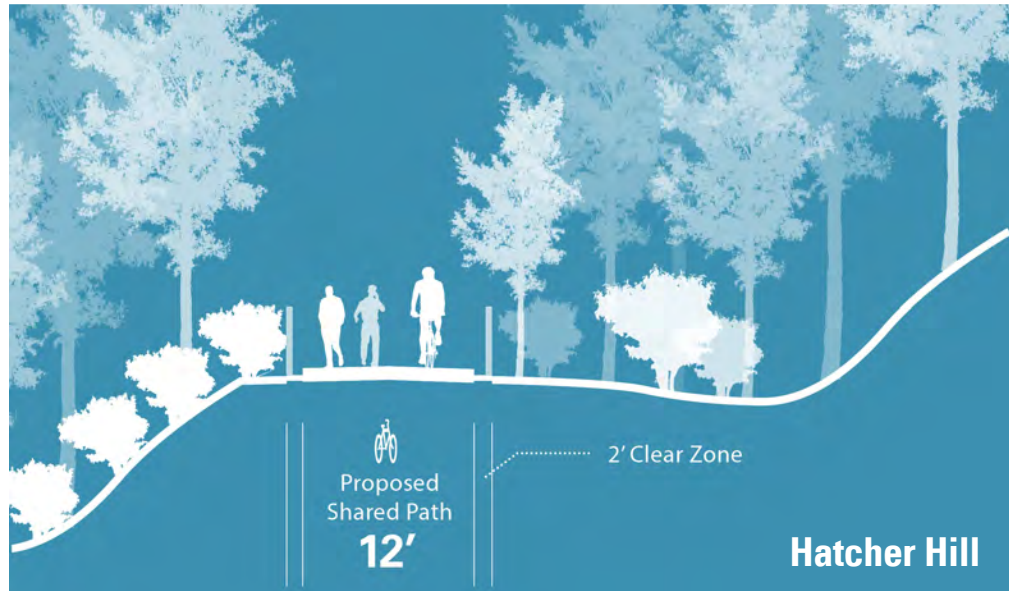
Within other portions of the trail we envision a twelve-foot asphalt multi-use path with amenities such as benches, emergency call boxes, lighting, and directional, interpretive and gateway signage. Spur trails include approximately one-mile path north on Michigan Road to a redevelopment site at Clifty Drive and Michigan Road and later phases such as a north end business connector, and a trail to nearby Hanover College in the neighboring Town of Hanover.





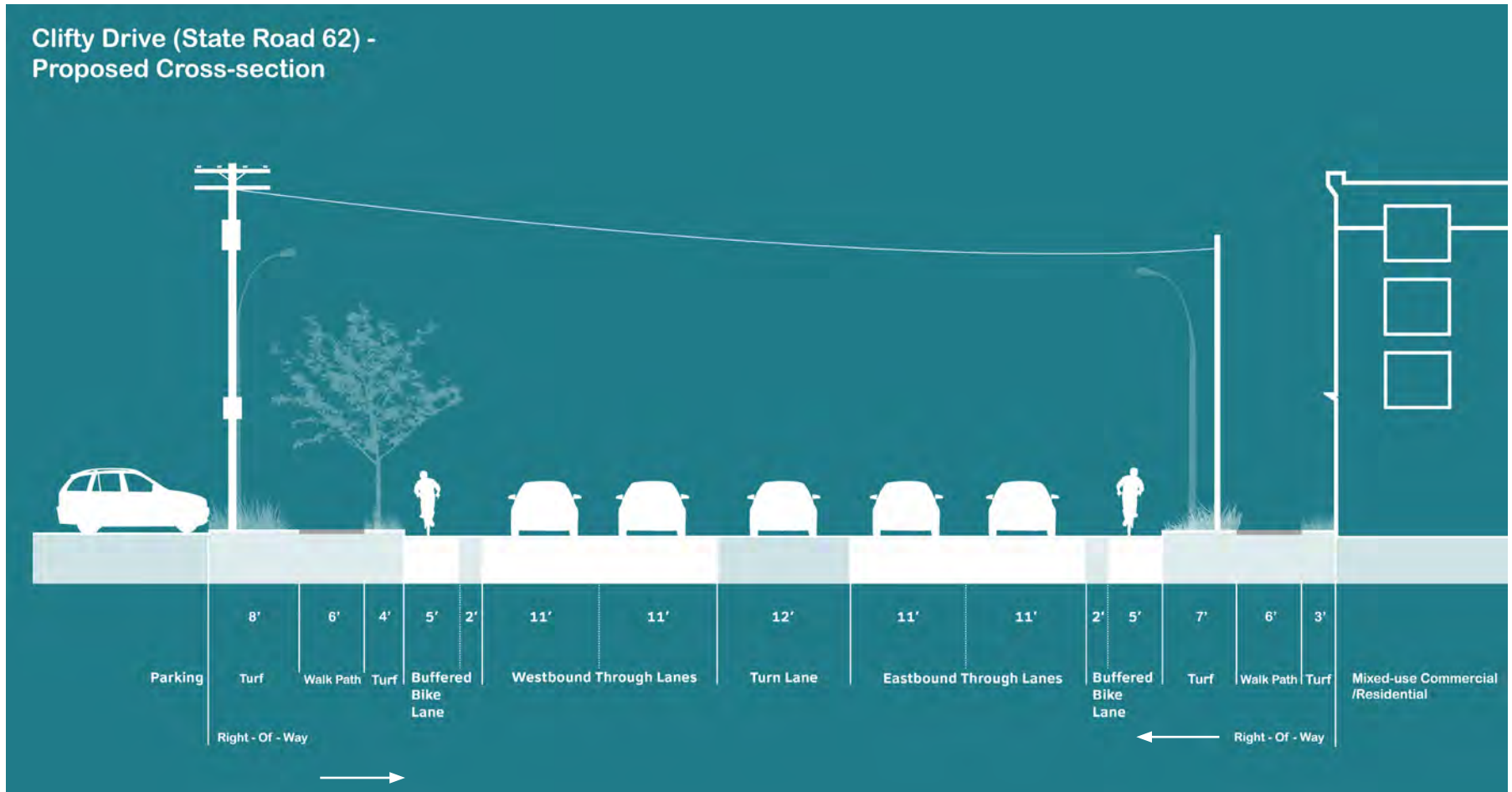
### Trail Sections: Urban Treatment

Within downtown the trail will take the form of an expanded sidewalk into an existing parking lane with space for outdoor dining, bicycle parking, benches, street trees and streetlights with directional, interpretive, and gateway signage.



## Trail Sections: Specialty Treatments

Several portions of the trail will receive specialty treatments. For instance, Hatcher Hill is an abandoned road bed and may have a wider path than the rest of the trail routing. Also, the intersection of Green Road/SR 7, Lanier Drive, and Gate Road are envisioned to include a roundabout installation to improve traffic flow and pedestrian and vehicular safety.



### Trail Sections: Suburban Treatment

Within suburban corridors on the hilltop the trail will take the form of a multi-use walk path and a bike lane.



**BEFORE**

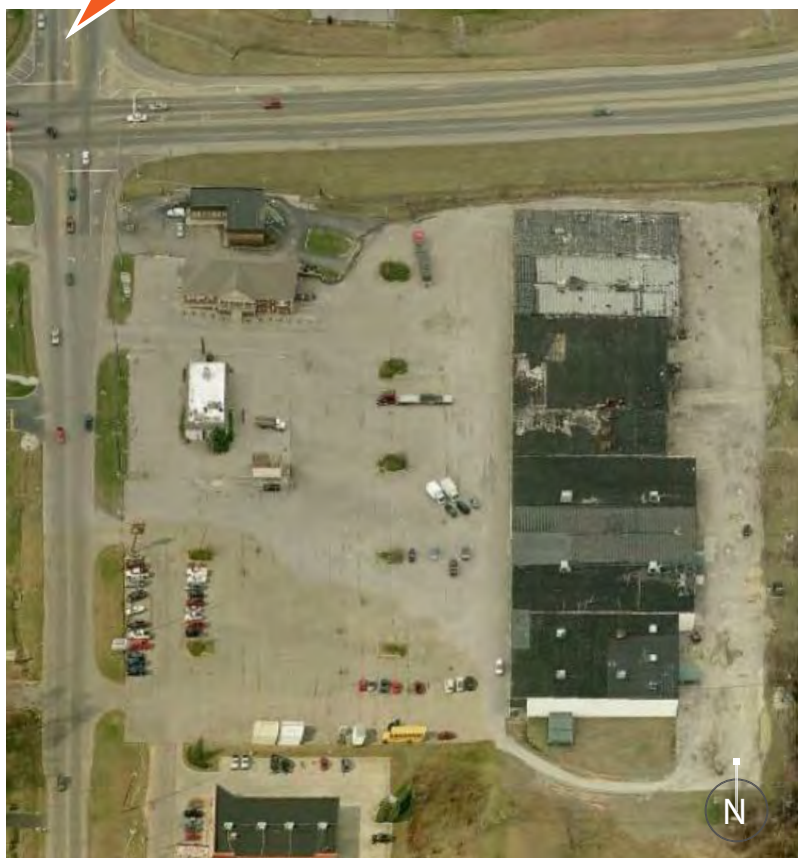


**AFTER**

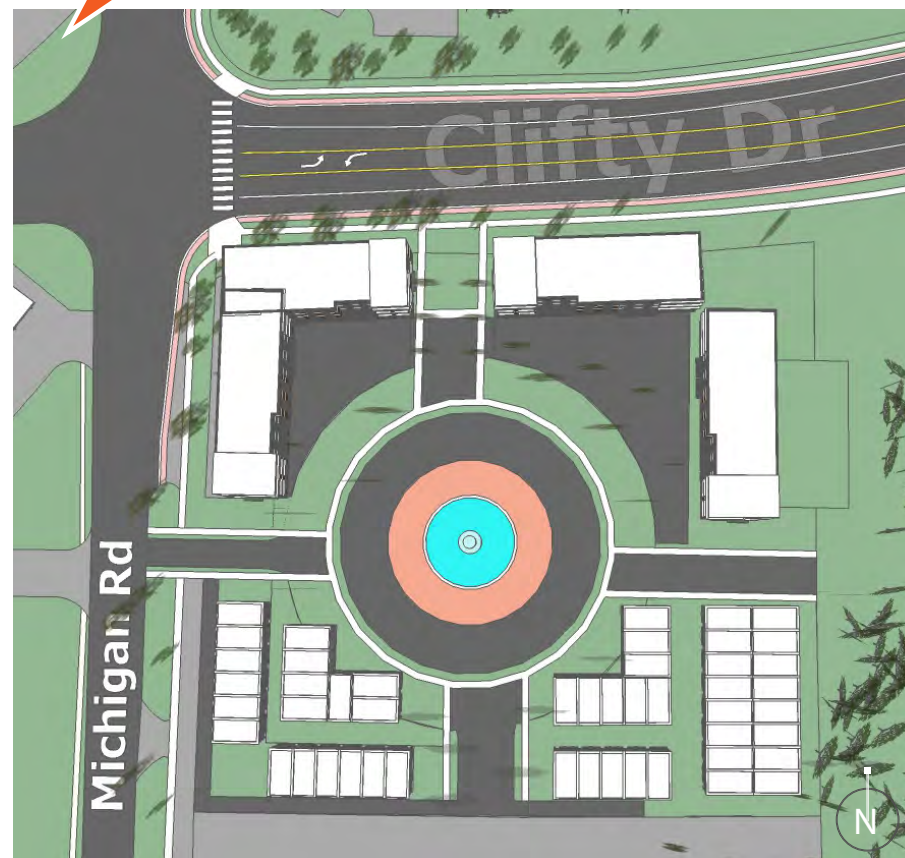


**Clifty Drive and  
Michigan Road**

BEFORE



AFTER



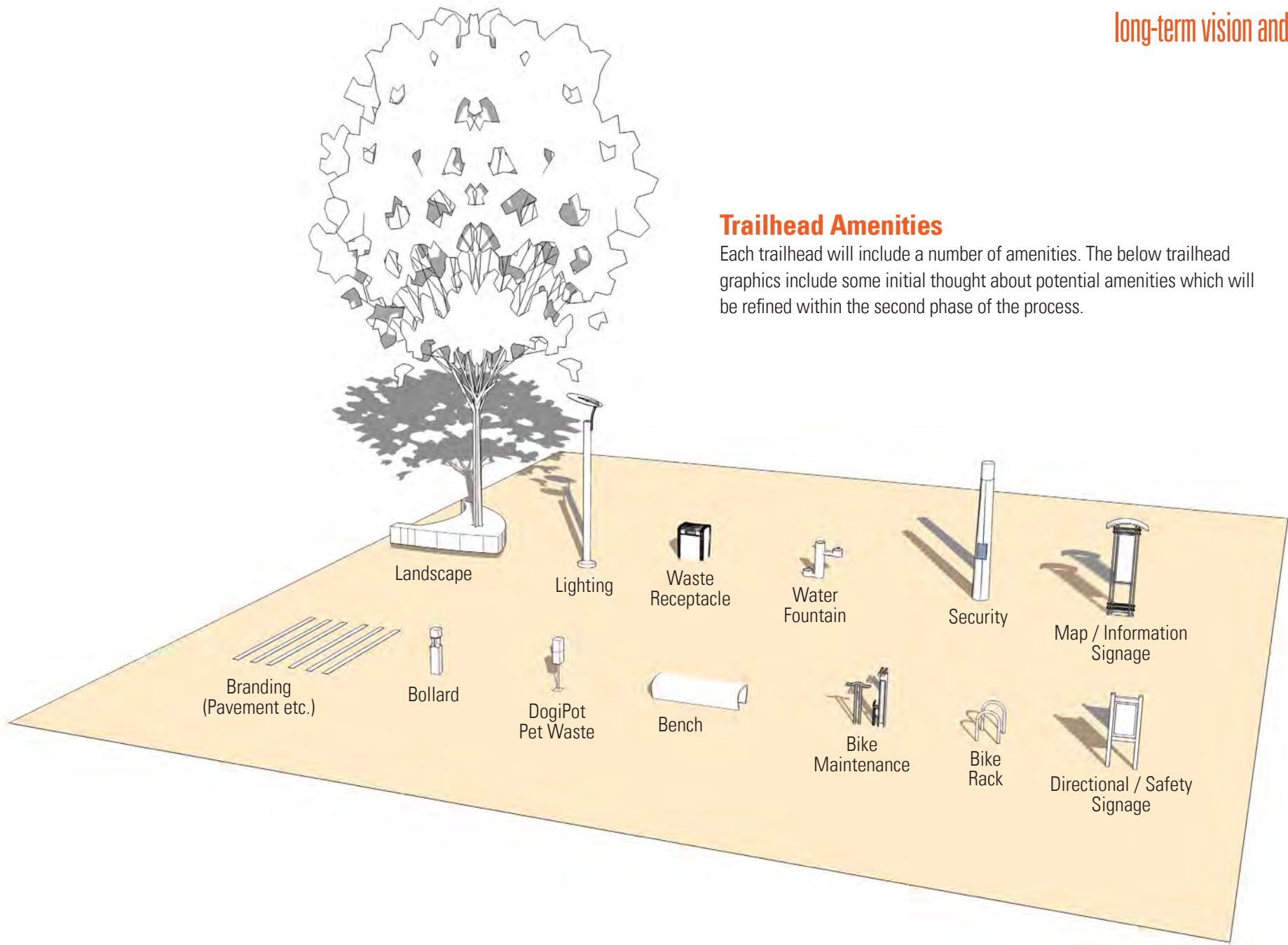
**Clifty Drive and  
Michigan Road**

## Trailhead Locations

Our initial vision has identified four locations for trailheads. Locations were chosen to maximize potential connectivity to residential neighborhoods, commercial businesses, institutional facilities and schools and also to maximize potential linkages to existing parking facilities.







