



MADISON

Indiana
Office of the Mayor

Good evening, everyone, and welcome. Good evening council, and to all our special guests here tonight. Thank you for joining us for our annual State of the City address. Thank you to the Fairfield team for hosting us again tonight, Gary for sound, and the volunteers and team at city hall for arranging this event. Thank you to Hannah Fagen and Kealey White for the city's communication and outreach efforts. Whether it's press releases, our website redesign, monthly newsletters, or social media campaigns, there is a tremendous energy in everything we do.

I want to thank our students for being here and leading us in the pledge of allegiance. If you only take away one message tonight, I hope it is this: There is no more important task at hand than investing in their futures!

When I first ran for mayor, I promised you a bold approach to improving our community. With leadership and vision, we created a strategy to bring more investment to our community, and we developed a plan that brought new solutions to old problems. Pick an issue such as blight, unsafe buildings, bad sidewalks, speeding, poor roads, outdated infrastructure, lack of housing, outdated policies, flooding, economic development, and many others. We have tackled them all head-on. We have done so while generating record investments, maintaining a low property tax rate, generating millions of new grant dollars for our community, and keeping a balanced budget every year.

Let me make this statement up-front; Madison has never been stronger. Our financial strength is our currency toward the future. Our unemployment rate at 2.8%, is lower than the state and national averages. Our county-wide GDP is up 10% in the past three years, a record number of new businesses have opened, our region is the fastest growing in the state, a record level of new investment is happening, and Madison's fiscal strength has never been better.

Revenues to invest in our redevelopment commission are up 42% over 2019, the city has zero general obligation debt, our revenue bond obligations are supported by strong debt service coverage ratios, and the city ended 2022 with \$19 million in cash and investments, up 16% from year-end 2019's \$16.6 million. We have recovered from COVID and the 2021 flooding, and we did that while maintaining a balanced budget.

There are two people here tonight who are instrumental in guiding the city's financial and budgetary matters and its investment in new, more effective technology platforms and who are responsible for millions of dollars of new grants for our transportation and accounting and personnel-related initiatives. Please join me in recognizing Deputy Mayor Mindy McGee and Clerk-Treasurer Katie Rampy.

Over the past three and half years, we have remained steadfast in pursuing the three pillars of this administration: Community Safety, Economic Opportunity, and Quality of Life.

Did you ever imagine that in the last three and half years, you would see over a quarter billion dollars invested in our community by the city, our industries, our small businesses, and tourism? Did you think in that short of a timeframe and despite the many challenges we have faced that we would witness the

greatest period of investment and improvement in Madison's quality of life in Madison's history? I did. And there's another \$400 million of new investment already on its way. Our community-based investment model is working and paying huge dividends. I will talk more about this in a few minutes.

Let's talk about community safety first. The foundation of any community is safety.

Being safe and feeling safe for those who live here, work here, go to school here, and the more than 365,000 visitors coming to our community each year is extremely important. Our ability to respond to emergencies is paramount. With our professionally trained law enforcement officers and firefighters, they are the shining light on someone's darkest day. I am so grateful for the leadership of Police Chief John I. Wallace and Fire Chief Kenny Washer. Let's please recognize them with a round of applause.

Community safety is a comprehensive topic. It involves literally every facet of the city, from police, fire, streets, parks, utilities, and planning. We have continued to grow our investment in our police department, and on the heels of a complete review of SOPs that ushered in new policies regarding the use of force, the duty to intervene, pursuits, and evidence control, MPD answered 13,000 calls and MFD responded to 387 emergencies. Our crime suppression team has reduced drug-related calls by over 40%. Our newly formed Traffic Team is working around the clock to manage semi-truck traffic on Main St and speeding cars across our neighborhoods. In 2022, they conducted 4,530 traffic stops. And let's not forget Operation Predator Net, which has already taken over two dozen child predators off the streets, and MPD's drug interdiction efforts that just recently stopped major drug dealers from poisoning our people.

