

QUALITY OF PLACE & WORKFORCE ATTRACTION PLAN

MONROE COUNTY, INDIANA

DECEMBER 2025



REGIONAL
OPPORTUNITY
INITIATIVES

TABLE OF CONTENTS

INTRODUCTION 03

OUR STORY 04

ENGAGEMENT 07

DATA 10

CONTEXT 13

SOLUTIONS 19

CLOSING 22

APPENDICES 23

December 2025

Prepared for Monroe County

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2019 Plan prepared by the Monroe County
Quality of Place and Workforce Attraction Team

Updated by TPMA in 2025

INTRODUCTION

As part of an overarching strategy for improving economic and community prosperity in the Indiana Uplands, Regional Opportunity Initiatives (ROI) established a grant opportunity for the 11 counties of our region to help ensure the region is ready for the opportunities ahead.

Ready Communities grants provide communities and organizations with resources to strategically develop programs and projects that build quality of place, grow regional capacity for workforce development and attraction, and improve the attributes and amenities that make the Indiana Uplands a desirable place to live, work, and play.

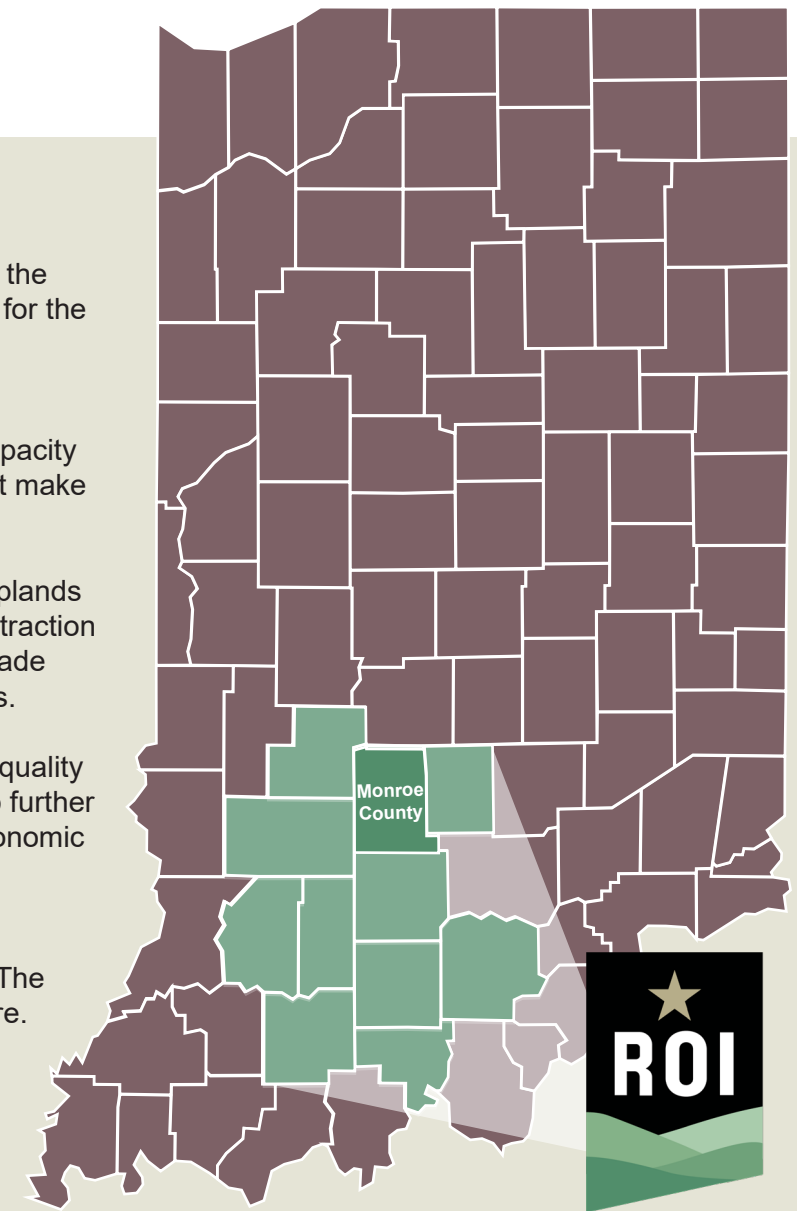
In 2019, the process began with Ready Communities Planning Grants. Each Indiana Uplands county received a \$50,000 planning grant to develop Quality of Place and Workforce Attraction Plans. Following the Ready Communities Planning Grant stage, up to \$3 million was made available for competitive quality of place and workforce attraction implementation grants.