## Early Visioning



### Trailhead 01

The first trailhead is located on Mulberry Street and Vaughn Drive on the north side of the road. This trailhead will likely include amenities such as, benches, lighting, bicycle parking, bicycle repair station and interpretive, and gateway and wayfinding signage.



existing





## Trailhead 02

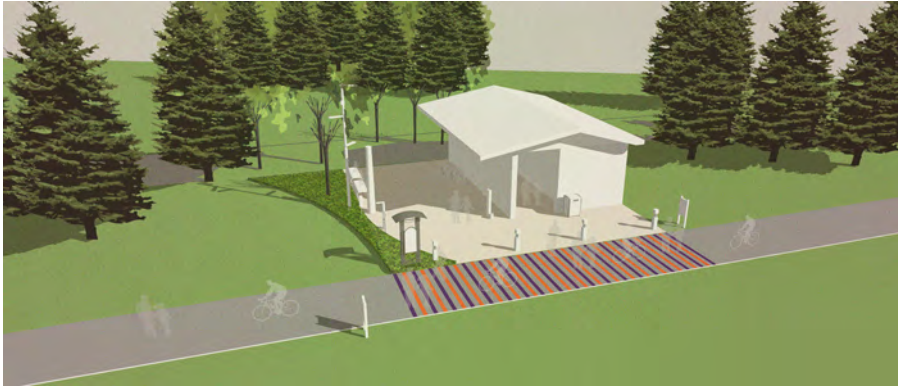
The second trailhead is located on Mulberry and 2nd Street on the south side of the Ruler Foods Parking Lot. We envision a shared parking arrangement utilizing the existing parking on site. This trailhead will likely include amenities such as landscape and parking lot edge improvements, benches, emergency call box, lighting, bicycle parking, bicycle repair station and interpretive, and gateway and wayfinding signage.

existing



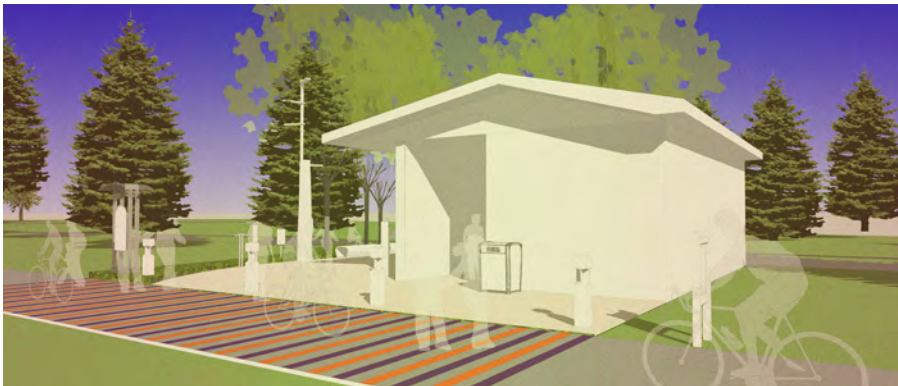


## Early Visioning



### Trailhead 03

The third is located at the bottom of Hatcher Hill on property currently owned by the City of Madison. This trailhead will likely include amenities such as a parking lot for vehicles, lighting, an emergency call box, landscaping, benches, bicycle parking, a bicycle repair station and restrooms.



existing

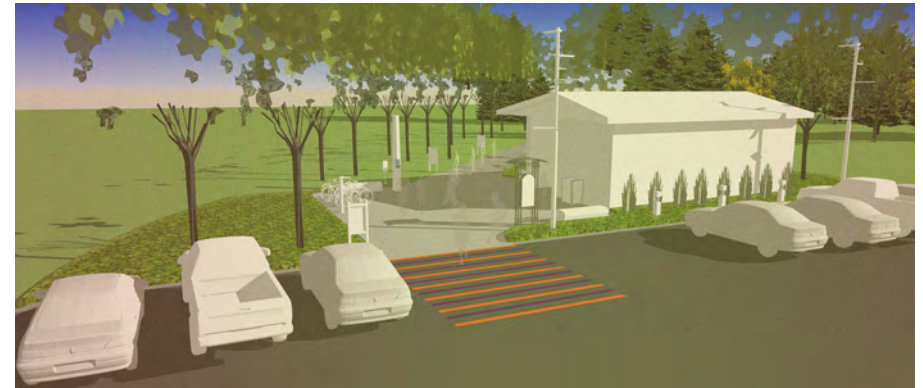




## Trailhead 04

The fourth trailhead is located just south of the Rucker Sports Complex off of Gate Road. We envision a shared parking arrangement utilizing the existing parking on site. This trailhead will likely include amenities such as restroom facilities, drinking fountain, emergency call box, lighting, bicycle parking a bicycle repair station and wayfinding signage.

existing





### Trailhead 05

The fifth trailhead is located at the corner of Michigan Road and Clifty Drive. We envision a shared parking arrangement in a partnership with a developer working to redevelop the site. The Madison Redevelopment Commission has helped assemble and clear this site in order to prepare for redevelopment. The city will be working with the developer to secure space within the development for trail R-O-W and a trailhead. This trailhead will likely include amenities such as emergency call box, lighting, bicycle parking a bicycle repair station and wayfinding and gateway signage. We have not envisioned this trailhead because this is an opportunity for the City to work directly with the Developer in a Private/Public Partnership to complete this task. We also believe there is an opportunity here to create a civic gathering space (park/plaza) in the hilltop area that hosts at least one annual community-wide event.





## Goal 2: Economic Development

**STRATEGY:** Use the Madison Connector to spur development investment decisions for underused properties on the Clifty Drive along Mulberry Street to the Ohio River.

**OBJECTIVES:** Generate new residential, commercial and mixed developments that would represent an estimated \$45-60m in new property investments. This would be divided approximately between Clifty Drive with around \$22m-\$27m, Mulberry Street Corridor about \$14.5m-20.5m, and along the Riverfront about \$9.5m-12.6m.

**TACTICS:** The City would use existing economic development programs for small loans and possibly tax abatement on significant real estate projects. Also, the City may use TIF proceeds or other local/state or federal grant funds to complete project improvements in the public realm such as streetscape and parking in support of the Hatcher Hill Trail and related redevelopment projects.

**RESOURCES + RELATIONSHIPS:** The City will use local resources such as TIF funds, tax abatement options, and local revolving funds to leverage private investment decisions along the Madison Connector. This will require public and private partnerships between Visit Madison, Madison Main Street, Envision Madison, Chamber of Commerce, banks, local realtors, and local developers.

**MEASUREMENT + OUTCOMES:** The project outcomes will be measured for each redevelopment property and will include number of jobs created and maintained, amount of private investment, and the ability to sustain a public/

private ratio of leverage between 10:90 or 20:80 per project, as public resources may be necessary to attract and sustain long-term private investment. Finally, it is important to track fiscal impact of the redevelopment projects on local property values to the enhancement of future tax revenues.

## Goal 3: Gateways, Wayfinding and Trail Signage

**STRATEGY:** Activate and strengthen the brand of “Historic Downtown” and “Hilltop” through gateways, wayfinding and trail signage.

**OBJECTIVE:** Madison has a powerful brand and a successful wayfinding program in the downtown Main Street corridor. Extending the gateway, wayfinding and trail signage program with similar branding along the Madison Connector trail routing will enhance gateways.

**TACTIC:** Create an appropriately scaled signage program, an element important to the success of the trail.

**RESOURCES + RELATIONSHIPS:** A family of temporary and semi-permanent signage will be purchased with a portion of this grant. Resources will be part of this signage program and create excitement and energy with the community as well as establish a routing for the trail that is apparent.

**MEASUREMENT + OUTCOMES:** Trail signage along the proposed alignment will be used to excite users and educate them about the upcoming trail, as well as health and wellness benefits.



### 3.5 What community assets do you have and how will you position them as part of your revitalization plan?

The City of Madison plans to match the ABC grant in full. The City of Madison has a number of ongoing partnerships proving a successful collaboration to fund projects outside of the ABC grant funding. Specifically, the City is engaged in a partnership with the Madison Community Foundation, VisitMadison and the Indiana State Department of Health to fund a new Comprehensive Plan and Bicycle and Pedestrian Master Plan. This effort is intertwined in Madison's ABC Revitalization Plan and is focused on providing greater connectivity within Madison. The ABC Revitalization Plan supports the Madison Connector project, economic development, and gateway, wayfinding and trail signage. A combined investment of \$145,000 (ABC Grant Match, Comprehensive Plan and Bicycle and Pedestrian Masterplan directly links to the mission of our community to be not just one of "America's Best Communities", but instead, America's Best Community.

In addition, the City is creating a Quality of Life Fund within the non-profit Madison Community Foundation that will support improving the quality of place for residents and visitors alike. This fund will provide a partnership within the non-profit sector to fund projects and leverage private resources, public resources, and TIF dollars to ensure the implementation of the Madison Connector, economic development, and gateway, wayfinding and trail signage. Local public and private resources through the Quality of Life Fund will be used to leverage private investors and other state and federal financial programs. For example, most of Downtown Madison qualifies as a New Market Tax Credit area, which could be used by private investors to help underwrite major redevelopment projects along Mulberry Street and the Riverfront.

## 3.6 What will you measure as part of your revitalization plan?

### **How will you collect and analyze information and determine your success rates?**

We will rely on information from VisitMadison on current revenue streams to businesses, and conduct bicycle/pedestrian traffic counts to determine baseline usage on existing facilities. We will use this data to establish goals post-implementation and return to measure quantitative and qualitative aspects and compare to baseline data.

### **How will you assess the confidence of your, community engagement, and marketing efforts? What will be your evaluation process?**

We will select a team comprised of stakeholders and professionals with regional knowledge and technical expertise that know Madison, and have implemented similar successful plans in several similar sized cities. In addition, we will conduct periodic performance evaluations on key goals in accordance with the GANTT chart included in Step 4 and with the public and stakeholders. We will develop a Performance Matrix to use in conjunction with the GANTT chart upon receipt of grant award.

### **What method will you take to review the project and the key learnings? Provide a method for sharing data in your regular team meetings. How will you share this information with the community?**

We will review the project and key learnings with ENVISION sub-groups throughout the process to ensure key implementation steps are on schedule within the 11-month timeframe. We will use the a Performance Matrix to track completion of goals and associated objective, tactics, resources and define partnerships, and measurements and outcomes. This matrix will be adjusted throughout the process as tasks are completed.

We will share data with the team and public as appropriate throughout the 11-month timeframe. We will continue to use established networks, the City of Madison website and social media outlets to reach a large portion of the population to engage them throughout the process. We also will promote and support the upcoming Madison Connector throughout our robust public process associated with the ongoing Comprehensive Plan and Bicycle and Pedestrian Master Plan, which includes monthly steering committee meetings, public workshops and open houses. Once the 11-month ABC process starts, we will be finalizing both of those plans which will further support the implementation steps included within this application.

It is important to our team to ensure that this process remains transparent, community based and accountable. These networks will help promote the Madison Connector project, continue to receive feedback and suggestions, and promote Frontier and the sponsors that helped make this project possible.





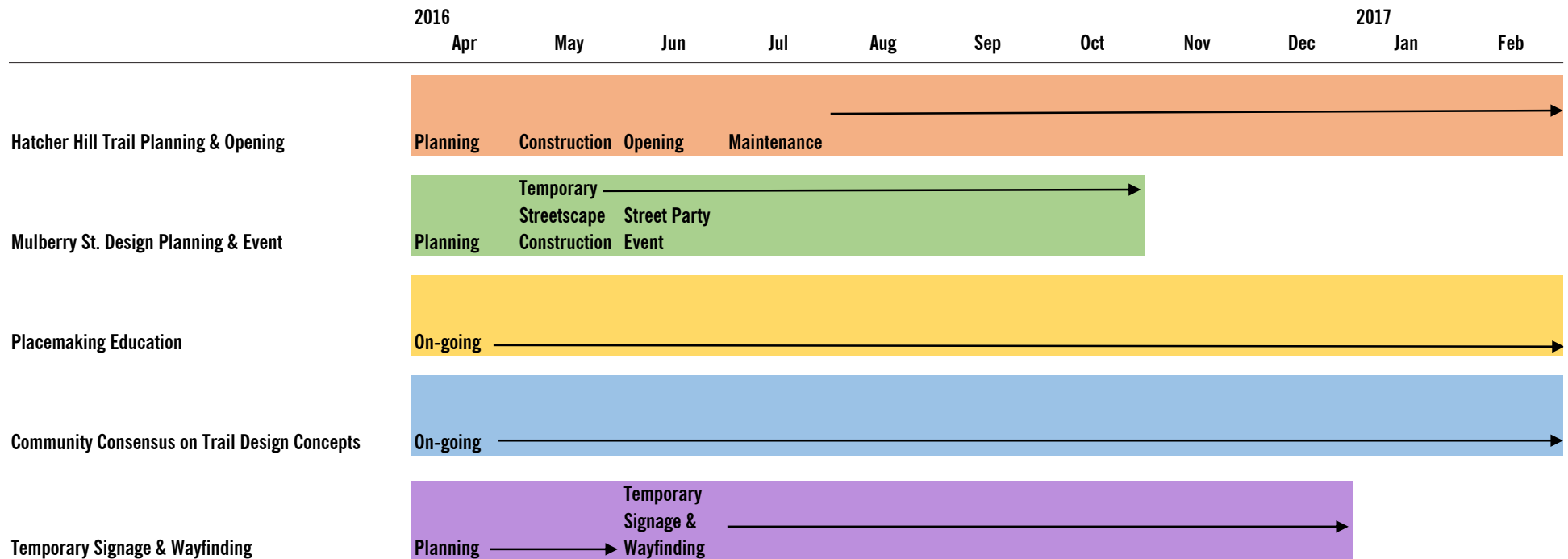
# short-term tactics

## 4.1 11- Month Tactics

---

### **11- Month GANTT Chart**

For this project we propose the following 11-month schedule prepared in GANTT Chart format per ABC grant submission guidelines. This GANTT Chart maps out the implementation steps detailed within Steps 1, 2 and 3. This chart will be updated and adjusted as needed at monthly meetings throughout the project. Moreover as the project is refined more detail may be added to the GANTT Chart and implementation steps will be checked off as they are completed.











# appendix

## A.1

### **Budget and Planning Report**

The Budget and Planning Report details the expenditure of \$65,000 in grant funds throughout the course of this Community Revitalization Planning process. This information is found starting on page 58.

## A.2

### **Budget and Planning Prospectus**

The Budget and Planning Report details the expenditure of \$100,000 in grant funds proposed within the grant application.

<b>Lead Applicant Organization:</b>	VisitMadison Inc
<b>Lead Applicant Representative:</b>	Andrew Forrester
<b>Community/City:</b>	Madison, Indiana

TO August 1, 2015  
Date

				Total Project Budget
				From:
				05/01/15
				To:
				08/01/15
		Consultants/Subcontracts		\$12,118
		Travel		\$0
		Equipment Purchase		\$0
		Office Expenses		\$0
		Communications/Publications		\$0
		Conferences/Meetings		\$0
		Other		\$0
		GRAND TOTAL		\$12,118

Total community match funding by source	Status (**)	Total Project Budget	Notes / Comments
ABC	Committed	\$35,000	cash
City of Madison, IN	Committed	\$15,000	cash
DST Systems	Requested	\$15,000	
Community Foundation	Requested	\$25,000	
Budget surplus / (shortfall)		\$67,882	

**\*\* Status terms: Please use these terms to describe the status of funding requests to other funders (add additional description if required)**  
*Committed*  
*Requested*  
*Under discussion*  
*Not yet under discussion*

## ABC Budget Template

### Budget Summary

<b>Lead Applicant Organization:</b>	VisitMadison, Inc.
<b>Lead Applicant Representative:</b>	Andrew Forrester
<b>Community/City:</b>	Madison, Indiana

**Beginning and Ending dates of funding for this report:** May 1, 2015

TO November 5, 2015  
*Date*

Note: Please do not edit items shaded in blue, as they are automatically calculated

				Total Project Budget
				From:
				05/01/15
				To:
				11/05/15
		Consultants/Subcontracts		\$52,382
		Travel		\$434
		Equipment Purchase		\$0
		Office Expenses		\$0
		Communications/Publications		\$0
		Conferences/Meetings		\$0
		Other		\$0
		GRAND TOTAL		\$52,816

Total community match funding by source	Status (**)	Total Project Budget	Notes / Comments
ABC	Received	\$35,000	ABC Winnings
City of Madison, IN	Received	\$15,000	Cash Match
DST Systems	Requested	\$15,000	Adopt-a-Community
Community Foundation	Received	\$15,000	
Budget surplus / (shortfall)		\$27,184	

Receipts will not be required, but the categories of expenditures need to be complete. No prize funds should be used to pay employees of any organization involved in sponsoring/administering ABC. Funds can be deployed to pay administrative expenses or consultants incurred as a part of ABC process.

\*\* Status terms: Please use these terms to describe the status of funding requests to other funders (add additional description if required)

*Committed*

*Requested*

*Under discussion*

*Not yet under discussion*



### Consultants/Subcontracts Detail

**CONSULTANTS/SUBCONTRACTS: ALL FEES, HONORARIA, AND EXPENSES PAID FOR CONSULTING AND PROFESSIONAL SERVICES OF INDIVIDUALS OR ORGANIZATIONS THAT ARE NOT PAID STAFF OF YOUR ORGANIZATION.**

Identify consultants and/or subcontracting organizations, anticipated costs for each year, and purpose of consultancy.

Consultants/ Subcontracting Organizations	First 3 month costs	Second 3 month costs	Total	Purpose
Ratio Architecture/Planning/Design	\$9,821	\$29,464	<b>\$39,285</b>	Data Collection
Ratio Architecture/Planning/Design	\$2,297	\$20,669	<b>\$22,965</b>	Community Engagement
Ratio Architecture/Planning/Design	\$0	\$2,250	<b>\$2,250</b>	Expenses
			<b>\$0</b>	
<b>Total</b>	<b>\$12,118</b>	<b>\$52,382</b>	<b>\$64,500</b>	

**Consultants/Subcontracts Narrative:** Briefly describe the consultant's activities and work completed as a result of these funds.

Ratio, out of Indianapolis, IN is working with our ABC team and the entire community to get our Community Revitalization Plan in place for submission on November 6th. They have come to Madison three times, meeting with stakeholder groups and our committee, as well as numerous phone calls and daily emails. The consultants are working to provide our team with the right community engagement, design, and plan to move forward in this competition.

### Travel Detail

**TRAVEL: ALL EXPENSES ASSOCIATED WITH STAFF TRAVEL  
(E.G., TRANSPORTATION, HOTEL, AND PER DIEM).**

Your institution's travel policy should be your guide when budgeting for travel costs. Please note, however, that generally the maximum amount that the ABC will cover is for economy class for all travel. Indicate the origin and destinations for each trip, the number of people traveling, how travel relates to project, and the amount to be paid for expenses.

#Trips/Destination/#Travelers	First 3 Month Costs				Second 3 Month Costs				Relates to Project
	Transport	Lodging	Per-diem	Total	Transport	Lodging	Per-diem	Total	
Jackie Turner				\$0	\$104	\$275	\$55	\$434	Travel to Madison, mileage, car rental, and food
				\$0				\$0	
				\$0				\$0	
				\$0				\$0	
				\$0				\$0	
				\$0				\$0	
				\$0				\$0	
				\$0				\$0	
<b>Subtotal</b>	\$0	\$0	\$0	\$0	\$104	\$275	\$55	\$434	
<b>Total all travel</b>	\$434								

**Travel Expense Narrative:** Provide additional information if necessary.

None

### Equipment Detail

**EQUIPMENT PURCHASE: NOTE EACH ITEM, AND BRIEFLY DESCRIBE ITS RELEVANCE TO PROJECT AND ITS DISPOSITION WHEN PROJECT ENDS.**

List any equipment purchases that are necessary to carry out the project.