I mentioned the 387 emergencies that MFD responded to, but did I mention the 2,477 training hours this all-volunteer fire department accumulated last year? Because of their efforts, we have one of the best PPC ratings in the state. Please give our first responders a round of applause.

Community safety is impacted by our investment in roads and sidewalks too. In 2022, we invested over \$1.7 million revitalizing the Oak Hill neighborhood, which was the largest investment in city history. We did this by changing the way sidewalk repairs were done and created Madison's first sidewalk rating system. In 2021, we completed an asset management plan which analyzed the condition of our over 40 miles of sidewalks and almost 800 curb ramps throughout the city. We looked at age, condition, and accessibility and adopted a rating system to make a difference where it was needed most. With this data, we can now focus on the nine miles of fair-to-poor sidewalks and over 40 curb ramps that need immediate attention. Investing in something as simple as a concrete grinder has eliminated trip hazards on dozens of sidewalk sections across town. Sidewalks connect us all, and now we have a smarter way to improve that connection.

I want to mention two more community safety initiatives that are part of our critical infrastructure and important to our investment strategies in the city: our water utility and flood mitigation initiatives.

In 2022, we embarked on a \$13 million clean water improvement project to address issues regarding our water's treatment, storage, and distribution. Madison provides nearly 800 million gallons of clean drinking water to nearly 70% of city and county residents, and this project will prepare us for growth and more future capacity. Our utility consists of a very intricate network of wells, pumps, treatment plants, meters, boosters, storage tanks, and lines. The distribution system covers over 6,000 acres and almost 600,000 linear feet of water lines, most of which were installed in the 1950s. We will make every effort to

protect our water supply and build capacity for the future. I'd like to recognize Brian Jackson, our utilities superintendent, who manages our water and sewer departments.

One of the worst days of my time in office was the flash flood that occurred in the early morning of June 18, 2021. Ravaged by torrential rains that flooded the Crooked Creek Watershed and nearby North Walnut Street neighborhood, our brave officers, firefighters, and first responders performed middle-of-the-night water rescues, saving 35 people from their homes and thankfully, there was no loss of life. This neighborhood has seen repeated flooding over the past 150 years. But I believe we can significantly reduce the risk of flooding in that area with the right plan and the right investment. This investment won't be cheap, but it will save lives. We have already appropriated over \$1 million to solve this century-old problem.

Working through a public-private partnership at Sunrise Crossing, we have constructed a three-million-gallon detention basin that will significantly abate the effect of stormwater in that watershed. With the co-investment from our Jefferson County Commissioners, we are already a year into a watershed study with the Army Corps of Engineers that will bring more solutions and tactics. Thank you, Commissioners Bramer, Lee, and Little, for partnering with us on this and many other important community initiatives.

Now on to economic opportunity and planning, an area where this administration thrives. There are over \$600 million of new investments happening in our community. City of Madison Redevelopment Commission funds to reinvest in our community are growing, and dozens of new businesses are investing in Madison.

Let me pause a second to let that sink in. They are investing in YOU.

Private capital will always search for that which provides the greatest return on investment. Our leading from-the-front approach and investing our capital first provide the leveraging we need for impactful outcomes. This is why we say Madison is on the Move.

Last year ushered in so much economic development activity from the prior two years of planning. Every pocket of our city is experiencing new investments. From Sunrise Crossing to our beautiful riverfront, from Oak Hill Drive to Main Street, from Clifty Drive to Walnut Street, and from the roads that bring people here to the sidewalks that connect us all, working together, we are elevating Madison to new heights.

With a \$55 million investment, The Shoppes at Sunrise Crossing will bring new retailers such as Hobby Lobby, TJ Max, Five Below, and Kohls. After 25 years of no new housing built on the hilltop, the Residences at Sunrise Crossing will bring 183 units of badly needed apartments to the community. The investment happening across our community is expected to create over 500 new good-paying jobs, and strategies for housing those that will fill those jobs is critical. And this area, along with improvements on Michigan Road and Clifty Drive, will bring a destination feel to the hilltop, improved traffic safety, and a boulevard of decorative lighting, bike paths, public art, and special holiday lighting!