These planning and implementation grants from ROI provided the foundation for many quality of place and workforce attraction initiatives and projects. Uplands counties were able to further utilize their plans to capitalize on funding opportunities through the state's Regional Economic Acceleration and Development Initiative (READI 1.0 and 2.0).

Recognizing the success of these initial planning efforts, ROI sought to reconvene our county partners to update the Quality of Place and Workforce Attraction plans in 2025. The hallmark of these plans is inclusive community input in developing priorities for the future. The consensus built around these priorities provides a roadmap for success.

What Is A Quality of Place and Workforce Attraction Plan?

The Quality of Place and Workforce Attraction Plans provides county and community leaders a strategic plan for, developing and implementing projects and initiatives to build quality of place amenities, strengthen local and regional capacity for workforce attraction and improve residents' quality of life. Together these efforts make the Indiana Uplands a desirable place to live, work and play.



The plan that follows was funded by a grant from the Regional Opportunity Initiatives, Inc. (ROI) and was completed as part of a wholistic strategy for improving economic and community prosperity in the Indiana Uplands counties (Brown, Crawford, Daviess, Dubois, Greene, Lawrence, Martin, Monroe, Orange, Owen and Washington).

OUR STORY

Monroe County has always been a community of makers—people driven to build, create, and innovate together. From limestone, furniture, and appliances to craft beverages, medical devices, software, and the arts, our spirit of creativity runs deep. Indiana University fuels that spirit, producing leaders, artists, and innovators who enrich our culture and economy.

Our connection to the land and to each other defines us. The limestone industry laid our foundation, and its legacy endures in our towns and in our character—hardworking, collaborative, and proud. We treasure our rural landscapes and outdoor life, with thousands of acres of parkland and trails linking people and place. Cultural life thrives too, with art fairs, festivals, IU performances, and game-day gatherings that make this community feel vibrant yet close-knit.

Despite these strengths, Monroe County faces a crossroads. Growth is steady, but too few young people choose to stay or move here. To secure our future, we must strengthen quality of place, expand housing options, bridge the cultural divide between Bloomington and surrounding towns, and ensure diversity and inclusion are lived values.

By investing in a county-wide quality of place, we can attract and retain a skilled, knowledge-based workforce—advancing goals outlined in the County’s Comprehensive Plan: diversifying our economy, expanding equitable housing, protecting natural resources, and improving regional collaboration. With Indiana University’s talent and resources, Monroe County can lead the Uplands region toward a thriving, innovation-driven future.



THE 2025 STORY

Since 2019 Monroe County has seen a mixed picture: pandemic pain in 2020, recovery and renewed investment (especially in life sciences, advanced manufacturing and site redevelopment), targeted state Regional Economic Acceleration and Development Initiative (READI) funding to unlock housing and infrastructure. The balance of these forces means Monroe County has real investment momentum — but also clear structural challenges around housing supply/affordability, retaining young talent, and job/wage growth.