Note: For some organizations, according to IRS regulations, there are restrictions and reporting requirements around durable

Item	First 3 Month Costs	Second 3 Month Costs	Total	Purpose
			\$0	
			\$0	
			\$0	
			\$0	
			\$0	
			\$0	
			\$0	
<b>Total</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	

**Equipment Purchase Narrative:** Provide additional comments if necessary.

None.



### Office Expenses Detail

**OFFICE EXPENSES: EXPENSES FOR TELEPHONE, ONLINE COMMUNICATIONS, SUPPLIES, POSTAGE (AND IN SOME CASES RENT) THAT WILL BE DIRECTLY CHARGED TO THE PROJECT.**

Only costs of specific items charged directly to the project will be considered. General office expenses such as equipment maintenance and fixed expenses such as rent/space are normally supported through indirect cost reimbursement. However, if the organization must rent space specifically for this project, please include those costs here.

Item	First 3 Month Costs	Second 3 Month Costs	Total	Comments
			\$0	
			\$0	
			\$0	
			\$0	
			\$0	
			\$0	
			\$0	
<b>Subtotal</b>	\$0	\$0	\$0	

**Office Expense Narrative:** Provide additional information if necessary.

None.

### Communication and Publications Detail

**MULTIMEDIA/PUBLICATIONS: EXPENSES FOR PRODUCTION AND DISSEMINATION OF MULTIMEDIA PUBLICATIONS (E.G., PRINTED MATERIAL, VIDEO, CD-ROM, AND INTERNET/WEBSITES).**

Identify each product, number of copies, completion dates, and costs for each year for items being produced by the grantee organization. Identify target audiences.

Printing / Publications / Websites	First 3 Month Costs		Second 3 Month Costs		Total	Publication Date/ Target Audiences
	#Copies	Costs	#Copies	Costs		
					\$0	
					\$0	
					\$0	
					\$0	
<b>Total</b>		\$0		\$0	\$0	

**Communication/Publications Narrative:** Provide additional information if necessary.

All communications and publications done were done free in-house.

### Conferences/Meetings Detail

#### CONFERENCES/MEETINGS: FACILITY, TRANSPORTATION, HOTEL, AND MEAL EXPENSES

For conferences or meetings that applicant will organize, include conference name or meeting venue (if applicable), anticipated number of attendees, and expected costs for each year for events organized by the grantee organization. Identify target audience. Also include any travel or hotel costs for which you are paying non-staff to attend (**Note: all staff travel costs should be shown under Travel detail**).

	First 3 Month Costs		Second 3 Month Costs			
Venue/Hotel/Transportation/Meals	#Attendees/costs		#Attendees/costs		Total	Target Audiences
					\$0	
					\$0	
					\$0	
					\$0	
					\$0	
<b>Total</b>		\$0		\$0	\$0	

**Conferences/Meetings Narrative:** Provide additional information if necessary.

None.

### Other Detail

#### OTHER: COSTS OF ITEMS NOT LISTED ABOVE.

Item	First 3 Month Costs	Second 3 Month Costs	Total	Relates to Project
			\$0	
			\$0	
			\$0	
			\$0	
<b>Total</b>	\$0	\$0	\$0	

**Other Narrative:** Provide additional information if necessary

None.



**ABC Budget Template  
Budget Summary**

<b>Lead Applicant Organization:</b>	VISITMadison Inc.
<b>Lead Applicant Representative:</b>	Andrew Forrester
<b>Community/City:</b>	City of Madison, Indiana

**Beginning and Ending dates of requested funding:** April 18, 2016 **TO** March 28, 2017  
*Date* *Date*

Note: Please do not edit items shaded in blue, as they are automatically calculated

				<b>Proposed Budget \$100,000</b>
				<b>From: April 18, 2016</b>
				April 18, 2016
				<b>To: March 28, 2017</b>
				03/28/17
		Consultants/Subcontracts		\$13,300
		Travel		\$1,500
		Equipment Purchase		\$0
		Office Expenses		\$0
		Communications/Publications		\$5,250
		Conferences/Meetings		\$14,000
		Other		\$65,950
		<b>GRAND TOTAL</b>		<b>\$100,000</b>

### Consultants/Subcontracts Detail

**CONSULTANTS/SUBCONTRACTS: ALL FEES, HONORARIA, AND EXPENSES PAID FOR CONSULTING AND PROFESSIONAL SERVICES OF INDIVIDUALS OR ORGANIZATIONS THAT ARE NOT PAID STAFF OF YOUR ORGANIZATION.**

Identify consultants and/or subcontracting organizations, anticipated costs for the 11-month period and purpose of consultancy.

Consultants/ Subcontracting Organizations	Proposed 11 month cost	Total	Purpose
Ratio Architects, Inc.	\$6,650	\$6,650	Coordinate Design Issues, Education, & Consensus Meetings
Gresham Smith Partners	\$6,650	\$6,650	Provide Engineering oversight services
	.	\$0	
		\$0	
<b>Total</b>	<b>\$13,300</b>	<b>\$13,300</b>	

**Consultants/Subcontracts Narrative:** Briefly describe the consultant's activities and work completed as a result of these funds  
Please type narrative here.

### Travel Detail

**TRAVEL: ALL EXPENSES ASSOCIATED WITH STAFF TRAVEL  
(E.G., TRANSPORTATION, HOTEL, AND PER DIEM).**

Your institution's travel policy should be your guide when budgeting for travel costs. Please note, however, that generally the maximum amount that the ABC will cover is for economy class for all travel. Indicate the origin and destinations for each trip, the number of people traveling, how travel relates to project, and the amount to be paid for expenses.

#Trips/Destination/#Travelers	Proposed 11 month cost				Relates to Project
	Transport	Lodging	Per-diem	Total	
ENVISION Madison ABC Project members design tour	\$1,000	\$0	\$500	\$1,500	Complete tour of relevant Greenway & Streetscpe Trails within a 150 mil radius of Madison
				\$0	
				\$0	
				\$0	
				\$0	
				\$0	
				\$0	
				\$0	
<b>Total all travel</b>	<b>\$1,000</b>	<b>\$0</b>	<b>\$500</b>	<b>\$1,500</b>	

**Travel Expense Narrative:** Provide additional information if necessary.

Please type narrative here.



**Equipment Detail**

**EQUIPMENT PURCHASE: NOTE EACH ITEM, AND BRIEFLY DESCRIBE ITS RELEVANCE TO PROJECT AND ITS DISPOSITION WHEN PROJECT ENDS.**

List any equipment purchases that are necessary to carry out the project.  
Note: For some organizations, according to IRS regulations, there are restrictions and reporting requirements

Item	Proposed 11 month cost		
		Total	Purpose
		\$0	
		\$0	
		\$0	
		\$0	
		\$0	
		\$0	
		\$0	
Total	\$0	\$0	

**Equipment Purchase Narrative:** Provide additional comments if necessary.

None.

### Office Expenses Detail

**OFFICE EXPENSES: EXPENSES FOR TELEPHONE, ONLINE COMMUNICATIONS, SUPPLIES, POSTAGE (AND IN SOME CASES RENT) THAT WILL BE DIRECTLY CHARGED TO THE PROJECT.**

Only costs of specific items charged directly to the project will be considered. General office expenses such as equipment maintenance and fixed expenses such as rent/space are normally supported through indirect cost reimbursement. However, if the organization must rent space specifically for this project, please include those costs here.

Item	Proposed 11 month cost	Total	Comments
		\$0	
		\$0	
		\$0	
		\$0	
		\$0	
		\$0	
		\$0	
Subtotal	\$0	\$0	

**Office Expense Narrative:** Provide additional information if necessary.

None.

### Communication and Publications Detail

#### MULTIMEDIA/PUBLICATIONS: EXPENSES FOR PRODUCTION AND DISSEMINATION OF MULTIMEDIA PUBLICATIONS (E.G., PRINTED MATERIAL, VIDEO, CD-ROM, AND

Identify each product, number of copies, completion dates, and costs for each year for items being produced by the grantee organization. Identify target audiences.

Printing / Publications / Websites	Proposed 11 month cost #Copies/Costs		Total	Publication Date/ Target Audiences
Copy design, development, & production	25,000	\$0.21	\$5,250	Madison residents, businesses, tourists, and ABC project Stakeholders
			\$0	
			\$0	
			\$0	
<b>Total</b>		\$0	\$5,250	

#### Communication/Publications Narrative: Provide additional information if necessary.

Communications will be spread across major scope activities to keep people informed of the day to day status and to create a "story" of the ABC Process and Project in Madison. It will be used on the project website where both print, graphic, and video materials will be uploaded.

### Conferences/Meetings Detail

#### CONFERENCES/MEETINGS: FACILITY, TRANSPORTATION, HOTEL, AND MEAL EXPENSES

For conferences or meetings that applicant will organize, include conference name or meeting venue (if applicable), anticipated number of attendees, and expected costs for each year for events organized by the grantee organization. Identify target audience. Also include any travel or hotel costs for which you are paying non-staff to attend (**Note: all staff travel costs should be shown under Travel detail**).

	Proposed 11 month cost			
Venue/Hotel/Transportation/Meals	#Attendees/costs		Total	Target Audiences
Monthly Meetings of ABC and other stakeholder groups	300	\$13.00	\$3,900	
Mulberry Street Festival Plan & Event	1,000	\$5.05	\$5,050	
Hatcher Hill Opening Plan and Event	1,000	\$5	\$5,050	
			\$0	
			\$0	
<b>Total</b>		<b>\$23</b>	<b>\$14,000</b>	

**Conferences/Meetings Narrative:** Provide additional information if necessary.

Please type narrative here.



Other Detail

OTHER: COSTS OF ITEMS NOT LISTED ABOVE.

Item	Proposed 11 month cost	Relates to Project
Construction materials	\$ 65,950	Provides for construction materials on Hatcher Hill,Mulberry St. including temporary buildout and related signage and wayfinding
Total	\$65,950	

Other Narrative: Provide additional information if necessary

Please type narrative here.



# B

## appendix

### B.1

---

#### **Preliminary Construction Estimate**

The team estimated the costs for construction of the Madison Connector as envisioned through this process on the beginning on the following page.

## The Madison Connector Preliminary Construction Budget

Trail and Trailhead Construction	Sub Total	Total Cost
Urban Section - New - 2800 linear feet of trail	\$754,833	
Hatcher Hill - New - 3800 linear feet of trail	\$853,000	
Hatcher Hill - Existing - 6500 linear feet of trail	\$104,500	
Green Road and New Roundabout - 5000 linear feet of trail	\$1,293,000	
State Hospital - New - 6500 linear feet of trail	\$658,000	
Signage and Associated Elements	\$225,000	
<b>Trail and Trailhead Construction Total</b>		<b>\$3,888,333</b>
15% Contingency	\$583,000	
15% Right-Of -Way Acquisition	\$500,000	
Professional Fees	\$550,000	
<b>Grand Total (Preliminary Estimate)</b>		<b>\$5,521,583</b>







# public input summary

## C.1

### **Community Revitalization Plan Public Input Summary**

The following information is representative of public input sought during the Community Revitalization Plan portion of the ongoing Madison Comprehensive Plan and Bicycle and Pedestrian Masterplan. This information begins on the following page.



## MEETING SUMMARY

Architecture  
Preservation  
Interior Design  
Landscape Architecture  
Urban Planning & Design  
Graphic Design

Project: Madison Comprehensive Plan including Master Bike and Pedestrian and Community Revitalization Plans  
RATIO Project No.: 15108.000  
Date/Time: August 12, 2015  
Purpose: Project Kickoff Meeting  
Participants: Executive Committee and RATIO team

The RATIO Team met with members of the “One Madison” Executive Committee consisting of Mayor Damon Welch (Madison), Andrew Forrester (Madison), Linda Lytle (Visit Madison), Whitney Wyatt (Madison Main Street), Valecia Crisafulli (Envision Madison) and Lindsay Obendorf (Madison Chamber of Commerce). Executive Committee members Nathan Hadley (Madison/Jefferson County EDC), and Trevor Crafton (Madison Chamber of Commerce) were not present.

The meeting commenced with general introductions of the team followed by a description of the process which includes the following which all will fall under the umbrella of the “One Madison” Comprehensive Plan.

The process is broken down into two phases: The first phase resulting in the second round application for the America’s Best Community’s Grant Program which is funded by Frontier Communications. Madison was a finalist in the first round of applications. Successful second round applications will receive \$100,000 and the ability to apply in the third round of applications for a \$1 mil., \$2 mil., or \$3 mil. to fund a project/series of projects.

The schedules for the first and second phases of the “One Madison” project are attached at the back of this summary. Initial milestones include:

- 8/12/2015 – Executive Committee Kickoff
- 9/2/2015 - Stakeholder Meetings and Steering Committee Kickoff
- 9/24/2015 - Stakeholder Meetings and Workshop
- November 6, 2015 – Submission of America’s Best Community’s Round 2 Application.

The executive committee and consultant team discussed the following goals for the multifaceted project:

- To build capacity within the City of Madison and partner organizations in order to facilitate implementation of projects.
- To help the city complete the Americas Best Community’s (ABC) Community Revitalization Plan for round two and successfully move to round 3 application.
- To continue developing an actionable plan to facilitate the implementation part of the “Envision” process.
- To close gaps within previous planning efforts (e.g. Active Living Team and Envision Plans) and compile recommendations into implementable projects. This holistic action plan to help implement past plans will be adopted by the City as a Comprehensive Plan designed to guide the community.
- To ready the community to apply for the Stellar Communities grant through the State of Indiana Office of Community and Rural Affairs (OCRA) during the spring of 2017.

A list of potential stakeholders was discussed amongst the group and a list was finalized following this meeting:

- Omitted here – List in Stakeholder Folder

Needs expressed at the meeting:

- An infrastructure plan for near and long term projects
- To show successes (Quick Wins/Catalyst Projects) to support the implementation of larger efforts.

Legislative, Quasi-Judicial and Community Based Bodies in Madison that may be involved:

- Mayor
- City Council
- Plan Commission
- Riverfront Commission
- Historic Preservation Commission
- Redevelopment Commission
- Main Street Organization
- Chamber of Commerce

### Meeting Summary

Page 2

August 12, 2015

- Arts Alliance
- Visit Madison
- Active Living Team
- Envision Jefferson County Members
- Community Foundation
- Indiana Landmarks

Others to include in the process:

- Molly Dodge – Clearing House
- Jim Preuer, Scott Lynch – Board of Realtors
- Bill Barnes – RDC/County Council President
- Joe Crack (SP) – Jefferson County
- Marquette Cash?
- Transportation
- Transit – Catch-a-Ride
- Conexus RR
- Port Authority – private spur
- Marina
- Clifty Falls Park
- Ivy Tech

Note – the mayor has appointments on the RDC and Riverfront Commission.

Other goals/issues discussed or observed:

- Improve Quality of Life/Quality of Place
- Work to curb sprawl, focus investment in core as tools to right size the community. Focus on redevelopment not new development as a means to revitalize
- Focus on harnessing organizational capacity to facilitate implementation
- To create a roadmap to “one Madison” envisioned through past plans and implemented here
- Mayor Welch “Madison is Unique” – Value Proposition. How can Madison create a better sense of the community it wants to be and market themselves as a “choice community”.
- Bolster community health and quality of life through place making and pedestrian connectivity/complete streets and other aspects to design for active living
- The public should be engaged to help with this guide for implementation
- Clifty Drive area has mid-range retailers – Regency recently purchased the center with JCPenneys
- Other potential development in the commercial area Kroger (Chris Albers), medical professional around the hospital
- Extend Main Street Streetscape improvements down side streets
- Investigate how to market and improve headways on the circulator bus route between Hanover and Downtown Madison
- Improve gateways (include the main gateway at SR 7 near the Comfort Inn)
- Engage in discussions with Jefferson County regarding enforcement of development standards and land use within the Extra-territorial Jurisdiction (ETJ). An interlocal agreement may be needed.
- Analyze east/west connectors that will factor into the thoroughfare plan (Wilson, Craigmont, Michigan Road and Clifty Drive)
- Investigate increasing signage standards, amortization and incentive programs for replacement of signage
- Identify linkages “social and physical” between downtown and the hilltop
- Identify and create an action plan to support partnerships for parcel and district level redevelopment throughout the community
- Investigate updating screening, buffer, sidewalks/connectivity, and landscaping standards throughout the entire community, but especially downtown and on Clifty Drive.
- Investigate kayak or canoe rentals at the waterfront
- Make Poplar Street a bike/pedestrian street connecting downtown to waterfront
- Investigate if Tower Manufacturing site is eligible for brownfield funding

Meeting Summary  
Page 3  
August 12, 2015

- Create a detailed and actionable implementation section within the comprehensive plan that can be used in conjunction with the Madison three year plan to create a capital improvements plan for the city.

Any additions or corrections to these Minutes should be submitted in writing to RATIO within ten (10) days of receipt. Otherwise, these Minutes stand as correct.

Respectfully submitted,

Aaron Kowalski  
Urban Planner



## MEETING SUMMARY

Project:	Madison Comprehensive Plan including Master Bike and Pedestrian and Community Revitalization Plans
RATIO Project No.:	15108.000
Date/Time:	September 2, 2015
Purpose:	Stakeholder and Steering Committee Input
Participants:	Stakeholder Groups (Business, Festival & Event, City staff, Envision, Merchants) and Project Steering Committee

The RATIO Team toured (by auto and on foot) and researched Madison on September 1<sup>st</sup> in preparation for a day of Stakeholder meetings and the first project steering committee meeting. Sign in sheets for each group are attached.

9:00am –Local business owners and the Clerk Treasurer.