Last year we created a new place-making-based roadmap for economic development with two plans: Workforce Development and Destination Madison, to be funded with a new program called READI. These plans will produce almost a quarter-billion-dollar economic impact in our community, making

Madison the regional destination that it deserves to be. With local, state, and private capital, this public-private partnership initiative leverages our funds and generates a high return on investment.

We have already broken ground on many of these projects, with the groundbreaking for the Bicentennial Park improvements, the Ohio Theater façade restoration, and the Hanover-Madison Connector trail projects all happening this year too. Our very own Kevin Kellems represents Jefferson County on the southern Indiana RDA and ensures we succeed in this endeavor.

And in a few months, as you drive down Clifty Drive, you will see a new sidewalk project take shape and several new restaurant choices, or go for a walk downtown and you'll see The Chandler boutique hotel, an improved cultural arts corridor, a new public art exhibit, a beautiful gateway, the new super overlook and so much more.

Transportation is extremely important to any community, but especially to Madison, with its large manufacturing and tourism bases. You can get here by air, rail, roads, or river. With a \$1.5 billion and growing annual GDP, our county ranks 43rd in the state and 52nd by population, and Madison municipal airport contributes over \$10 million annually to our local economy. The Madison Port Authority, which operates our railroad, will invest almost \$20 million in a new trans-loading facility on Madison's hilltop at Industrial Drive and track improvement projects in North Vernon, attracting three new rail-dependent businesses to our community.

The theme here is all about the power of investment. With it, we thrive; without it, we don't. Economic development is only limited by our planning and resources. Making proper investments in other city-wide initiatives such as public safety, blight elimination, tourism, utilities, infrastructure, and historic preservation, and expanding our riverfront district alcohol licensing, for example, is also economic development. I'll touch on a few of those things under our quality-of-life initiatives.

I want to take this opportunity to recognize Tony Steinhardt and Nicole Schell, our directors of economic development and building and planning, for leading us in this critical investment and planning strategy.

Another vital part of economic opportunity is tourism. And Madison is definitely the Destination in Indiana for great experiences. Last year we made a major investment in a data service called Placer A.I. which provides real-time analytics about our visitor profile. It has been put into practice by our flagship tourism partners, such as Visit Madison, Inc., Madison Main Street, Jefferson County Board of Tourism, Madison Area Arts Alliance, and the Madison Area Chamber of Commerce, enabling us to more precisely measure the attendance, trends, and financial impact from our investments in that sector of our city. These analytics allow us to measure economic impact and determine how to manage best the community safety aspects of having 30,000 people in our community on a festival weekend. And with the efforts of our small businesses, tourism partners, event organizers, and volunteers, our innkeeper tax collections are up 26% since 2019. Our spending from the 365,000 plus visitors is now in excess of \$50 million annually, supporting almost 600 tourism-related jobs in our community.

Let's recognize those who bring out the magic of Madison best, VMI's President Lucy Dattilo and Executive Director Andrew Forrester, Madison Main Street Executive Director Austin Sims, Madison Area Arts Alliance Director Kim Nyberg, the president of JCBT Trevor Crafton, and Chamber Director Richard Ice. And if you are a volunteer for any of our festival events throughout the year, will you please stand.

When you combine investments in community and economic opportunity, what you get is what we all want: a higher quality of life. Our quality of life in Madison is second to none, and our community-based investment model is designed to produce improvements that we all enjoy. Economists will tell you that investments in placemaking produce high returns, increase population, reduce poverty, improves public health, and so much more. And Cincinnati Magazine described Madison as the Face of Historic Preservation.