READI 1.0 and 2.0 are the biggest single new funding stream since 2019 and supported key local projects such as:

- **Hopewell:** READI funds have been committed for design and construction of a new Jackson Street corridor to enable redevelopment of the former hospital site and support affordable and market housing parcels.
- **Novo Nordisk infrastructure:** Funds replaced clay sewer pipe and downstream arterial sewer lines. This upgrade supports expansion of biologics manufacturing, a key employment sector.
- **Osage Place:** Constructed by Habitat for Humanity of Monroe County, added additional affordable homes for households earning 25 - 80% of Area Median Income.
- **Ellettsville Heritage Center:** Conversion of Stewart Park's historic barn into a cultural facility.
- **Code / IT Academy:** A partnership with Ivy Tech, the Mill, and ROI for a free, cohort-based upskilling program offering IT administration/web development training, with industry certifications. Launched in Bloomington but now expanded through the region.
- **UpSkill Work and Learn Youth Apprenticeships:** A 2-3 year youth apprenticeship model for high school students offering paid employment, classroom instruction, college credits, industry credentials, and on-the-job experience in roles like robotics tech, engineering tech, business operations, IT, and digital prototyping.
- **Simtra BioPharma Solutions expansion:** Supports public sewer infrastructure upgrades to enable the expansion of Simtra's facility in Bloomington.
- **IU Microelectronics Core Facility:** A build out of microelectronics / semiconductors R&D and manufacturing support, strengthening the region's advanced manufacturing and talent ecosystem.

Major public projects have advanced or transformed, including an expansion underway at the convention center, Hopewell Commons, Hopewell South, the Kohr Building, and Jackson Street, the Summit development, new stormwater ordinances, and significant updates to development ordinances of Monroe County and the City of Bloomington, which seek to influence housing availability and land use. Infrastructure investments have accelerated, with progress on Profile Parkway, improvements to Fullerton Pike, continued Interstate upgrades, and the expansion of multi-use trails in both Bloomington and Ellettsville. Widespread fiber installation has improved broadband access across urban and rural areas, while Ellettsville’s Envision Ellettsville process has helped guide that community’s long-term growth priorities.

Economic and institutional shifts have also reshaped the county. The westside employment corridor continues to expand, driven by growth at Simtra, the former Cook/GE facility, and Novo Nordisk, strengthening the region’s manufacturing and life-sciences base. Major leadership transitions at Indiana University, Ivy Tech Community College, and the City of Bloomington have influenced local policy directions and community priorities. The new IU Health hospital opening has altered regional healthcare access and land-use patterns.

Progress has been made in the early learning and care space, with the 2023 MCCSC Referendum passing and expanding access to preschool for families. 2025 saw cuts to childcare vouchers and funding at the state level, which made the Referendum and the childcare seats it provided more critical than ever.

Other statewide legislation such as SEA 1 has introduced new policy dynamics, including impacts on municipal funding for the future. Finally, the community continues to confront a growing unhoused crisis—where emerging data and public perceptions do not always align.

It is in this new landscape that the 2025 Quality of Place and Workforce Attraction Advisory Team convened to update the 2019 plan. For the 2025 update, a Quality of Place Advisory Team was convened and included a cross-section of local leaders from a variety of industries. Members included:

- Meagan Niese, Community Foundation of Bloomington and Monroe County (project lead)
- Christa Curtis, Cook Medical
- Sarah DeWeese, Monroe County Community School Corporation
- Tim Dowling, Monroe County Community School Corporation
- Kyla Cox Deckard, Indiana University Center for Rural Engagement
- Adam Goss, Ivy Tech Community College
- Clark Grenier, Bloomington Economic Development Corporation
- Jane Kupersmith, City of Bloomington
- Tina Peterson, Community Foundation of Bloomington and Monroe County
- Eric Spoonmore, Greater Bloomington Chamber of Commerce
- Jill Thurman, Ellettsville Chamber of Commerce / Ellettsville Main Street
- John Zody, CDFI Friendly Bloomington



ENGAGEMENT

In 2019, Monroe County conducted an extensive community engagement process to inform its Quality of Place and Workforce Attraction Plan, gathering input through an online survey, focus groups, and interviews with residents, young professionals, HR professionals, a diverse group of residents, and “Bloomerangs” who had returned to the county. Over 1,870 survey responses highlighted that residents most value the county’s cultural amenities, parks and trails, welcoming atmosphere, and access to nature, while identifying top concerns around affordable housing, well-paying jobs, the impact of new development on local character, and unaddressed social issues. Focus groups reinforced these themes and provided deeper insight into the needs of communities outside of the city, young professionals, and minority populations.