### Issues and Needs

- Implementation- The group discussed recommendations from studies and initiatives that have not come to fruition including much of the branding and wayfinding studies. It was noted that the City still has not adopted the branding that was suggested, gateway improvements were not completed, and the visitor center was not relocated to Main Street (free rent at current location).
- Redevelopment Opportunities
  - The Senior Citizen Center is vacating the current location and moving to the old hospital.
  - The 100 block of West Main Street is another opportunity.
  - The owner of the Broadway service center is preparing for retirement and the property will likely be available for redevelopment soon. Many of the business owners downtown are aging and some ready to retire (or already semi-retired) – this poses an opportunity for millennials and/or active retirees (younger) to be entrepreneurs.
- Streetscape on Main Street – Many streetscape designs have been completed and most have missed the mark. None have been implemented. Downtown no longer has a parking issue since the hospital left.
- Bridge – Communications between Walsh Construction and the City were poor. Connectivity that could have been better planned into the project suffered.
- Downtown Businesses – Recruitment and retention of businesses downtown is an issue. It isn't apparent if the City, the Chamber or other entity is working on incentives, etc. The Main Street group does music in the park, but do not generate much revenue or added commerce. Potential programs could include; façade grant programs (City got mitigation funds from Bridge), retail expert assistance, and workshops. Authentic Americana still exists, but isn't the draw it once was.
- Hilltop Businesses and Clifty Drive – The City previously tried to implement design standards and there remonstrators who advocated minimal government. As a result no landscaping and sidewalk standards exist and signage is an issue. Hard to tell if some businesses are open, there blighted properties (dying big boxes) that depress the corridor. Enforcement may be lacking. The bar is set low that no one is doing anything above and beyond.
- 22 acre redevelopment site (that the city recently demolished) could be a turning point. New development should be held to a higher standard (from a design and aesthetic perspective).
- The hospital was the most recent large project. Moving it out of town may be questionable, but it was built with high quality materials. As a result the city will grow east (which was not what the City had planned for in the past). There is land, utilities have been extended and the roads improved.
- Turnover - Madison has a higher than average turnover of businesses. Also the perception of Madison may be changing and the population is aging. Since the recession we don't see many new businesses which contributes to the downward spiral.
- Tourism –Madison needs a major tourism draw aside from festivals. Madison has many smaller attractions, but not a major draw, or coordination of the other smaller attractions. Architectural significance is one potential way to bring all of the attractions together. Much of Madison's tourism base comes from Indianapolis, Louisville and Cincinnati.
- Promote bridge as an engineering marvel (winning an international award). Madison needs to build a clear brand that is then reinforced with regular events to expand its existing healthy tourism base.
- Taxes - The bed tax takes in \$400k annually which is used by Visit Madison Inc. to maintain, but it does not advance objectives. Madison doesn't have a business improvement district or a food and beverage tax. Some community leaders are resistant to adding a tax.

### Meeting Summary

Page 2

September 2, 2015

- Riverfront – Bennett owns much of riverfront but is not doing much with it. The City owns much of the remainder and has made some improvements but could do more. The Riverfront used to be a major draw, but now is largely forgotten (except for the Regatta). The City needs to engage the riverfront better.

### 10:00am Community Foundation meeting

RATIO met with Community Foundation members to answer questions about the comprehensive planning process, how it is different than the Envision process and project, and what it means to Madison. The Foundation:

- Is looking for projects with the biggest return for the community and buy-in from the entire community.
- Has a once a year grant cycle; has \$200,000 in funds but \$400,000 in requests.
- Is looking to give seed money, not to fund operations or maintenance of existing facilities
- Was a partner in the Alley Activation project.

Though the City is requesting \$25,000 for the Madison Comprehensive, Master Bike and Pedestrian and Community Revitalization Plans, they wanted to know if we could work with \$15,000. We answered, yes. The Board will review applications on September 23, awards announced in a reception on September 30, 5-7 PM at the Jefferson County Historical Society.

### 11:00am meeting with Tourism, Festivals and Events group

#### Issues and Needs

- \$39 million annual tourism industry in Madison. 2007-2008 was last economic impact study. Largest markets:
  - Indianapolis/Central Indiana
  - Cincinnati
  - Louisville and Columbus/Nashville/Bloomington
  - Columbus, Ohio
  - Champaign, Illinois

Very little traffic from the South, almost all visitors are from the North.

- Farmer's market on Broadway – would like more public restrooms and space for an indoor market.
- Lighted bollards (low lights) on Broadway by the fountain do not provide enough light for the farmer's market and are a glare problem for pedestrians and motorists [see night photo]. Bollards have also been a problem on Vaughn Drive. City has stopped installing new ones. Use to have streetlamps with outlets at Broadway fountain median.
- Soup, Stew, Chili, and Brew – Main Street from Jefferson to Broadway – Lack of outlets on sidewalk is also a problem for vendors, currently borrow power from businesses. Old outlets in tree wells don't work anymore.
- INDOT places "road closed" signage on 56 at Clifty Drive/Hanover intersection when Main Street is closed for a festival. Need to add signage to clarify that the street is open to the festival for automobiles.
- Old Court Days – 2<sup>nd</sup> and Jefferson Street parking lot and some other streets. Held same weekend as Chautauqua. Craft show, was getting junk but now requires vendors to show merchandise to committee beforehand to maintain quality. Some sponsors for show. No electricity in parking lot for vendors. Primary fundraiser for Pilot Club that has been in existence for 40 years – branch of a national volunteer service organization for business and professional women (now coed). Have about 90 vendors.
- Regatta – occupies area from Vaughn Drive up to Second Street from Plum to Ferry Streets. They obtain a \$5million insurance policy and lease the streets from city. RV parking is a revenue stream. East end of RV parking around bridge and campground could be better developed for Regatta. Try to keep the main event east of Lanier Mansion grounds. City has not invested in north side of Vaughn Drive – no electricity, limited curbs, unscreened parking lots, etc. Sometimes have to use generators in this area. High water used to be very rare in July but is now becoming common. Had to cancel race in 2013 due to high water, almost had to cancel again. Draws 60-70,000 people on the Madison side on a good year, otherwise 40-50,000. Streaming on ESPN3, access to 89 million households. H1 Unlimited is the sanctioning body for the race. Races at Detroit and Seattle always mention Madison.
- Madison Riverfest – Mill to Jefferson Streets along Vaughn Drive, including Bicentennial Park. Music event and vendors are gated. Limited space for music area limits attendance, but would rather do it well than have it grow larger. City bought a portable stage for Bicentennial Park, but it is too small for Riverfest and River Roots. Park floods every five years or so. Not enough handicapped parking during events and/or too hard to get too, poor wayfinding. VIP and handicapped lot, use 6-passenger golf cart shuttles to move patrons from overflow lot to the gate.





Meeting Summary  
Page 3  
September 2, 2015

- Christmas Tour of homes. Friday 5–9 PM, Saturday 3–9 PM, two consecutive weekends. They provides a \$500 stipend for decorating the private homes. It is a problem that downtown businesses and restaurants do not stay open. Most tour attendees want to make it an outing and shop and eat downtown. A decorating award is available for businesses—most decorate but still don't stay open. Could consider a policy to at least have interior window lights on during tour hours or evenings in general.
- Chautauqua – Mill Street through West Street – draws 60,000 – 70,000 people. Have 190 vendors but can take up to 250. Same day as Old Court Days.
  - The lack of Wi-Fi is a problem because vendors can't run Square (merchant payment) without internet connection.
  - Issue with unlicensed vendors who rents the front yard of a house within the event footprint and sells imported commercial products that detract from the event. Have lost some artists because of this.
  - Need power on both sides of Vaughn Drive.
  - City does not have enough police officers to deal with traffic, causing major traffic problems on Main Street. This only happens one weekend a year. Chautauqua can't afford to pay to hire officers from neighboring communities. City provides police at festivals, schools, and funerals without charge, as well as trash cans and barricades. Events hire private security except for Old Court Days. Parking at High School lot with school bus shuttles.
  - River Valley Bank sees an increase of about 68% - 72% in deposits following Chautauqua.
  - Jefferson County Historical Society – annual garden tour – draws about 1,200 people on a Saturday and Sunday in the spring.
- Five of the events serve alcohol.
- Restroom issues seem to be resolved. Events rent lots of port-a-potties. Courthouse eliminated public restrooms during rehabilitation after fire. Public Comfort Station on Main Street near Poplar in historic gas station.
- Lodging fills up during events, people go to Carrollton (\$69 room). Hotels operate at 60 – 65% capacity most days, sold out 6–8 weekends per year. A boutique hotel in the Cotton Mill could do well. Conference center downtown.
- Trolley holds about 20 people, have two but usually only have one driver. Was a nonprofit but was bought by a for-profit. The trolleys are old. Often booked for weddings and unavailable for events. Provides \$1 rides from end-to-end of Chautauqua.
- Intersection of Main Street and Jefferson Street is dangerous as the light is too short to cross.
- Riverfront -Encourage Riverfront redevelopment with an extension of the riverfront promenade east to the City's campground. This would tie the balance of the City's riverfront together and support further redevelopment in the east end of the riverfront from the Ohio River north to Main Street. .
- Improvements on the north side of Vaughn Drive – curbs, landscaping, parking lot improvements, etc., would be nice.
- Dangerous area on Michigan Road north of Clifty Drive near mobile home park with no sidewalks, no lights, people with children walking to Wal-Mart and Walgreen's in the street in the dark in a 50-mph zone.
- People visit Madison, go home, sell their house, and move to Madison. Everybody knows several people who have done this.

1:30pm Stakeholder Meeting with City Staff  
Issues and Needs

- Events do not strain wastewater treatment plant capacity. The City plans to open new plant in February 2016. There are inflow and infiltration issues in the hilltop area and combined sewer overflow problems. Commonwealth Engineering from Indy has done some work.
- Jefferson County GIS has water, sanitary sewer and some storm sewers layers.
- Almost time to update the 5-year Parks Master Plan.
  - drafting a new one in-house
  - 22 parks - a few major and lots of small neighborhood parks
  - Want to improve existing parks rather than expand the system.
  - Would like to add splash pads, playgrounds in key locations. Pool improvements underway.
  - Department pursues smaller, local grants for parks, but are not competitive in state/federal grants.
- City Campground – could fill 50 more spaces during season, April 1 – October 31. RV park would be nicer if it had sewer connections. Restroom/shower building is not ADA compliant.
- Boat ramp silts up because it has not had the once-a-year maintenance. Parking for 8-10 cars and boat trailers is provided at Jefferson Street and West Street boat ramps.

Meeting Summary  
Page 4  
September 2, 2015

- Street Department would like to have funds for streets, sidewalks, gutters. Sidewalks downtown need improvements. There are pending lawsuits from injuries.
  - Storm drains – Vaughn Drive floods. Main Street has issues. INDOT will turn over Main Street to the City in 2020. Thru-semis will be rerouted
  - INDOT is building a roundabout at the intersection of 421 and Clifty Drive (not in city limits)
  - Would like to see more clay brick pavement in streetscape.
  - Currently 80% of streets work is downtown maintenance, but the hilltop area streets will likely all require service at the same time in about 10 years.
  - Need to review Conexus study of Indiana corridors.
  - SR-7, Hanging Rock Hill, has some issues
  - Michigan Road Hill, a little better
  - Hanover Hill on 56, mud slides
- Police Department – Relocating to a new police station in next 2 – 3 months. 29 officers. About 9 vehicles short of being able to have take-home vehicles. Would like to have take-home vehicles for sense of security in community, rumored to be largest department in the state that does not do this. 29 officers. Used to lease cars but now owns a fleet of 2009 cars.
  - Biggest problem area is housing areas (Windridge Apartments and Presidential Estates) off Michigan Road north of Clifty Drive. More calls than any other part of the city. Both are owned by the same person who is now hiring off-duty officers for security, improving the lighting and adding cameras. Police now issuing citations for non-residents for trespassing. City parks staff would like to take over internal playground which increases penalties for drug offenses, if within 500 feet of a public park. Officers would like to reduce the number of entrances (3) within Presidential Estates to better fight crime. Windridge only has one way in and out which police prefer.
  - Drug issues are both Madison and Jefferson County. Heroin, meth, marijuana, prescription medication abuse. Prescription medication abuse has subsided as heroin use has risen. Synthetic drug use seemed to have disappeared but it came back suddenly in the last 30-60 days.
  - Police lack manpower to deal with larger tourist population during events.
- Building Inspector – Currently there is no property maintenance enforcement for older homes, converted homes, second story residences. Bloomington has a property maintenance program model. Would be great to have grants for maintenance and repair would be great, any models? Having an ordinance for police and/or fire inspection might help (Lebanon has one). Is this like a renter's bill of rights program with inspection process?
- Hilltop is out of space for new greenfield development. There may soon be plans for redevelopment of the 22-acre site at Michigan Road and 62, owner from Lexington, KY.
- The Plan Commission is currently updating the zoning ordinance. LouAnn will send a copy of the draft. David Wright, who did the 1981 ordinance, is writing it. Also were updating the historic design guidelines. No sidewalks or streetlights in most hilltop subdivisions. Need for ordinances that reflect Madison's vision for itself. Buroma Meadows does not have streetlamps and it is a problem. Zoning map was updated in early 2014.
- Local officials have attended IACT sessions where they noted that Millennials seeking quality of place, not necessarily moving for a job.
- Really need 'quick wins' to get going.
- Cotton Mill is about 80,000 SF, plus the house/office. Owned by Bob Preslawski (sp?) (from Chicago). Ideas have been suggested re: events center and boutique hotel with rooftop condos. Potential for new market tax credits. RATIO's Hawks Arts Lofts could provide a cost-per-SF precedent – similar building redeveloped in last two years. The previous estimate to transform the mill has a \$10 million price tag.
- Tack Factory is not zoned for mixed use. Problem for redevelopment.

4:00pm Envision Jefferson County Stakeholder Group

- There are six implementation teams (not all were present):
  - Economic Development – Jim Braun, Grote
  - Creating Desirable Places – John Staicer, HMI
  - Positive Community Engagement – Marta Belt, IVY Tech
  - Arts & Entertainment – Laura Hodges
  - Health, Safety, & Wellbeing – Molly Dodge
  - Education – Merritt Alcorn, attorney
- The Comprehensive Plan update specific action items with timeframe and partners is a recommendation of the Envision process.

- Gateways that need improvement:
  - Clifty Drive (SR-62)
    - SR-56/256/62 at border with Hanover
      - Unregulated suburban development, lots of asphalt
    - SR-7/SR-62
    - Michigan Road / SR-62
    - US-421/SR-62
      - Roundabout under construction
  - Downtown
    - SR-56 West
      - Corridor leading up to it (Ohio River Scenic Byway) from 56/256/62 gateway
      - Bridge over Crooked Creek north of Elks Club
        - main urban gateway from I-65 and Clifty Falls
    - SR-7
      - Stretch of 7/Cragmont Street from above Springdale Cemetery to Third Street
      - Gateway intersection of 7/Cragmont and Main Street/56
    - Michigan Road/Milton Street/Sixth Street/West Street
      - Old King's Daughters Hospital redevelopment area
      - Appears to be mainly a local gateway
    - US-421
      - Stretch parallel with Walnut Street from roughly CR 90 N to Third Street
      - Intersection of 421 and Main Street
    - SR 56 East
      - Stretch of SR-56 from east of Fulton Street to new ridge approach intersection
      - SR-56 and new bridge approach intersection
      - 56/Main Street/Roosevelt Street on the curve
  - Plan commission is hamstrung by outdated planning documents. 1999 Comprehensive Plan included recommendations for growth and development that have not always been followed.
  - Discussed the benefits of getting key projects like the Cotton Mill redeveloped to get it back on the tax rolls.
  - River Ridge 40 miles west in Jeffersonville is one of the largest developments of its type in the Midwest  
<http://www.riverridgecc.com/>

6:30 pm One Madison Comprehensive Plan Steering Committee Meeting

- Andrew talked about pulling all the planning efforts together and that the Comp Plan would help the City pursue a Stellar Grant in 2017. He introduced the consultant team.
- Described the goal of one plan for "One Madison", not two (hilltop and downtown) and discussed what is and is not in a comp plan

#### Committee Exercise #1

- Goals from 12+ previous plans and studies were organized into four categories that are typically found in a comprehensive plan. Committee members were asked to review a list of goals from each of the four categories below and select which goal was their top priority. See attached results
  - Character & Culture (it was noted that the Ohio River is missing from this – river culture, recreation)
  - Mobility & Public Services; Active living – getting people out of cars for shorter trips
  - Economic Opportunities
  - Land Use

#### Committee Exercise #2

Responses to "economic development brainstorming". See the attached spreadsheet.

#### General Discussion

##### Economic development

- Attract the best talent
- Become Indiana Cultural District
- Plugging in arts and culture to economic development

- Madison is special
- Madison has no peers in Indiana
- Lafayette's downtown is comparable in size and business, but serves a city of 10x Madison's population
- Measuring success

##### Hilltop

- Unique character at hilltop that is distinct from downtown – could draw from Clifty Falls (fieldstone, native trees, etc.)

##### Downtown

- Riverfront – area of operation defined as a part of the comp plan, define geographical area for riverfront redevelopment.
- What are current land uses and ownership?
- Redevelopment group wants to do a project. Give to the City with a fund for maintenance
- Indianapolis Cultural Trail as a precedent for this foundation
- 2002 Riverfront Master Plan is dated
- Bicycle /pedestrian plan will be included in the comp plan
- Andrew – City is lining up funding for phases 2-5 in next weeks
- Importance of Hanover College – long way to go in strengthening town/gown relationship. Hanover has some outreach but both entities could do more. Last president did well early in her term, new president has only been there two months.
- Envision met with K-12 students. Potential to engage elementary and middle school students in the planning process?
- Future meeting days and times: School Board and Main Street Board both meet on 2<sup>nd</sup> Wednesdays of the month.
- Main Street has a strong Facebook following

Any additions or corrections to these Minutes should be submitted in writing to RATIO within ten (10) days of receipt. Otherwise, these Minutes stand as correct.

Respectfully submitted,

Jackie Turner, AICP, LEED AP  
Senior Urban Planner

## ACTIVITY RESULTS GOAL PRIORITIZATION

Comprehensive / Bicycle & Pedestrian Plans | Madison Indiana



Steering committee members were asked to select their most important goal from a sampling goals from previous plans. Note: \* indicates the number of times a goal received a vote.