You have heard us talk a lot about our three-word mission statement: Clean, Safe, and Beautiful. There are many layers to making this dream come true, and it takes a true partnership with the community to make this happen, and it's working. Our three-pronged approach includes incentives, updated policies, and code enforcement, if necessary.

I firmly believe that strong neighborhoods where the people come first are critical to a vibrant community. Our neighborhood revitalization efforts downtown and on the hilltop result in lower crime, higher assessed property values, fewer unsafe structures, and a great place to raise your family. Our public-private partnership for historic preservation has resulted in over \$3.5 million in PACE-related investments last year alone, a record 5:1 leveraging ratio. In the past three years, PACE-related investments totaled over \$8 million. Coupled with this program for the first time in over 25 years, we updated our historic district design guidelines and our historic district survey to better guide our preservation tactics. With these targeted revitalization efforts, we are beautifying Madison one block at a time!

Revitalization also requires a robust effort to address nuisances and unsafe structures. In our first year of investing in a code enforcement officer, in 2022, we managed 448 nuisance cases and are dealing with a universe of over 100 unsafe structures. Our goal is that owners of every unsafe structure partner with the city to develop a plan to abate the issue safely, and that, too, is working. Our building inspector, Landon Ralston, and Code Enforcement Officer Duey O'Neal are here tonight. Thank you both for your efforts.

Often the first impression and the lasting impression are the same. We focus very intently on a clean, safe, and beautiful Madison. Madison has a multi-million inventory of over 70 miles of streets to maintain. Whether it's a severe weather event or preparing for a festival to greet thousands of people, our street department plays a vital role. And to keep our town clean, we processed almost 9,500 tons of solid waste, 562 tons of recyclables, and 201 tons of leaves last year. That's the equivalent of stacking 100 Boeing 757s on top of each other every year. And our street department dedicated over 1,400 labor hours to preparing Madison for its dozens of annual events and hand-fabricated over 300 light decorations to enhance Madison's beauty. Like my wife Tammy says, everything is better with flowers, lights, and music! Please join me in thanking Streets Superintendent, Tony Sorrells, and his team for keeping Madison clean, safe, and beautiful.

In the time we have left this evening, I'd like to share with you our investment in city parks and public arts, as these greatly impact our quality of life in Madison. A new five-year master parks plan was adopted by our terrific parks board, which will direct our investments over the next several years.

Beauty and sustainability is our goal which has already resulted in record profits at our newly named Riverview Campground on the city's riverfront, reductions in operating deficits by 60% at Sunrise Golf Course, a 24% increase in our sports program participation levels; the completion of a \$2.5 million restoration of the Crystal Beach Pool house and multiple other beautification projects that bring out the best of our town Neighborhood parks play an important role in our community.

In 2022, we broke ground on the Oak Hill Park renovations. With the help of several private donors such as Grote Manufacturing, Arvin Sango, U.S. Premier, and the Community Foundation of Madison and Jefferson County, along with support from the city of Madison Redevelopment Commission, we can invest in a new shelter house, basketball court, playground, dog park, and other amenities. Thank you so much to Bill Barnes and our donors for making this happen.

And recently, we announced the construction of the new Crystal Beach Aquatic Park, a modern facility that will be fully accessible for all ages and abilities and with amenities that will make it a regional recreational destination and a vital part of our community's health and wellness. I'll never forget the evening a few weeks ago in the newly named Frank Baldwin Hunter Hall with my grandson Hudson sitting on my lap, watching the announcement from Dora Anim that the Bethany Legacy Foundation will close the gap in our project costs with a \$2 million donation that will also include programs to make sure access to this great facility is affordable for all Jefferson County residents. This is also another major city/county initiative we are very proud of and one that will build strong futures for years to come. Our groundbreaking for this \$7.5 million investment in Madison will happen soon. Dora couldn't be here tonight, but Angie is here representing the Bethany Legacy Foundation. Thank you to Bethany and the Commissioners for this generational investment in our community. I promise you the new Crystal Beach Aquatic Park will be worth the wait.