Residents of towns like Ellettsville and Stinesville emphasized the importance of maintaining their rural character, improving infrastructure, and creating community hubs. Young professionals appreciated the area’s lifestyle and amenities but noted limited career advancement and social opportunities, while minority residents reported challenges with inclusion and diversity, citing historical and ongoing barriers. Across the county, participants identified the need for more equitable investment, better infrastructure, and opportunities that support retention of young talent, workforce diversity, and small-town vitality, providing a foundation for strategies to strengthen both quality of place and economic opportunity.



ENGAGEMENT IN 2025

To engage the broader public, a community survey was promoted via stakeholder channels managed by QPAT members and 251 responses were collected (see Appendix for full results of the data). Additionally, smaller focus groups with community leaders were conducted by QPAT team members.

The advisory team's review of public survey data showed strong alignment between community priorities and the Quality of Place Advisory Team's (QPAT) rankings, with housing options, healthcare and social services, and high-quality jobs emerging as the top three areas for investment over the next 5–10 years. Housing availability and affordability was identified as the most urgent and foundational challenge for Monroe County, with participants emphasizing the need for a city unified development ordinance with more efficient permitting and infrastructure processes, and stronger support for small and local developers. While thousands of housing units are planned across the county, most new construction has occurred in Ellettsville, where some feel more development-friendly policies have accelerated progress. Limited housing availability is directly contributing to workforce constraints, long commutes, and challenges in recruiting healthcare providers and other professionals.

Participants also cited city policy delays, wage pressures in manufacturing, reliance on a narrow set of industries, and limited local communication as key barriers slowing progress and reducing public awareness of ongoing improvements.

Healthcare and mental health access remains a high priority, complicated by systemic state-level issues, provider shortages, nearby hospital closures, and growing demand as Bloomington becomes a retirement destination. The group emphasized the need for strategies to attract and retain healthcare workers, including strengthening education pipelines and addressing housing barriers that limit recruitment. In contrast, childcare—previously an urgent concern—was recognized as an area showing positive momentum, supported by referendum funding and philanthropic investment, though subsidy losses pose risks.



PUBLIC SURVEY THEMES

What do you like the most about living here?

- 1. Access to Nature & Outdoor Recreation** – Parks, trails, forests, lakes, hills, scenery, outdoor activities, and greenspace are consistently the most celebrated assets.
- 2. Sense of Community & Belonging** – Strong community ties, friendly and caring residents, volunteerism, inclusivity, family roots, and feeling connected.
- 3. Arts, Culture & Entertainment** – Thriving arts scene, music, theater, festivals, cultural events, local creativity, and IU-connected programming.
- 4. Small-Town Feel with Big-City Amenities** – Appreciation for having dining, culture, entertainment, and services without congestion or urban stress.
- 5. College Town / IU Influence** – Energy of a university town, academic and cultural benefits, sports, intellectual diversity, and campus amenities.
- 6. Liberal/Progressive & Open-Minded Community** – Values of inclusion, diversity, progressive culture, and acceptance relative to the region.
- 7. Family-Friendly Environment & Good Schools** – Raising kids, quality schools, safe community feel, youth programs, and family fit.
- 8. Walkability & Local Convenience** – Bikeability, walkable downtown, public transit, easy access to daily needs, and navigation without heavy traffic.
- 9. Local Food, Restaurants & Small Business Scene** – Unique dining, local shops, farmer’s markets, and vibrant food culture.
- 10. Diversity & Welcoming Atmosphere** – Racial, cultural, and lifestyle diversity; international influence; welcoming to different backgrounds and identities.