### 1. Character and Culture

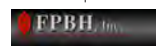
- a. **Preserve the historic structures and open spaces that define Madison's character and provide an outstanding example of architectural design \*\*\*\***
- b. **To establish the means of protecting the City's natural and man made heritage while providing guidelines for compatible new architectural development \*\*\*\***
- c. **Maintain and improve quality of life facilitated by dense, pedestrian-friendly historic urban neighborhoods \*\*\***
- d. Infill construction shall be designed to be visually compatible with nearby buildings and landscapes \*
- e. **Provide more social and entertainment venues for younger persons \*\*\***
- f. Coordinate care giving services, counseling programs and social activities to increase quality of life for seniors
- g. Identify and designate significant cultural centers in locations such as Ivy Tech, anchor retail centers, K-12 schools and restaurants
- h. **Promote Madison's riverfront as an asset \*\*\*\***

### 2. Mobility and Public Service

- a. Encourage reuse of buildings in dense, pedestrian-friendly neighborhoods.
- b. Develop designs for more walkable Broadway, Main, West, Jefferson Streets and Vaughn Drive \*\*
- c. Modify transit options - provide a publicly funded handicap accessible vehicle to facilitate senior usage

Steering Committee  
Kickoff Meeting

September 2, 2015  
6:30PM



RATIO



## ACTIVITY RESULTS (CONTINUED) GOAL PRIORITIZATION

Comprehensive / Bicycle & Pedestrian Plans | Madison Indiana



- d. Develop an active living program\*

- e. **Provide pedestrian and bike access to popular destinations, such as businesses along Clifty Drive currently accessible only by car \*\*\*\***

- f. **Invest in traffic calming designs to slow traffic in high volume, high speed areas, which have regular pedestrian access such as Main Street \*\*\*\*\***

- g. **Develop a corridor and overlay district plan which requires new developments along Clifty Drive to connect to an access road rather connecting directly to Clifty Drive \*\*\*\***

- h. Develop bike lanes, paths and sidewalks \*\*

- i. Promote the creation of sustainable development in Madison \*

### 3. Economic Opportunities

- a. **Encourage business which offer entry-level, high skilled job options (to attract and keep young people) using incentives \*\*\***

- b. Develop a Landlord Registration Program to keep accurate information on rental units and to help keep rents affordable

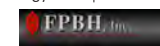
- c. Create a first time homebuyer program that educates home buyers of the responsibilities of owning a home and finding mortgage assistance

- d. **Develop a marketing strategy that places hierarchy on the revitalization of vacant and under utilized properties \*\*\***

- e. **Promote the quality of life in Madison, such as school systems, character & culture, and recreational resources in order to help attract new businesses \*\*\*\*\***

- f. Increase availability of urban shovel ready sites with existing infrastructure for company's needs \*

- g. Promote Madison's arts and culture as a economic development strategy \*



RATIO



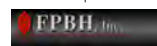
## ACTIVITY RESULTS (CONTINUED)

### GOAL PRIORITIZATION

Comprehensive / Bicycle & Pedestrian Plans | Madison Indiana

#### 4. Land Use

- a. **Encourage reuse of buildings in dense, pedestrian-friendly neighborhoods \*\*\*\*\***
- b. Promote sustainable development patterns
- c. Apply an overlay district with strengthens signage guidelines for new and redeveloped businesses on the Hilltop corridors, such as Clifty Drive\*\*
- d. **Create incentives to recruit compatible development in undeveloped and vacant spaces in downtown and other targeted areas \*\*\***
- e. Create development plans to manage housing growth, redevelop existing housing, and to focus on infill development
- f. Form criteria to develop appropriate housing types on under utilized sites in Madison
- g. **Promote renovation of Downtown lofts by improving alleyways which provide access to second stories of downtown buildings \*\*\***
- h. Actively recruit residents within the millennial, active retiree and workforce sectors
- i. Prohibit development in the flood plain and/or other natural hazard areas \*



RATIO

## ACTIVITY RESULTS

### ECONOMIC DEVELOPMENT PROJECTS

Comprehensive / Bicycle & Pedestrian Plans | Madison Indiana

Economic Development Projects (alphabetical order)

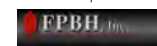
Note: \* indicates a quantity of repeat projects >1

1. Adult educational programs
2. Beautification of Entire Community
3. Complete the rehabilitation of the theatre
4. Cotton Mill (mixed-use or boutique hotel) \*\*\*\*
5. Economic development will occur when superior housing , outstanding cultural opportunities and beautiful well-maintained community is developed in Madison
6. Fine dining and casual dining opportunities on the Ohio River downtown are needed
7. Gateway project on US-421 connecting bridge to Main Street
8. Golf Cart Paths
9. Hilltop revitalization (on Clifty Dr.) and enhancements \*\*\*
10. Historic Preservation focused satellite school (BSU, Hanover or Ivy Tech) in Madison\*\*\*
11. Improve functionality and quality of the Madison Marina (forge partnership to pay for marketing, repair, maintenance, and dredging)
12. Improve pedestrian/bicycle infrastructure \*\*
13. Incentives for small business development and recruitment/retention
14. Industrial Development (to bring economic and population growth)
15. Integrating our creative community as a market sector to promote art-centricity in all areas
16. Lytle Building



Steering Committee  
Kickoff Meeting

September 2, 2015  
6:30PM



RATIO



## ACTIVITY RESULTS (CONTINUED)

### ECONOMIC DEVELOPMENT PROJECTS

Comprehensive / Bicycle & Pedestrian Plans | Madison Indiana

17. Main Street Enhancements
18. Madison Plaza (needs mixed-use/non big box redevelopment strategy)
19. Major "clean up" of gateways
20. Major innovative marketing to attract residents, tourism, and businesses
21. Microbrewery Downtown
22. Ordinances that require bicycle paths and landscaping (to support Hilltop revitalization)
23. Pedestrian friendly, walkable community (Better Walking/Bicycle Paths) with connectivity to recreational amenities (hiking, canoes, paddle boats, zip lines etc.)\*\*
24. Recruit non-location specific residents (people who can live anywhere)
25. Retail Development (restaurants, stores, shopping)
26. Retail that reflects the residents (lots of opportunity for better goods and services)
27. Riverfront Revitalization through redevelopment and activity\*\*\*
28. Scott Block (boutique hotel) \*\*
29. Small Scale Organic Grocery
30. Strategic marketing to attract millennials and active retirees to the community. Promoting the "Madison lifestyle"(with all of its assets) to attract residents and investment. \*\*
31. Tech Sector Employers
32. Upper floor revitalization downtown\*\*
33. Wifi Hot Spots (downtown and key places)
34. Workforce Housing – local employers cannot find any quality rental housing for employees
35. Youth Activities



RATIO

## ACTIVITY RESULTS (CONTINUED)

### ECONOMIC DEVELOPMENT PROJECTS

Comprehensive / Bicycle & Pedestrian Plans | Madison Indiana



Clifty Drive Enhancements 2 4%

Gateway @ Clifty and 421 1

#### Real Estate Priorities 22 47%

DT Redevelopment small bldgs. restaurants, enhanced retail, upper floor renovations, etc. 6 13%

Cotton Mill Restoration 5 11%

Riverfront Activities w dining, marina 4 9%

Scott Building 2 4%

Lytle Building 1 2%

Renovated Theatre 1 2%

Youth Activities 1 2%

Small Scale Organic Grocery 1 2%

Madison Plaza Redevelopment mixed use 1 2%

#### Other Priorities 12 26%

Marketing & Residential Recruitment seniors employees, choice community 5 11%

Adult Education, School for Historic Preservation 2 4%

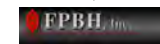
Industrial & Tech Sector Development 2 4%

Wi Fi hotspots 1 2%

Housing local employers need rental housing for new employees 1 2%

Development Incentives 1 2%

**Total Comments 47 100%**



RATIO



RATIO

Architecture  
Preservation  
Interior Design  
Landscape Architecture  
Urban Planning & Design  
Graphic Design

## MEETING SUMMARY

Project:	Madison Comprehensive & Bicycle and Pedestrian Plans
RATIO Project No.:	15108.000
Date/Time:	September 23 & 24, 2015
Purpose:	Stakeholder Meeting Summaries
Participants:	List available upon request

As part of the City of Madison Comprehensive Plan update, members of the consultant team met with invited stakeholders representing diverse groups and organizations on September 2, 23<sup>rd</sup> and 24<sup>th</sup>. The discussions were informal with the facilitator providing question prompts. Comments and responses from the various stakeholders are presented below. This information will be discussed with the project steering committee and city staff, and some material will be incorporated into the Plan.

### Stakeholder Groups September 23, 2015

#### 10am – Airport and Railroad / Port Authority

- The airport is a member of the Board of Aviation Commissioners (BOAC) which means they have direct taxing authority.
- There is a lack of interface with the zoning plan. Would like airport specific zoning. Suggested Airport Overlay District - 2.5 miles from either end of the runway. Runway is 5000'. Recently wasted \$50K in litigation and 2 years in battle with neighbors. They feel development quality is poor. Madison ETJ / Town of Hanover (never turns anything down), Jefferson county (asleep at the switch). Issues with zoning ordinance – neighbor accessory structure
- Airport is left off maps a lot. There is nothing that connects the airport with Madison. Operations manager arranged to use lumber businessman's car for airport uses to come into town. Cessna mobile service rep stayed in Scottsburg. Unaware of Madison.
- Good relationship between the Airport Board and the Community. Good city support.
- Would like to have straight vehicular access in instead of turns off county roads. There are issues with trucks.
- Airport is first and last impression of the community and they feel it is not adequately promoted by the economic development specialists for businesses and folks retired here. It has automated weather, localized precision with vertical guidance. 56 base aircraft - 13K operations a year. Feel there is an effort to undermine economic development and the community by OldMadison.com – naysayers – have hurt recruitment for corporations and site locators. Econ Dev cannot do anything or promote. Jefferson County also sued Switzerland County re ED dollars.
- Have been successful getting grants from the FAA. New terminal bldg. helps with image.
- Airport use had changed drastically in the post 9/11 world. Would like the feds to remove the restricted airspace to about 3 miles south. Would like city and county to help approach the army/air force / legislators to help with this.
- Railroad is owned by City and operated by the City Port Authority – 9 member board that is bipartisan. Cathy has been there since 1978. RR has bonding authority but have not use that power and they do not have to go through the city council. They fund many improvements through grants.
- Current \$3.5 million project to replace light rail to heavy rail – heavy axle load. Funded through 4 different sources.
- RATIO needs to amend drawings. See map. The trains stop before the incline. Improvements (\$175K) got washed out in storms. FEMA denied funding.
- Heritage trail goes along track in the RR r-o-w. RR has been involved in the Heritage Trail for 12 years. Lots of groups and nothing was ever accomplished. Bob Green got some work done finally. Perfectly willing to work with the HT and let them use the right of way. The RR opinion says all money is not worth taking. Feels the surface should not be paved, should not be 8' paved and 2' shoulders. Will not be paved. Not ADA compliant. Needs to be local money. \$300K has been spent in planning efforts but the design is not what the RR will allow. So nothing has been done. They do not want to be involved in the tourist train from downtown up incline. They do a Santa Train and did the Bicentennial train with torch bearers, NASA engine.
- Freight operation is what is important to them. Partnership w local industry to get a spur. Maintain service for economic development is their mission.
- The acquisition of the Jefferson Proving ground – received 17 miles of track and a facility. But did not get land through BRAC.

Page 3  
September 23/24, 2015

- Gateways/corridors
  - Access to nature/recreation
  - Guiding traffic to the desired route to see the beauty- Biggest volume of traffic comes in on 56 from the west and across the bridge from the south
  - Need for bicycle and sidewalk improvements
  - Dangerous crossings - Main Street & Clifty Drive (only has one crosswalk)
  - Want to be one of the most walkable communities in the Midwest - Indianapolis Cultural Trail as a precedent
  - Gateways and signage are easy wins
  - South Gate of Clifty Falls is very important. Critical connection to Downtown and restrictions of this gate would be very damaging to the community. Have had issues with DNR - Took two years to get local brochures in Clifty Falls
  - Airport wants to be better integrated with community - Wants a better route to guide visitors into Downtown from the airport

#### Thursday, September 24, 2015

#### 9am - Business owners

- Hilltop business owner does small scale food manufacturing out of Venture Out at 975 Industrial drive – Mothers Grilled Wings. Product ships nationally and are distributed through Kroger. Use temporary help, shifting the 19 employees between the wings and his Dairy Queen on Clifty Drive. One challenge is expensive transportation costs.
- DQ has significant foot traffic from the high school a few hundred yards away. Clifty Drive has ample traffic. Most customers are local. There are no pedestrian connections to neighborhoods on the south.
- Galena Garlic general manager's wife is from Madison. First located at 317 west Main Street but moved to 402 Broadway which has wider frontage, is at a stoplight and the farmer's market is there. 3 ½ years in business. Have increased 30% year over year.
- Will hand out samples at events with a coupon. Cross represent other businesses such as City Hen. When asked what the city could do for them, owner said the attitude needs to be "what can they do for the city?" They city installed timed (limited to 30 minutes) Wi-Fi, and 220 outlets. Feeds into the park by the fountain. Wifi, which is also at Bicentennial Park, is provided by the city, MetroNet and MicroDome.
- Would like to have low level background music attached to streetlight system.
- Tired of North Madison and South Madison divide. People don't want to come down to shop. Downtown has to be open when people shop and sell authentic items to remember Madison by. People in downtown will not go to Clifty Drive. Will go out of town to shop. There are people resisting any form of change.
- Sidewalk to nowhere on Michigan Street was highly criticized. Gets a lot of foot traffic though.
- Sometimes people put chairs in street to prevent parking in their spaces during events. Not friendly.
- During Soup Stew, and Brew, vendors team with businesses that will run a cord through to the outside.
- Adult daughters come back for all kinds of festivals and events but not for ordinary weekends. Could use more festivals in the spring. Could do more events along the river.
- Probably don't need another hotel and B&B's need to better advertised.
- Mondays are a good day to be open because people stop in on their way out of town.

#### 10:30am – Hanover College

- Characterized as a rural college. Want to emphasize opportunities as an outdoor college experience (jogging, biking, skating, rock climbing, kayaking, etc) with its adjacency to the river and the state park.
- The East End Bridge in Louisville could be a game changer by making one of the fastest growing areas of L'ville 35-40 minutes from the school.
- Would like a pedestrian and bike corridor between the school and downtown and the school and Clifty Falls SP. River Road

Page 2  
September 23/24, 2015

- A fence in the historic arch is bad. Says nobody touches the bridge without their permission.
- Can't get people to move to Madison because of the quality of schools, which in opinion of stakeholder, are in decline. Two separate school systems in a county of 30,000 people are too many - duplicate services. Businesses will not relocate here because of the schools. Statewide issue. Domenic owner of Grote tried to hire 30 people and could only get 7.

#### 2:00pm - Parks Group

- Heritage Trail Conservancy: Looking forward to being eligible for Stella Grant. There is a Master Plan for the Heritage Trail Greenway - 12 miles. Part of the America Discovery Trail. Would like a 10' wide trail. May have to buy 1 parcel Lanier Drive and Green Road. Have talked to the State hospital. The HTC has a relationship with Mike List (sp) in Indianapolis with DNR. Want to continue public private partnerships.
- Monon Trail and Parklands of Floyds Fork are trail models they aspire to.
- HTC has been involved in cleaning up blighted riverfront properties, some property acquired by DNR, open space in perpetuity and want to have a welcome center on the trail.
- There was a design for the Heritage Trail funded by TE grant. HTC was not party to the process and they feel the designers ran away with the design and it did not fit environmental and historic context. It is unacceptable to Heritage Trail Conservancy and HTC hired new consultant to show that it could be done right with TE guidelines.
- The Madison incline cut is a major engineering wonder
  - steepest railroad incline ever built in the US
  - draws lots of people
  - Last train on this segment 1992
- Clifty Falls State Park: Current projects include repairing slides and invasive species renewal. No dollars for capital improvements. Only maintenance for roads and structures.
- HTC has a plan for connecting to the State Park but it is not on DNR's radar. Plans to use original Old south entrance closed in 1937 (near South Gate) could provide a connection (steep). CFSP is concerned about running another entrance for trail through the park. There is an \$8-10k loss of revenue from bikes and walkers. Maybe need to publicize the pedestrian and bike fee that most people don't pay, and appeal to their conscience. Annual \$10 pedestrian pass, sold five total in 2014.
- DNR leadership in Indy thinks that the North Gate on Clifty Drive is the main entrance and would like to restrict use of the South Gate. Everyone in Madison considers the South Gate to be the main entrance and there is much concern that closure or restriction would be damaging to the community. South end would just be for the Inn.
- Would like to have a "Friends of Clifty Falls Group". Friends of Hardy Lake or Friends of Turkey Run are models and they get things done.
- New pedestrian walkway on the Milton-Madison bridge needs to connect to downtown

#### 3:15pm - Envision Committee #2 - Attractive, productive, and desirable places.

- Need for a comprehensive plan
  - Ineligible for Stellar
- The section of Clifty Drive around Ivy Tech, the new owners of the mall, and INDOT could implement beautification measures which could set the standard.
- The roundabout as an entry way concerns the group. Major intersection deserves better treatment. RATIO to send images of roundabouts to the committee.
- Discussed history of the logos/branding. So many logos out there now. Need a unified family of signage
- DDI prepared graphic standards package. The logo committee had a broad group and voted on the orange and purple logo. Many did not like the tag line, "Who Knew?" which is now just used by Visit Madison.
- The group would like to have the city gateways identified on a plan. Would likely be part of the comp plan.
- Bicycle and sidewalk improvements that are desired - crosswalks, midblock crossings, bumpouts. Currently, there is no sidewalk improvement plan. The city's approach is that the city pays for labor and property owner pays for concrete.
- See design standards as an economic driver - want to keep them and have design review communitywide.
- Main Street
- Madison is the "gold standard" for the National Main Street Program and has been a national model for downtown revitalization for almost 40 years