Gaines Park, located in the heart of our historical black community, brings a rich history to that neighborhood and the city. The site of the first commissioned colored school in the state has not seen any new investment in over 30 years. We held a long-awaited groundbreaking two weeks ago that will create new gathering spaces with an expanded shelter house, a performance stage, new basketball courts, landscaping, and playground equipment. We heard stories of living in a segregated Madison by Sue Livers and Chuck Cosby and about what this park means to the community. It was a treat, too, to speak on the phone with Elsie Perry Payne, who was influential in bringing these plans to fruition. What was once a symbol of separation will now be a place of togetherness. To Sue and all of the volunteers working together for Gaines Park, I thank you. I would also like to recognize our Director of Parks, Matt Woolard, for guiding us to these fantastic outcomes and modernizing our platform, eliminating the manual processing of thousands of consumer transactions.

Did you know that Madison is one of the state's largest designated cultural arts districts? Art comes in many forms and is of growing importance to our community and our quality of life in Madison. Art allows you to see life from different perspectives. It is a tool for cultural exchange, education, and expression, and it can be seen, heard, felt, and even tasted!

In late 2021, the city formed a public arts commission, and their work earnestly began in 2022 to develop a public arts master plan that incorporates art into public spaces creatively and thoughtfully. Guidelines are being drafted, and public art is already a catalyst for public improvements, such as the mural plaza, the mulberry street arts corridor at our gateway, and our new Sunrise Crossing

development. And later this month, a new traveling art exhibit by award-winning sculptor Dale Rogers called "Flight" will be unveiled at Bicentennial Park for all to enjoy. Thousands of visitors will see this exhibit and return to Madison repeatedly; some will move here because of our exceptional quality of life. With a focus on the individual experience, this is just another example of Madison on the Move.

I want to thank Kim Nyberg for letting me convince her to lead this initiative that will have a long-lasting impact on Madison's future.

Because so much is being done in such a short period, I often tell people we are making up for the lost time. It is amazing how quickly a quarter century can pass, and there is an opportunity cost if you are not constantly investing and innovating.

An important part of leading the city also involves creating good policy at the local level and representing Madison regionally and across the state. Policymaking significantly impacts our city, so we must stay involved at all levels, whether it is a new policy or modernizing an old one for a changing society. I am very proud that in my three years as mayor, working collaboratively with city council, 100% of the 96 resolutions and 74 ordinances have passed council with solid support.

As a member of AIM's legislative committee, I am committed to working on behalf of Madison for good statewide legislative policy. I was also proud to be a part of our region's state READI grant presentation committee that produced \$50 million for local economic development, with Madison and Jefferson County receiving the largest per capita portion. As a member of Governor Holcomb's public health commission, our recommendations to improve public health outcomes are now going through the state legislature. This \$200 million investment will help Jefferson County and all other local health departments bring improved services to our communities. A healthy community is vital for many reasons and is critical to our workforce development plans. And in July, when I assume the role of President of the Indiana Conference of Mayors, I pledge to always put good public policy over politics.

The importance of my remarks so far isn't just about describing past achievements but also to establish their impact on our future. While 2022 was a banner year, the best is yet to come. In 2023, we will have new groundbreaking and ribbon cuttings on major initiatives like Crystal Beach Aquatic Park, the Shoppes and Residences at Sunrise Crossing, our neighborhood grocery store project, a new housing subdivision in partnership with Habitat for Humanity, and three more Destination Madison initiatives, to name a few.

We will also bring new solutions to the community to address substance use disorders through a treatment program at the new Jefferson County Justice Center. As a member of our county Justice Reinvestment Advisory Council (JRAC), I will Chair a special subcommittee to bring services to offenders in jail for drug-related crimes with the goal of reuniting them with their families, teaching them life skills, and reducing recidivism. Partnering with other peer recovery services in our community will be critical to our success.