Page 4  
September 23/24, 2015

- Students get access to Madison on the College Shuttle that makes several runs a day and they use the U-Haul Car share program
- It is easy to recruit staff- "buyers market" in post-secondary education. The school owns about 40 homes. Very few faculty and staff live on campus. Tend to first rent, then buy in the community.
- K-12 school reputation has not been a problem for recruitment yet.
- They actually recruit from area schools and education students are in the schools.
- Thinks that consolidated governments would be more efficient use of resources and more effective.
- A discount department store (Marshalls, TJMaxx, Ross) would be a good addition to the retail landscape as well as a nice super Kroger.
- Questions about the management of the park
  - Why no sidewalks/ off road path or bike lanes
  - Why no climbing of any natural features
  - Would like opportunity to pay annual fee for use by a large organization

#### 11:30am - Arts Alliance

- Madison's Downtown is a cultural district. Only benefit is additional INDOT Signage to district. Should coordinate with INDOT to determine if signage can be installed, branded etc. The city should work with the Arts Alliance and INDOT to brand roundabout enhancements with public arts installation (see Columbus, IN and Carmel, IN). Even though the US 421/Clifty Dr. Roundabout is in the County, this is a great gateway into the community and could be a catalyst for showcasing the arts. This could be a juried competition with the winner getting a commissioned piece in the center of the roundabout along with appropriate signage and landscaping.
- Madison's Downtown can be a riverfront economic development district: <http://codes.lp.findlaw.com/incode/71/3/20/7.1-3-20-16.1>
- Madison Main Street Design Committee and Arts Alliance should work together to raise the bar on aesthetic style, educate the public on the importance of art (as an educational, cultural, and economic development tool) and leverage the arts as a way to bring people downtown.
- Live Music Scene - hasn't fully matured, but with tweaks to the zoning ordinance (to promote outdoor seating), programming downtown (Broadway) and in Bicentennial Park and encouraging buskers, this could add to the "culture and character of place".
- Downtown is perceived as partly run-down, a cleanup is needed.
- Ecotourism is a potential. Promote an active community with trails and diverse natural habits along the Ohio River (think bald eagle tours).
- A challenge is what to do with kids (visitors and residents alike). With the exception of the Jet Boat rides on the river, there is not much for kids K-12 and even for young adults.
- Connectivity is an issue. No place to ride a bike. No bike rental. No safe access from Downtown to Clifty Falls SP. Adults and kids have nowhere to bike.
- The large floodplain is an issue for redevelopment of the riverfront. Connecting downtown to the Riverfront is similarly a challenge.
- The River is an opportunity, but also a hindrance, because where facilities are present, they are not maintained properly. Now that the Kentucky River has been opened to the Ohio, many new boaters are on the Ohio River. With the right investment in the marina and other facilities and marketing, Madison could capture much of the market that is going to Carrollton, KY.
- Riverfront Commission has funds that could be leveraged for partnerships and grants. This Comprehensive Plan should help the Riverfront Commission with an action plan and implementation.
- Capture Hanover Market also (students, professors)

- Planning Commission
  - Does not use old comp plan to determine consistency
  - Refers to zoning ordinance only – old. Mostly processes map amendments (rezonings)
  - Building inspector has discussions, then take it to the commission
    - No input prior to commission meeting
- Redevelopment Commission
  - Does not get involved with most development work
  - Concentrates on roads and infrastructure
  - Very little greenfield development
  - Looking into incentives but have not yet done anything
  - TIF is not popular locally
  - Urban Enterprise Zone has sunset
- Misc.
  - Hanover College wants to see Extraterritorial Jurisdiction enforced
  - Need training such as Nitty Gritty Planning Workshops for citizen planners
  - Lack of organizational capacity compared to communities of similar size

#### 2:00 pm - Active Living Team

- Downtown there are not enough crosswalks and sidewalks off of Main Street are not maintained as needed. Additional crosswalks (with signals) are needed on Main Street. Also areas of pedestrian refuge and bump outs would be appreciated.
- Other pedestrian safety enhancements:
  - Signage increase
  - Enforcement of new traffic changes
  - Comfort in transition zones (landscaping and cleanliness)
  - Traffic calming – narrowing roads (20% increase of average adjacent business)
- There are issues with high speeds on Main Street, safety, connecting trails, lack of ADA compliance
- The hill is a natural barrier.
  - Few paths for Ivy Tech to access downtown
  - Miles Ridge Road
  - Connecting Heritage Trail using Hatcher Hill
  - Hatcher Hill Road is not maintained currently. It has become an informal pedestrian connector.
- ADA Compliance in the community continues to be an issue. The federal government required an ADA Transition Plan with an implementation schedule, but no funding and no penalties if not implemented. Should be revisited.
- Hanover College access is an opportunity. The University wants to rebrand itself as an active and outdoorsy campus -- access to Madison via bike is paramount.
- Madison has a primarily auto-oriented culture outside of downtown which is more pedestrian scaled. Part of creating a sense of one community is connecting these two halves and helping provide transportation options through better bicycle and pedestrian access, especially to jobs and schools.
- The community would support traffic calming on US421, Clifty Drive, SR56, SR7, and Main Street.
- Enforcement of traffic laws is a problem and pedestrians have been injured over the years.
- Look at the Louisville loop.
- Ivy Tech students have trouble getting to class. A pedestrian connector should provide access to Ivy Tech and businesses on Clifty Drive. Many people walk along the highway ROW to reach Clifty Drive for work. The Kroger shopping center and other commercial areas are inaccessible by bike or on foot.
- In addition public schools, sports complex, and parks should also be connected. The Lanier to Rucker Sports Complex is very unsafe and people drive too fast on the State Hospital road next to the Boys and Girls Club.
- Purportedly the Heritage Trail has perceived safety issues (but none documented). Any trail option should have lights and a call box. Hatcher Hill is supported as a safer and more accessible connector.

- Town of Hanover
- Madison Schools
- Clifty Falls State Park
- Coordinating with the county on drainage easements (access easements for trails), the power company (for access easements) may be an issue.
- Madison has 22 parks... are 22 parks needed for a community this size? Would make more sense to redevelop small parks and concentrate efforts on programming, trails, and downtown.
- Important that the City be involved in the planning of the Bridge approach in Madison.

#### 5:30 - Board of Architectural Review and some other interested preservationists (Historic District)

- Need to update design guidelines
  - Concern about vague wording
    - Economic hardship section is very vague
    - Visible from public way – alleys?
  - Lack of staff review is very problematic
    - Need staff review and discussion with owners before it comes to hearing
      - Staff should make a recommendation to the Board, as is done in other commissions in the state
    - Lack of public knowledge of process, nobody to guide them through it
    - Incomplete applications are now passed on to hearing
      - Minimum standards are ignored because there isn't staff
  - Need for guidelines for infill within the Historic District
    - Guide people who want to build new to vacant land vs. teardowns
    - Existing ordinance very vague on infill
- Need for a more detailed application
  - Owner needs to present justification
  - Incomplete submissions cannot be reviewed
- Clear, graphic guidelines are critical
  - Provides clarity for all parties
- Enforcement issues
  - No recourse except court and fine of \$10,000 per day = never used
  - How to deal with slumlords?
    - Renter's bill of rights or similar measures
- Incentives
  - Pace loan fund from City
    - About \$40,000,
    - cap \$7,500 per project
    - in its second year
    - Need to streamline review for Historic District and Pace
  - Potential certification for contractors who do good work in the historic district
- Need for public education
  - Owners go to contractors first
    - contractors give them bad advice
  - Owners don't seek out guidance from neighbors and experts who could really advise them
  - Cornerstone has been doing educational programming, has taped recent workshops
    - Can these be posted online?
  - Need to demonstrate the economic importance of the NHL district's character to the wider community
    - Madison's economy depends on its historic character
      - Many people don't understand this
- City budget approved Tuesday night includes a full-time salary for a preservation officer/part-time planner



Page 7  
September 23/24, 2015

Any additions or corrections to these Minutes should be submitted in writing to RATIO Architects, Inc., within ten (10) days of receipt. Otherwise, these Minutes stand as correct.

Respectfully submitted,

Jackie Turner, AICP, LEED AP  
Senior Urban Planner

cc: Madison Steering Committee  
Andrew Forrester  
Damon Welch, Mayor  
GSP and FPBH



## RATIO

Architecture  
Preservation  
Interior Design  
Landscape Architecture  
Urban Planning & Design  
Graphic Design

## MEETING SUMMARY

Project: Madison Comprehensive & Bicycle and Pedestrian Plans  
RATIO Project No.: 15108.000  
Date/Time: September 24, 2015  
Purpose: Comprehensive Plan Community Open House  
Participants: List available upon request

The Madison Comprehensive Plan consultant team held an open house for the general public from 4:30 – 7:00pm on September 24<sup>th</sup>. Over 55 people attended and had an opportunity to provide input into the process, speak with facilitators, and enjoy refreshments. The results of dot voting on various topics are attached. In addition, some attendees shared comments that did not easily fit into an existing category. They are summarized as follows.

### Redevelopment Priorities

- Hatcher Hill connector
- SR 7 Hanging Rock hill Improvements
- ALICE (Asset Limited but Income Constrained Employment Persons) and poverty
  - Need for affordable housing – consider mixed use
  - 7 lots next to ReStore
- State Hospital
- Shovel Ready Site
- Town Center style development (grocery & shops, park, housing) at Clifty Plaza Shopping Center

### Sustainable Development

- Start with good government
- New police – green building
- Solar
- Rain gardens

Any additions or corrections to these Minutes should be submitted in writing to RATIO Architects, Inc., within ten (10) days of receipt. Otherwise, these Minutes stand as correct.

Respectfully submitted,

Jackie Turner, AICP, LEED AP  
Senior Urban Planner

Attachments: Branding boards  
Goals Prioritization boards  
Visual Preference boards

cc: Madison Steering Committee  
Andrew Forrester  
Damon Welch, Mayor  
GSP and FPBH

# BRANDING

## WHICH DO YOU LIKE?



### Branding Types



Place Dot Here

## 13 VOTES



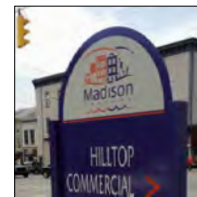
Place Dot Here



Place Dot Here



Place Dot Here



Place Dot Here

## 4 VOTES



Place Dot Here

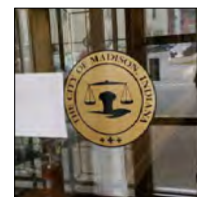
## 13 VOTES



Place Dot Here

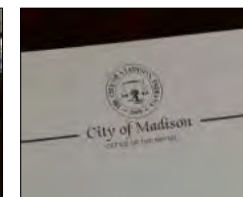


Place Dot Here



Place Dot Here

## 1 VOTE



Place Dot Here



Place Dot Here



Place Dot Here



# ONE MADISON



## PRIORITIZING GOALS

Comprehensive Plan | Madison, Indiana | September 2015



### CHARACTER AND CULTURE

Use the stickers to choose one item that you feel is most important.

GOAL	VOTES
1. Strengthen code enforcement	3
2. Implement the Madison Area Arts Alliance Plan	2
3. Develop a one-stop online portal for community events and to celebrate accomplishments	1
4. Provide more recreation opportunities to attract more visitors and residents to use the Ohio River year round*	14
5. Evaluate and implement former Riverfront Park designs	
6. Create a healthy community initiative *	1
7. Provide more social and entertainment venues for younger persons	3
8. Draw more Hanover students into Madison by expanding collaborative partnerships, such as retail and service discounts with a student I.D.	
9. Regularly update the city website to promote existing park amenities, facilities.	
10. Preserve the historic structures and open spaces that define Madison's character and provide precedents quality maintenance and restoration.	6
11. Update the Madison Design Guidelines for alterations, changes, construction, and demolition in the Madison Historic District.	1
12. Maintain and improve quality of life facilitated by dense, pedestrian-friendly historic urban neighborhoods	9
13. Use Certificate of Appropriateness (COA) application process and design review to maintain the unique historic character of the community	1
14. Require infill construction to be visually compatible with adjacent buildings and landscapes	
15. Clarify Madison's branding and identity (see logo exercise)	
16. Develop a community center at each school and build awareness about availability	2

## PRIORITIZING GOALS

Comprehensive Plan | Madison, Indiana | September 2015



### MOBILITY AND PUBLIC/GOVERNMENTAL SERVICES

Use the stickers to choose one item that you feel is most important.

GOAL	VOTES
1. Create a five year Capital Improvements Plan for infrastructure, transportation and utilities	3
2. Develop a network of bicycle lanes, off street paths and sidewalks throughout the city *	12
3. Advocate for a pedestrian and bike friendly "complete street" on Main Street	
4. Invest in traffic calming designs for pedestrian streets such as Main Street	2
5. Advocate for a zip line in Clifty Falls State Park *	3
6. Provide a publicly funded handicap accessible vehicle to facilitate senior usage	
7. Develop a bus transit system that builds on the Catch-A-Ride service and provides a more effective asset to the community	1
8. Apply pedestrian and walkability principles to Clifty Drive, such as sidewalks	5
9. Improve aesthetics (signage, sidewalks, and parking, setbacks, landscaping, lighting) for Clifty Drive	3
10. Develop a corridor and overlay district plan which requires new developments along Clifty Drive to connect to an access road rather than connecting directly to Clifty Drive.	
11. Improve gateways and signage within the community along major corridors which guide visitors and residents to popular destinations.	
12. Develop alternative routes for truck traffic on Highway 421 and State Road 56.	6
13. Improve highway connections, such as State Road 256, between Madison and the cities of Louisville and Cincinnati	7
14. Encourage trail groups to acquire remaining unused railroad.	



# ONE-MADISON

***“We’ve envisioned it,  
now let’s get to work!”***







# letters of support

## D.1

### Letters of Support

The following pages contain numerous letters of support for this project from various community partners. Some of these partners such as the Madison Community Foundation have already participated financially in the ABC Community Revitalization Plan. We hope this demonstrates further community support for this project and the start of public/private partnerships to help implement future phases of the Madison Connector.



VALEGIA CRISAFULLI, Coordinator  
812.272.7764  
vcrisafulli62@gmail.com

Andrew Forrester  
Director of Community Relations  
Office of the Mayor  
City Hall, 101 W. Main Street  
Madison, Indiana 47250

Dear Andrew:

As implementation coordinator of ENVISION Jefferson County, the community-wide strategic plan, I am strongly supportive of Madison's efforts to achieve the America's Best Communities designation and appreciate the commitment of Frontier Communications to community revitalization. Each stage of this competition has asked us to explore substantive questions and issues that are important to the future of our community, and the process has been in complete alignment with the ENVISION plan and the city's ONE MADISON comprehensive planning work.

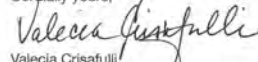
In particular, I am excited about the potential for America's Best Communities to support the enhancement of Hatcher Hill infrastructure with bike and pedestrian trails. As you are aware, connectivity issues between the hilltop and downtown and the riverfront were identified as one of the community's top priorities during the ENVISION public input meetings. Opening up Hatcher Hill as a major connector would be remarkable progress in addressing this important issue.

The project also aligns with other key priorities in the ENVISION plan, including the vision of a more healthy, active community; more opportunities that connect the public with the riverfront; more recreational opportunities for people of all ages; and the enhancement of Madison's natural position as a walkable and livable community that offers an impressive quality of life.

Madison is a quintessential "American small town" and truly deserving of this designation. While the community is justifiably proud of its past and has been an excellent steward of its remarkable architectural heritage and many natural amenities, the community is still moving forward to embrace new initiatives, such as the Arts Alliance, the new hospital and reuse of the old structure, an active bicycle club, Main Street upper-story residential development, and many more. America's Best Communities would be significant recognition and validation of the collaborative efforts already going on and the unparalleled civic engagement in Madison that will help ensure the success of these efforts.

Thank you for every consideration.

Cordially yours,

  
Valecia Crisafulli  
ENVISION Jefferson County



COMMUNITY FOUNDATION  
of MADISON & JEFFERSON COUNTY

For Good. For Ever.

November 2, 2015

America's Best Communities

Dear Judges:

This letter is an expression of full support of the City of Madison's quest to be recognized as one of America's Best Communities. On September 30, the Community Foundation of Madison and Jefferson County awarded \$15,000 to the City of Madison to develop a comprehensive plan to be used for the America's Best Communities Competition and other future grant applications.

Residents of Madison are blessed with so many wonderful assets like our natural beauty, the impressive 19<sup>th</sup> century architecture in our 133 square block National Landmark District, and our amazing collection of talented artists and artisans who take pride in the fact that Madison was named an Indiana Cultural District by the Indiana Arts Commission earlier this year.

Our most important and treasured assets are all the people who call Madison home, whether they were born and raised here, or came to this magical place by choice to work or retire. Many of these great people are engaged in the Comprehensive Plan process which will make Madison an even better place to live, work, and enjoy life.

I sincerely hope Madison, Indiana will make the Top 10 cut for American's Best Community. Thank you so much for considering Madison's application. Please don't hesitate to contact me if you have any questions or would like to learn more about our wonderful, historic river town.

Sincerely,

  
Bill Barnes  
President & CEO

P.O. Box 306, Madison, IN 47250 | Phone: (812) 265-3327 | Fax: (812) 273-0181 | E-mail: info@cfmjc.org



October 26, 2015

To whom it may concern:

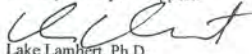
On behalf of Hanover College, I am excited to support Madison, Indiana, as one of America's Best Communities!

Madison-Jefferson County is our home, and it is also the home to most of our faculty and staff. It is the place where we shop, eat out, find entertainment, enjoy the outdoors, and celebrate the history and culture of our region. Hanover College relies on Madison, and Madison relies on us as an important economic center. Even more, we want Madison to be vital and attractive to outsiders. This helps us recruit new students to the college, and it also will enable more Hanover students to stay in the community after graduation as talented, educated citizens and contributors to our labor force.