To further our commitment to bringing business to Madison's businesses, we will use our new platform called Open Gov to create Madison Market Place, which further supports our "Buy Madison" mission. In 2022 alone, the city of Madison purchased almost \$14 million of goods and services from local businesses, with over \$11 million here in Madison. Madison Market Place will integrate the city's

procurement practices with our economic development platform and increase the purchase of local goods and services to \$20 million a year or more.

Just this week, with unanimous support from the city's redevelopment commission, we took the first step toward creating a new downtown Riverfront TIF allocation area. Madison's original TIF district was created in 1994 and will expire in 2035. Creating new TIF allocation areas is critical to driving revenues for economic development. In 2022, the city's TIF district generated over \$3 million of revenue which we will reinvest into the community and leverage those dollars with other sources for maximum impact.

The City of Madison has invested millions of dollars in its streets and sidewalk infrastructure, which have deteriorated over the years, not only by heavy truck traffic and travel but by road cuts and excavations that are expensive to repair. We will develop and adopt new contractor permitting procedures and best practices to more effectively manage who, when, and where this work occurs to protect this investment. This is a policy that has not been refreshed since 1966. When considering the fact that we have invested almost \$6 million in just the last few years and over \$25 million in upcoming investment in Main Street improvements, this has become a top priority.

I've talked tonight about blight elimination and nuisance abatement, but there is much more we can do that is tactical and collaborative. Our additional approaches will continue our preservation first priority but implement enhancements to keep our community beautiful, work with property owners on enhancements, and hold others accountable when they have disinvested in their properties. We have over \$675 million of property value in the city, much of it in downtown Madison in our historic district. A people first priority produces results.

Other initiatives will include the development of a Walnut Street comprehensive plan; a study to address Madison's housing needs into the future; pursuit of a municipal affiliate designation with Indiana Landmarks in recognition of our historic preservation efforts; planning for future infrastructure and transportation needs; and developing a Crooked Creek flood mitigation plan with data from the Army Corps of Engineers that we have been working on since 2021.

With over \$17 million of federal grants already awarded, we will continue developing plans for our Main Street initiative. At last year's AIM ideas summit, the city of Madison was recognized for the second year in a row, this time for placemaking and curating unique experiences in downtown Madison and specifically for our re-envisioning of Madison's Main Street, which over the next five years will undergo a much-needed upgrade as an extension to the interim repairs we have already made that has calmed traffic, improved pedestrian safety, and enhanced the visitor experience.

Other focus for 2023 will include bringing new efficiencies to our municipal operations such as garbage collection, stormwater quality, and drainage management, beginning the process to modernize a very outdated zoning policy (the current one dates back to 1997), and doing what we can to make Madison a smart city by deploying energy saving strategies like E.V. chargers and LED lighting, more broadband access and working with our schools, healthcare, business, and county government partners that make a difference in the lives of all our residents. We will continue to break down silos and eliminate the barriers that hold us back.

Implementing this vision is only possible with the hundreds of volunteers serving on boards and committees across the city. If you serve on any of these boards, please stand. And support from Representative Frye, Governor Holcomb, Lt. Gov Suzanne Crouch, and Dr. Kris Box and their teams has been amazing.

I hope this is crystal clear: the employees of the City of Madison are our biggest asset and some of the most dedicated people I have ever known. I would ask all city employees here tonight to please stand so we can thank you!

In closing, I want to thank my family, my wife Tammy, and my friends for their love and support. It takes two Tammys to keep me between the guardrails, Tammy Courtney and my assistant, Tammy Acosta, both of whom are instrumental to our success.

I want to share with you a quote from one of my all-time favorite athletes and Olympic distance runners Steve Prefontaine. Adorning my office is Steve's motto: "To give anything less than your best is to sacrifice the gift." We have abundant gifts and gifted people in Madison, and that is the real key to our success!

Let's keep Madison on the Move. I am so proud of our town. We are a small town with a historic future. THANK YOU, and GOD BLESS MADISON!