One of my goals as President of Hanover College is to create even more connections between the college and Madison, and we are already doing several exciting new things. One of the key ways to build those connections is to have new bike and walking trails that connect the campus and community, and I am excited that Madison's comprehensive planning process is making that such a priority. I envision faculty and staff biking to work on new trails and bike lanes, students walking to downtown Madison concerts at our historic fountain, and visitors to Madison coming to the college on an integrated trail system.

Without question, "college towns" are some of the most exciting places to live, work and study, and Madison is all of those things. But we can be even better! Recognition and funding as an America's Best Communities will give Madison that extra oomph that we need to make our dreams into reality.

Thank you for your support!

  
Lake Lambert, Ph.D.  
President

Post Office Box 108, Hanover, Indiana 47243-0108 812-866-7000 [www.hanover.edu](http://www.hanover.edu)



One Bethany Drive / 1373 East State Road 62  
P.O. Box 447  
Madison, IN 47250  
Phone: 812 / 861-0809  
[www.kdhmadison.org](http://www.kdhmadison.org)

October 22, 2015

To Whom It May Concern:

The City of Madison is honored to be considered for America's Best Communities and grateful to the sponsors who recognize the value of small and rural cities. Madison is a special place to live and visit and has exciting plans, ideas and passion to make our community even better.

As the CEO of the hospital in Madison, we have a strong mission that includes not only sickness, but health as well. Our community plans surround the concept of improving the quality of life, and the physical health of our community is a part of that. The entire nation has become quickly aware of the healthcare crisis we face. Plans for bike trails and walking paths are underway to connect residential areas with retail areas of our city. Plans for the expansion of the Heritage Trail will further promote activity and wellness.

King's Daughters' Health commitment to the community has been demonstrated by its replacement facility in 2013 and a new state of the art Cancer Center in 2015. We want quality healthcare for our rural community. The Cancer Center was partially funded by donors, cancer survivors and our local industry. The spirit of generosity and caring for each other was certainly realized with this project.

One of the wonderfully unique qualities of Madison is our historic downtown. Many people visit Madison because of the uniqueness and rich preservation of history. The existing museums, the historic Shrewsbury Windle House under renovation and many other sites allow people to look back in time to appreciate the past. The historic downtown Alley Project further adds to the quaintness of the historic downtown. The tourism this history provides helps Madison grow our local businesses.

As a proponent for rural healthcare, all these things help us to recruit talented physicians and healthcare providers who appreciate and value the quality of life a community can offer. The funding that the America's Best Communities program offers can make our community even better and help in many ways to revitalize our city to help us sustain ourselves into the future.

Sincerely,

  
Carol Dozier  
President/CEO

*"The Sun of Righteousness arise with healing in his wings..." Malachi 4:2*



## PRINCE OF PEACE CATHOLIC SCHOOLS

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

October 29<sup>th</sup>, 2015

Dear America's Best Communities Committee,

It is with great pleasure that I write this letter on the great town of Madison, Indiana and the application for the America's Best Community. Madison is a true jewel in the Midwest. We have kept the small town feel, but are so lucky to have a thriving area with successful businesses both large and small. We are right on the Ohio River with a gorgeous view from anywhere and a Main Street that makes other towns jealous.

Our community has entered into this competition with clear goals: to renovate Hatcher Hill and to improve on the bicycle paths as well as walking areas for our visitors and residents. We have people visit for long weekends or even take week long vacations because of the beautiful scenery as well as all of our fun festivals. We are well known for being a retirement spot for so many people who do not want to make the trek down south and want to see the 4 beautiful changes in the season. They will live on Main Street, find a small country farm or live in one of the many beautiful neighborhoods all over town.

I am the President of two Catholic private schools in town and we have been part of this community for over 175 years. We are very proud to be a big part of the community and offer different options in the education environment. Our schools and our students are very big in community service and we feel very fortunate to live in such a great safe small town in the Midwest.

We strongly believe in the goals of this competition because opening up Hatcher Hill and improving the bike and walking areas in our city will only add to the greatness in our community. I really wish that you could come and physically see our great town and see how it has a family feel. There is a lot of pride in Madison, Indiana and winning this competition would only add to the strong feeling of our hometown.

I wish you the best of luck in your decision, but I can promise you that you won't go wrong by picking Madison, IN. We will represent you well and continue to be the pride of the Midwest.

Sincerely,

Phil Kahn '87  
President of Prince of Peace Catholic Schools  
305 West State Street  
Madison, Indiana 47250  
812-273-5835 ext. 245

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

Ginger Studebaker-Bolinger, Ph.D.  
Superintendent



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

October 30, 2015

Mr. Andrew Forrester  
Director of Community Relations  
Office of the Mayor  
City of Madison  
101 West Main Street  
Madison, IN 47250

Mr. Forrester:

Please accept this letter of support for the City of Madison and VisitMadison, Inc. Madison Consolidated Schools is pleased to be your partner as you participate in the America's Best Communities competition sponsored by Frontier Communications.

Our school corporation has successfully partnered with local business and industry and higher education to increase programming opportunities for students. These partnerships are providing tremendous benefits to our students and our community. For example, through our partnership with IVY Tech Community College, our local provider of higher education, we expect more than 20 students to graduate this year with 30 credit hours of college coursework that will lead to a savings of more than \$240,000 for families in our community.

We want to be part of the solution to provide quality of life elements in our community as stated in the One Madison comprehensive plan. Two of the goals in our strategic framework speak to our willingness and desire to connect with our community. We want to provide open and transparent communications and expand our outreach to the community. We also strive to understand local markets in order to prepare students for direct entry to the workforce.

Thank you for the opportunity to work with the City of Madison and VisitMadison, Inc. Our continued partnerships will improve the lives of our students, provide enhanced programming in our schools, and create a network of organizations that will drive our community to new heights.

Sincerely,

Ginger Studebaker-Bolinger, Superintendent  
Madison Consolidated Schools





P.O. Box 327  
MADISON, INDIANA 47250  
(812) 493-4984  
MADISONMAINSTREET.COM  
MADISONMAINSTREETPROGRAM  
@GMAIL.COM

#### BOARD OF DIRECTORS:

SANDY PALMER, PRESIDENT  
VALECIA CRISAFULLI, VICE PRESIDENT  
JULIE TRUAX, PAST PRES. & SECRETARY  
RHONDA SAULEY, TREASURER  
LARRY NEWHOUSE, PAST PRESIDENT  
WANDA GROSS  
TERRI WALLER  
DEB FINE  
ALLYSON SULLIVAN

WHITNEY B. WYATT, DIRECTOR

#### OUR MISSION:

"We are dedicated to the ongoing revitalization of Madison, Indiana's historic downtown commercial district."

October 29, 2015

To whom it may concern:

On behalf of the Madison Main Street Program, I would like to express our sincere enthusiasm in partnering with the City of Madison for the grant to be named America's Best Community. This competition is nothing less than the opportunity we have been all waiting for the last several decades.

Madison is undeniably a gorgeous town. It is known to many as the "hidden gem" of Indiana. Madison boasts the combination of beautiful country farmlands surrounding a spectacular historic downtown flanked by the mighty Ohio River. We celebrate our town each and every day. Yet, there is so much still to accomplish. It's no secret that small cities and towns, such as Madison, do not have quite the same resources for investment as big cities do. We have to work twice as hard, and often with private support to bring about big change. We are very eager to compete with the best of the best to gain new residents, further develop arts and cultural amenities, and make Madison bike and pedestrian friendly. These projects are not accomplished without a long tally of volunteer hours and extra unpaid time from staff. So many sacrifices such as these are made without question by all in Madison because we want nothing more than the very best for our sweet and beautiful little city. We will not give up.

Our program appreciates being part of this group of seriously committed organizations. These are some of the most dedicated people I have ever come across. We look forward to this incredible opportunity to take Madison to the next level, and truly have the chance to polish her as she so deserves.

Sincerely,

Director



416 West Street, Suite B

## MADISON AREA ARTS ALLIANCE

Madison, Indiana 47250



812. 801.9863

25 October 2015

Andrew Forrester  
City of Madison  
101 W. Main Street  
Madison, Indiana 47250

Dear Andrew:

On behalf of the Madison Area Arts Alliance board of directors, we enthusiastically support Madison's involvement in the America's Best Communities competition. It is with great hope that Madison earns this award and the timing could not be any better!

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

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

The possibility of the award of the America's Best Communities grant will move our community where it needs to be—allowing us to fully utilize all of our assets. As we continue to illustrate how this amazing community works together and how we have stood strong through many trials, it is important to keep dreaming. We want more for our community and this award will allow our dreams to become reality.

Thank you so much for this opportunity to participate in the ABC competition. We certainly appreciate the leadership from the local ABC team and the national partners and look forward to a positive outcome.

Most Sincerely,

Kimberly F. Nyberg  
Executive Director  
Madison Area Arts Alliance

Website: [Madisonareaarts.org](http://Madisonareaarts.org)

email: [artsherenow@gmail.com](mailto:artsherenow@gmail.com)



JEFFERSON COUNTY INDUSTRIAL  
DEVELOPMENT CORPORATION

301 E. MAIN STREET

MADISON, INDIANA 47250

OFFICE: (812) 265-4759

FAX: (812) 265-9784

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

Dear Andrew,


I am writing to offer the support of the Jefferson County Industrial Development Corporation for the City's continued efforts to become America's Best Community! Particularly, I am excited to hear about the city's efforts to improve connectivity through bike/pedestrian lanes and an expanded trail system. A decade ago, it might be hard to imagine an economic development organization being so enthusiastic about such a project. However, it has never been more important to a community's overall economic health that there be amenities that provide the kinds of recreational and alternative transportation options as this project will. These amenities are key to enhancing the quality of life that helps keep and attract workers. It is notable that in the past month I have witnessed an industry led "Bike to Work Day" and public discussions with two local industries seeking to add a bike lane to a planned street widening project. I believe this is a strong indication of Madison industry's support for this project.

This project is not just supported by industry, of course. In a year-long visioning process—ENVISION Jefferson County—residents identified improved trails and bike/ped options as a priority. It is also, of course, a key component of the City's One Madison comprehensive plan that will be adopted early next year. The consensus is that the existing Heritage Trail is a fantastic amenity, but it needs to connect to a wider network of trails, sidewalks and bike lanes, one that links the downtown residential areas with the hilltop employment opportunities. This project will help make it a reality.

In my estimation, this project is perhaps the clearest example of true collaboration in Madison in a long time. From industry, to recreation groups, to schools, to public safety officials, to the tourism bureau, this project benefits the entire community. It has brought these groups together in a focused way to accomplish a very concrete goal. I know that for industry, the health benefits and safe transportation options are reason enough to support the effort. And, the added value in providing an improved amenity that will help attract workers and their families will have a very direct impact on building a quality workforce—a top priority of all of our businesses.

Residents of Madison know that we live in a wonderful community. This project can improve the overall quality of life in a very tangible way that will benefit us for decades to come. I am thrilled to support the City and its efforts to show the rest of the country that we truly are America's Best Community.

Sincerely,

  
Nathan Hadley  
Executive Director

301 Hillcrest Drive  
Madison, IN 47250  
Oct. 27, 2015

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

RE: America's Best Communities

I am writing in support of the project to convert the former Hatcher Hill Road into a biking and pedestrian route between Madison's hilltop and downtown. This is an excellent time to pursue this project because local residents are just waking up to the huge role walking and biking contributes to our residents' health. Frontier Communications is to be commended for its generous support of this type of project.

As a member of the Madison City Council, I see this as an important project for my 12,000 constituents. About five years ago the city completed a sidewalk project on Michigan Road. As a result, many residential neighborhoods now have walking access to Michigan Road, and thus could easily access Hatcher Hill, which is only a couple of blocks away. Using a bicycle on the curving hillside portion of Michigan Road is extremely hazardous. Hatcher Hill would be a safe alternative for bicyclists as well as hikers. Madison residents, especially young people who cannot drive, would have a welcoming, safe route to travel between the two parts of Madison.

The city is currently working on both an Active Living Plan and a Comprehensive Plan. Both are engaging individuals and groups representing a broad spectrum of interests. Almost without exception, they concur that connectivity between "upper" and "lower" Madison is a high priority.

I strongly support this project and look forward to making it a reality. I have personally walked Hatcher Hill on several occasions. It involves climbing over barricades and taking care not to slip on the moss that has grown over the pavement. Because of the condition of the pavement, I couldn't recommend bicycling on it at this time. A repaved, striped and well signed Hatcher Hill will be a welcome addition to our community!

Sincerely yours,

Laura Hodges  
Madison City Councilman at Large

HISTORIC MADISON, INC.  
 500 West Street Madison, Indiana 47250  
 A National Historic Landmark District  
*"Enriching our community's future by valuing its past"*

October 28, 2015

Mr. Andrew Forrester, Director of Community Relations  
 Office of the Mayor  
 101 West Main Street  
 Madison, Indiana 47250

Subject: America's Best Community

Dear Andrew,

Historic Madison, Inc. (HMI) is in full support of the community's effort to be named **America's Best Community**. It therefore gives me great pleasure to offer this letter in support of the next step in the competition.

HMI, a non-profit, community-based historic preservation organization, has been in the forefront of maintaining and improving upon the quality of life for citizens of Madison since our founding in 1960. The city is known throughout the nation for our preservation ethic – retaining, rehabilitating and reusing our fabulous 19<sup>th</sup> century building stock – for current and future generations of Madisonians. We have worked extensively with community leaders, groups and governmental agencies to assure that our National Historic Landmark district is improved in ways that benefit all while respecting our heritage.

We are pleased to be recognized as one of the 50 Quarterfinal Communities in the United States. We are deeply appreciative of the generous support of Frontier Communications and its other corporate partners - DISH Network, The Weather Channel and CoBank – for sponsoring the competition and recognizing Madison.

#### **Envision Jefferson County & the Hatcher Hill Bicycle and Walking Trail**

The Envision Jefferson County Vision & Action Plan is a privately support venture which has engaged hundreds of citizens from throughout Jefferson County and resulted in a 6 goal vision plan for the future. Community volunteers are now engaged in implementing the goals our neighbors identified as most pressing. Increasing pedestrian and bicycle opportunities is one of these goals.

The Envision Plan has identified greater connectivity between the two portions of our community divided by geography – the historic district along the Ohio River – and the post- WWII suburban development atop the 400 foot bluffs surrounding the 19th century community center.

PHONE: (812) 265-2967 FAX (812) 273-3941  
 E-MAIL: [hmi@historicmadisoninc.com](mailto:hmi@historicmadisoninc.com) WEBSITE: [www.HistoricMadisonInc.com](http://www.HistoricMadisonInc.com)

Mr. Andrew Forrester, October 28, 2015  
 Page 2 of 3

One portion of this, the Heritage Trail, has already been accomplished. The Heritage Trail plan has envisioned the Hatcher Hill portion as a key element in creating a looping trail system to connect the suburbs with the original city center. This is the area we would like to concentrate our energies on now as a community.

The ABC award will only further these aims by enhancing the connectivity between the many groups which help make Madison such a special place.

This is important to our organization since the majority of our citizens can live and work in the community without taking a trip "down the hill" to the historic district. Increasing connectivity between the population center of the city, and the "heart" of the city will benefit all citizens of Madison.

In addition, the Hatcher Hill project will re-open a scenic, almost parklike, transportation corridor for bicyclists and pedestrians only. This will allow a safer and more direct route between both areas of the city than is possible today for walkers and cyclists. It is an important quality of life enhancement and a place making opportunity for a long disused, but once important roadway in Madison.

#### **Community Planning and the Future**

The City of Madison is now engaged in updating its Master Plan. The Envision plan is the perfect preamble for this work as so much of the public information gathering has been completed. The Master Plan will directly address a number of goals and action steps in the Envision plan. Many local groups and organizations are working together better than ever to support the Master Planning effort and to realize the Envision Plan.

Other important community improvements include the recent opening of our new hospital and cancer center and the redevelopment of our former hospital building into River Terrace Health Campus, a continuity of care facility for senior citizens. This represents an investment of about \$150 million in new construction or extensive renovation just in local health care alone. That's a staggering amount of capital investment in a city of 12,000.

Other significant new initiatives include:

- the exponential advance of Super ATV, a home grown all-terrain vehicle parts manufacturer;
- the Madison Area Arts Alliance which is advancing our burgeoning local arts community the Madison Main Street Program's new Loft Tour;
- our organization's rehabilitation of the Shrewsbury-Windle House, one of America's most important historic homes

There is a great deal happening in Madison. All these initiatives feed into the sense of place, the quality of life and the hometown feel of one of our nation's best communities.

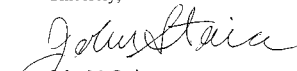
To add some additional context, over the past 5-10 years, there has been over \$1 billion in capital investment in projects large and small in the Madison & Jefferson County community. The

Mr. Andrew Forrester, October 28, 2015  
Page 3 of 3

largest of these include the power plant upgrades, the new bridge and new hospital, Ivy Tech College & Hanover College expansions, industry expansions, courthouse & jail expansion and rehabilitation, Lydia Middleton school addition and restoration, Crystal Beach pool rehabilitation, creation of Bicentennial Park, Riverfront development, Heritage Trail, investments in Clifty Falls State Park, the Lanier State Historic Site and the former Madison State Hospital and additional road and bridge projects and additional infrastructure upgrades. Added to this such ongoing restoration by Historic Madison, Inc. and other organizations and individuals, and the annualized investment in our community is truly staggering.

It truly is no wonder we are in the running for America's Best Community.

Sincerely,



John M. Staicer  
President & Executive Director









# required waivers

## E.1

### **Required Waivers**

The following pages contain waivers from all required parties.



## ABC PRIZE COMPETITION WINNER AGREEMENT

### Attachment B: Individual Release and Waiver

#### America's Best Communities Prize Competition Individual Release and Waiver

I am a member of a team participating in the America's Best Communities prize competition ("ABC Prize Competition") and led by the organization identified below ("Team Leader"). I am providing this Individual Release and Waiver ("Release and Waiver") to the Team Leader with the understanding that it will be relied upon in connection with the ABC Prize Competition.

I represent that with respect to the ABC Prize Competition, I have and will fully comply with all of the Official Rules of the ABC Prize Competition, which I have read, and I have committed and will commit no fraud or deception in connection with the ABC Prize Competition, and to my knowledge the team led by Team Leader is eligible to receive a prize in the ABC Prize Competition.

I hereby agree to release, discharge, and absolve Team Leader and Frontier ABC LLC ("FTR ABC") and any and all co-sponsors, sponsors, administrators, judges, publicity, and prize fulfillment companies and each of the foregoing entities' affiliates, and each of the foregoing entities and affiliates officers, directors, employees, sponsors, workmen, and their employers, vendors, servants, independent contractors, representatives and invitees, and agents (the "Released Parties") from any and all losses, liabilities, damages, (including, without limitation, personal injury, death, or property damage), or claims, or any related costs and expenses (including, without limitation, legal fees and disbursements and costs of investigation, litigation, settlement, judgment, interest, and penalties) of any nature whatsoever ("Losses") which I, my heirs, executors, administrators and assigns, had, now have or may hereafter have against any of them arising out of or in connection with the ABC Prize Competition.

I hereby agree to grant to the Released Parties, their agents and assigns, without limitation, and without additional financial or other compensation, the right to use my name, likeness, portrait, recorded voice and biographical material, on the Internet and in social media, and in order to advertise, promote or publicize the ABC Prize Competition and any advertisers and co-sponsors associated with the ABC Prize Competition. To the extent any of my intellectual property is included in a submission by my Team for the ABC Prize Competition, I hereby grant a perpetual, royalty-free, irrevocable, non-exclusive, sub-licensable license to Team, FTR ABC, and the Released Parties (a) to copy, excerpt, modify, use, reproduce and publish all submissions in connection with the ABC Prize Competition; (b) to publicly display, and/or feature submissions and related content in connection with the promotion of the ABC Prize Competition in all media worldwide (now known or later developed); and (c) to store the submissions for the purposes of the ABC Prize Competition.

I understand that the releases and waivers contained herein are intended to be as broad and inclusive as permitted by law, and I agree that if any portion of such Release is deemed invalid, the remainder will continue in full force and effect. I further understand that such Release is to be interpreted under the laws of the State of New York, and I submit to the jurisdiction of the courts in the State of New York and waive all objections to the jurisdiction or venue of such courts.

Signature  Date 29 October 2015

Print Name Kimberly F. Nyberg

Street Address 416 West Street, Suite B

City, State, and ZIP Code Madison, Indiana 47250

Telephone Number 812-801-9863

Email Address kfinyberg@gmail.com

Team Leader (Organization) City of Madison-Andrew Forrester

## ABC PRIZE COMPETITION WINNER AGREEMENT

### Attachment B: Individual Release and Waiver

#### America's Best Communities Prize Competition Individual Release and Waiver

I am a member of a team participating in the America's Best Communities prize competition ("ABC Prize Competition") and led by the organization identified below ("Team Leader"). I am providing this Individual Release and Waiver ("Release and Waiver") to the Team Leader with the understanding that it will be relied upon in connection with the ABC Prize Competition.

I represent that with respect to the ABC Prize Competition, I have and will fully comply with all of the Official Rules of the ABC Prize Competition, which I have read, and I have committed and will commit no fraud or deception in connection with the ABC Prize Competition, and to my knowledge the team led by Team Leader is eligible to receive a prize in the ABC Prize Competition.

I hereby agree to release, discharge, and absolve Team Leader and Frontier ABC LLC ("FTR ABC") and any and all co-sponsors, sponsors, administrators, judges, publicity, and prize fulfillment companies and each of the foregoing entities' affiliates, and each of the foregoing entities and affiliates officers, directors, employees, sponsors, workmen, and their employers, vendors, servants, independent contractors, representatives and invitees, and agents (the "Released Parties") from any and all losses, liabilities, damages, (including, without limitation, personal injury, death, or property damage), or claims, or any related costs and expenses (including, without limitation, legal fees and disbursements and costs of investigation, litigation, settlement, judgment, interest, and penalties) of any nature whatsoever ("Losses") which I, my heirs, executors, administrators and assigns, had, now have or may hereafter have against any of them arising out of or in connection with the ABC Prize Competition.

I hereby agree to grant to the Released Parties, their agents and assigns, without limitation, and without additional financial or other compensation, the right to use my name, likeness, portrait, recorded voice and biographical material, on the Internet and in social media, and in order to advertise, promote or publicize the ABC Prize Competition and any advertisers and co-sponsors associated with the ABC Prize Competition. To the extent any of my intellectual property is included in a submission by my Team for the ABC Prize Competition, I hereby grant a perpetual, royalty-free, irrevocable, non-exclusive, sub-licensable license to Team, FTR ABC, and the Released Parties (a) to copy, excerpt, modify, use, reproduce and publish all submissions in connection with the ABC Prize Competition; (b) to publicly display, and/or feature submissions and related content in connection with the promotion of the ABC Prize Competition in all media worldwide (now known or later developed); and (c) to store the submissions for the purposes of the ABC Prize Competition.

I understand that the releases and waivers contained herein are intended to be as broad and inclusive as permitted by law, and I agree that if any portion of such Release is deemed invalid, the remainder will continue in full force and effect. I further understand that such Release is to be interpreted under the laws of the State of New York, and I submit to the jurisdiction of the courts in the State of New York and waive all objections to the jurisdiction or venue of such courts.

Signature  Date 11/6/2015

Print Name N. Anthony Steinhart

Street Address 101 S. Pennsylvania St.

City, State, and ZIP Code Indianapolis, IN 46204

Telephone Number 317.633.4040

Email Address tsteinhardt@ratiodesign.com



Attachment B: Individual Release and WaiverAmerica's Best Communities Prize Competition  
Individual Release and Waiver

I am a member of a team participating in the America's Best Communities prize competition ("ABC Prize Competition") and led by the organization identified below ("Team Leader"). I am providing this Individual Release and Waiver ("Release and Waiver") to the Team Leader with the understanding that it will be relied upon in connection with the ABC Prize Competition.

I represent that with respect to the ABC Prize Competition, I have and will fully comply with all of the Official Rules of the ABC Prize Competition, which I have read, and I have committed and will commit no fraud or deception in connection with the ABC Prize Competition, and to my knowledge the team led by Team Leader is eligible to receive a prize in the ABC Prize Competition.

I hereby agree to release, discharge, and absolve Team Leader and Frontier ABC LLC ("FTR ABC") and any and all co-sponsors, sponsors, administrators, judges, publicity, and prize fulfillment companies and each of the foregoing entities' affiliates, and each of the foregoing entities and affiliates officers, directors, employees, sponsors, workmen, and their employers, vendors, servants, independent contractors, representatives and invitees, and agents (the "Released Parties") from any and all losses, liabilities, damages, (including, without limitation, personal injury, death, or property damage), or claims, or any related costs and expenses (including, without limitation, legal fees and disbursements and costs of investigation, litigation, settlement, judgment, interest, and penalties) of any nature whatsoever ("Losses") which I, my heirs, executors, administrators and assigns, had, now have or may hereafter have against any of them arising out of or in connection with the ABC Prize Competition.

I hereby agree to grant to the Released Parties, their agents and assigns, without limitation, and without additional financial or other compensation, the right to use my name, likeness, portrait, recorded voice and biographical material, on the Internet and in social media, and in order to advertise, promote or publicize the ABC Prize Competition and any advertisers and co-sponsors associated with the ABC Prize Competition. To the extent any of my intellectual property is included in a submission by my Team for the ABC Prize Competition, I hereby grant a perpetual, royalty-free, irrevocable, non-exclusive, sub-licensable license to Team, FTR ABC, and the Released Parties (a) to copy, excerpt, modify, use, reproduce and publish all submissions in connection with the ABC Prize Competition; (b) to publicly display, and/or feature submissions and related content in connection with the promotion of the ABC Prize Competition in all media worldwide (now known or later developed); and (c) to store the submissions for the purposes of the ABC Prize Competition.

I understand that the releases and waivers contained herein are intended to be as broad and inclusive as permitted by law, and I agree that if any portion of such Release is deemed invalid, the remainder will continue in full force and effect. I further understand that such Release is to be interpreted under the laws of the State of New York, and I submit to the jurisdiction of the courts in the State of New York and waive all objections to the jurisdiction or venue of such courts.

Signature *D. Studebaker-Bolinger* Date October 22, 2015  
 Print Name Ginger Studebaker-Bolinger  
 Street Address 2421 Wilson Avenue  
 City, State, and ZIP Code Madison, Indiana 47250  
 Telephone Number 812.274.8107  
 Email Address gbolinger@madison.k12.in.us  
 Team Leader (Organization) Madison Consolidated Schools

- 14 -

**ABC PRIZE COMPETITION WINNER AGREEMENT**Attachment B: Individual Release and WaiverAmerica's Best Communities Prize Competition  
Individual Release and Waiver

I am a member of a team participating in the America's Best Communities prize competition ("ABC Prize Competition") and led by the organization identified below ("Team Leader"). I am providing this Individual Release and Waiver ("Release and Waiver") to the Team Leader with the understanding that it will be relied upon in connection with the ABC Prize Competition.

I represent that with respect to the ABC Prize Competition, I have and will fully comply with all of the Official Rules of the ABC Prize Competition, which I have read, and I have committed and will commit no fraud or deception in connection with the ABC Prize Competition, and to my knowledge the team led by Team Leader is eligible to receive a prize in the ABC Prize Competition.

I hereby agree to release, discharge, and absolve Team Leader and Frontier ABC LLC ("FTR ABC") and any and all co-sponsors, sponsors, administrators, judges, publicity, and prize fulfillment companies and each of the foregoing entities' affiliates, and each of the foregoing entities and affiliates officers, directors, employees, sponsors, workmen, and their employers, vendors, servants, independent contractors, representatives and invitees, and agents (the "Released Parties") from any and all losses, liabilities, damages, (including, without limitation, personal injury, death, or property damage), or claims, or any related costs and expenses (including, without limitation, legal fees and disbursements and costs of investigation, litigation, settlement, judgment, interest, and penalties) of any nature whatsoever ("Losses") which I, my heirs, executors, administrators and assigns, had, now have or may hereafter have against any of them arising out of or in connection with the ABC Prize Competition.

I hereby agree to grant to the Released Parties, their agents and assigns, without limitation, and without additional financial or other compensation, the right to use my name, likeness, portrait, recorded voice and biographical material, on the Internet and in social media, and in order to advertise, promote or publicize the ABC Prize Competition and any advertisers and co-sponsors associated with the ABC Prize Competition. To the extent any of my intellectual property is included in a submission by my Team for the ABC Prize Competition, I hereby grant a perpetual, royalty-free, irrevocable, non-exclusive, sub-licensable license to Team, FTR ABC, and the Released Parties (a) to copy, excerpt, modify, use, reproduce and publish all submissions in connection with the ABC Prize Competition; (b) to publicly display, and/or feature submissions and related content in connection with the promotion of the ABC Prize Competition in all media worldwide (now known or later developed); and (c) to store the submissions for the purposes of the ABC Prize Competition.

I understand that the releases and waivers contained herein are intended to be as broad and inclusive as permitted by law, and I agree that if any portion of such Release is deemed invalid, the remainder will continue in full force and effect. I further understand that such Release is to be interpreted under the laws of the State of New York, and I submit to the jurisdiction of the courts in the State of New York and waive all objections to the jurisdiction or venue of such courts.

Signature *Whitney B. Wyatt* Date 10-30-15  
 Print Name Whitney B. Wyatt  
 Street Address 301 E Main St.  
 City, State, and ZIP Code MADISON, IN 47250  
 Telephone Number (812) 493-4984  
 Email Address madisonmainstreetprogram@gmail.com

ORGT: The Madison Main Street Program

Attachment B: Individual Release and Waiver

America's Best Communities Prize Competition  
Individual Release and Waiver

I am a member of a team participating in the America's Best Communities prize competition ("ABC Prize Competition") and led by the organization identified below ("Team Leader"). I am providing this Individual Release and Waiver ("Release and Waiver") to the Team Leader with the understanding that it will be relied upon in connection with the ABC Prize Competition.

I represent that with respect to the ABC Prize Competition, I have and will fully comply with all of the Official Rules of the ABC Prize Competition, which I have read, and I have committed and will commit no fraud or deception in connection with the ABC Prize Competition, and to my knowledge the team led by Team Leader is eligible to receive a prize in the ABC Prize Competition.

I hereby agree to release, discharge, and absolve Team Leader and Frontier ABC LLC ("FTR ABC") and any and all co-sponsors, sponsors, administrators, judges, publicity, and prize fulfillment companies and each of the foregoing entities' affiliates, and each of the foregoing entities and affiliates officers, directors, employees, sponsors, workmen, and their employers, vendors, servants, independent contractors, representatives and invitees, and agents (the "Released Parties") from any and all losses, liabilities, damages, (including, without limitation, personal injury, death, or property damage), or claims, or any related costs and expenses (including, without limitation, legal fees and disbursements and costs of investigation, litigation, settlement, judgment, interest, and penalties) of any nature whatsoever ("Losses") which I, my heirs, executors, administrators and assigns, had, now have or may hereafter have against any of them arising out of or in connection with the ABC Prize Competition.

I hereby agree to grant to the Released Parties, their agents and assigns, without limitation, and without additional financial or other compensation, the right to use my name, likeness, portrait, recorded voice and biographical material, on the Internet and in social media, and in order to advertise, promote or publicize the ABC Prize Competition and any advertisers and co-sponsors associated with the ABC Prize Competition. To the extent any of my intellectual property is included in a submission by my Team for the ABC Prize Competition, I hereby grant a perpetual, royalty-free, irrevocable, non-exclusive, sub-licensable license to Team, FTR ABC, and the Released Parties (a) to copy, excerpt, modify, use, reproduce and publish all submissions in connection with the ABC Prize Competition; (b) to publicly display, and/or feature submissions and related content in connection with the promotion of the ABC Prize Competition in all media worldwide (now known or later developed); and (c) to store the submissions for the purposes of the ABC Prize Competition.

I understand that the releases and waivers contained herein are intended to be as broad and inclusive as permitted by law, and I agree that if any portion of such Release is deemed invalid, the remainder will continue in full force and effect. I further understand that such Release is to be interpreted under the laws of the State of New York, and I submit to the jurisdiction of the courts in the State of New York and waive all objections to the jurisdiction or venue of such courts.

Signature Jodi M. Staker Date 10/27/15  
Print Name JOHN W. STAKER - President/Executive Director  
Street Address HISTORIC MADISON, INC. 500 West St.  
City, State, and ZIP Code Madison IN 47250  
Telephone Number 812-265-2967  
Email Address hw@historicmadisoninc.com  
Team Leader (Organization) JOHN STAKER

Attachment B: Individual Release and Waiver

America's Best Communities Prize Competition  
Individual Release and Waiver

I am a member of a team participating in the America's Best Communities prize competition ("ABC Prize Competition") and led by the organization identified below ("Team Leader"). I am providing this Individual Release and Waiver ("Release and Waiver") to the Team Leader with the understanding that it will be relied upon in connection with the ABC Prize Competition.

I represent that with respect to the ABC Prize Competition, I have and will fully comply with all of the Official Rules of the ABC Prize Competition, which I have read, and I have committed and will commit no fraud or deception in connection with the ABC Prize Competition, and to my knowledge the team led by Team Leader is eligible to receive a prize in the ABC Prize Competition.

I hereby agree to release, discharge, and absolve Team Leader and Frontier ABC LLC ("FTR ABC") and any and all co-sponsors, sponsors, administrators, judges, publicity, and prize fulfillment companies and each of the foregoing entities' affiliates, and each of the foregoing entities and affiliates officers, directors, employees, sponsors, workmen, and their employers, vendors, servants, independent contractors, representatives and invitees, and agents (the "Released Parties") from any and all losses, liabilities, damages, (including, without limitation, personal injury, death, or property damage), or claims, or any related costs and expenses (including, without limitation, legal fees and disbursements and costs of investigation, litigation, settlement, judgment, interest, and penalties) of any nature whatsoever ("Losses") which I, my heirs, executors, administrators and assigns, had, now have or may hereafter have against any of them arising out of or in connection with the ABC Prize Competition.

I hereby agree to grant to the Released Parties, their agents and assigns, without limitation, and without additional financial or other compensation, the right to use my name, likeness, portrait, recorded voice and biographical material, on the Internet and in social media, and in order to advertise, promote or publicize the ABC Prize Competition and any advertisers and co-sponsors associated with the ABC Prize Competition. To the extent any of my intellectual property is included in a submission by my Team for the ABC Prize Competition, I hereby grant a perpetual, royalty-free, irrevocable, non-exclusive, sub-licensable license to Team, FTR ABC, and the Released Parties (a) to copy, excerpt, modify, use, reproduce and publish all submissions in connection with the ABC Prize Competition; (b) to publicly display, and/or feature submissions and related content in connection with the promotion of the ABC Prize Competition in all media worldwide (now known or later developed); and (c) to store the submissions for the purposes of the ABC Prize Competition.

I understand that the releases and waivers contained herein are intended to be as broad and inclusive as permitted by law, and I agree that if any portion of such Release is deemed invalid, the remainder will continue in full force and effect. I further understand that such Release is to be interpreted under the laws of the State of New York, and I submit to the jurisdiction of the courts in the State of New York and waive all objections to the jurisdiction or venue of such courts.

Signature Phil Kahn Date 10/29/15  
Print Name Philip Kahn  
Street Address 305 W. State St.  
City, State, and ZIP Code Madison, IN 47250  
Telephone Number 812-801-1660  
Email Address pcppresident@popeace.org  
Team Leader (Organization) Phil Kahn





Working in partnership with  
**ENVISION**  
JEFFERSON COUNTY  

---

shaping our future together