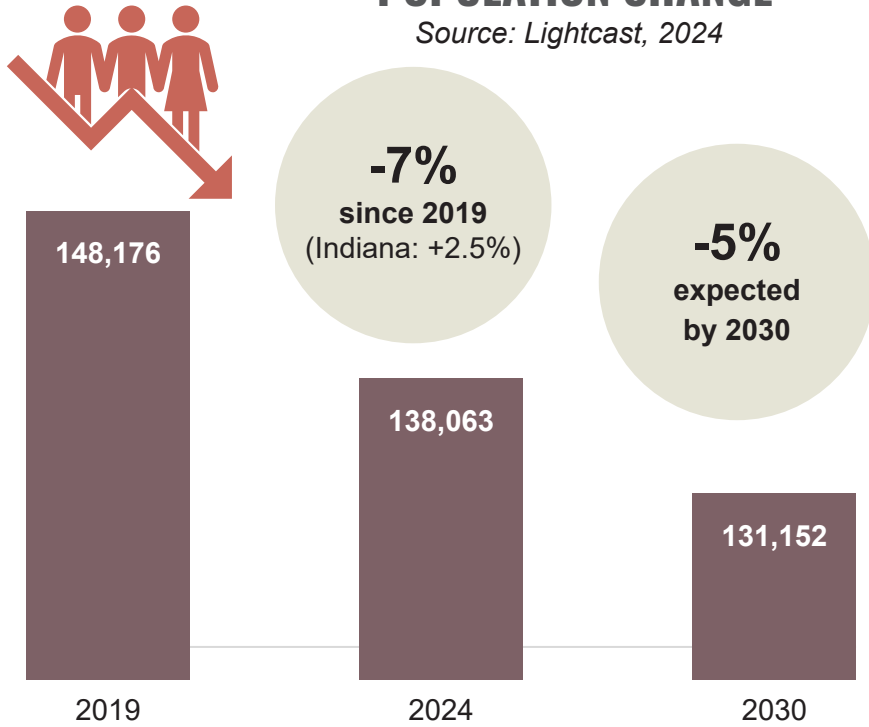
If you could see one improvement in the next 5-10 years to make Monroe County better for current and future residents, what would it be?

- 1. Affordable Housing & Housing Supply** – Overwhelming demand for lower-cost housing, more housing stock across all income levels, missing middle housing, rent stabilization, regulation of Airbnbs, and reduced barriers to building.
- 2. Wages & Economic Opportunity** – Higher wages, livable incomes, more middle-class and non-IU job pathways, workforce development, and careers beyond university or medical sectors.
- 3. Homelessness & Public Safety** – Strong concerns about homelessness, mental health, addiction services, public safety, downtown drug use, and impacts on families, businesses, and perception of safety.
- 4. Government Reform & Local Leadership** – Calls for more effective leadership, reduced bureaucracy, better city-county collaboration, streamlined development processes, and in some cases major political change at state or local levels.
- 5. Transportation & Infrastructure** – Expanded and more reliable public transit, walkable neighborhoods, smart zoning, parking solutions, multi-use paths, and better planning for growth and annexation.
- 6. Economic & Business Growth Climate** – Desire for pro-growth policies, reduced development barriers, support for local business ownership, job creation, and regional economic competitiveness beyond IU.
- 7. Community Services & Social Support** – More funding for schools, libraries, childcare, healthcare access, workforce training, special needs support, and public institutions.
- 8. Housing Equity & Community Stability** – Frustration that housing prioritizes students, investors, and short-term rentals over residents, families, and local workers; calls for community-centered housing markets.
- 9. Mental Health, Addiction & Social Services** – Increased support systems for addiction, mental health care, crisis response, and services that stabilize vulnerable populations rather than criminalize them.
- 10. Growth Mindset vs. Managed Growth Debate** – Competing views: many want more openness to growth and development, while others advocate limiting housing expansion and protecting community character and environment.

DATA PROFILE

POPULATION CHANGE

Source: Lightcast, 2024



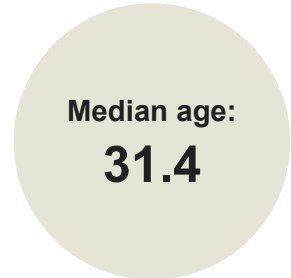
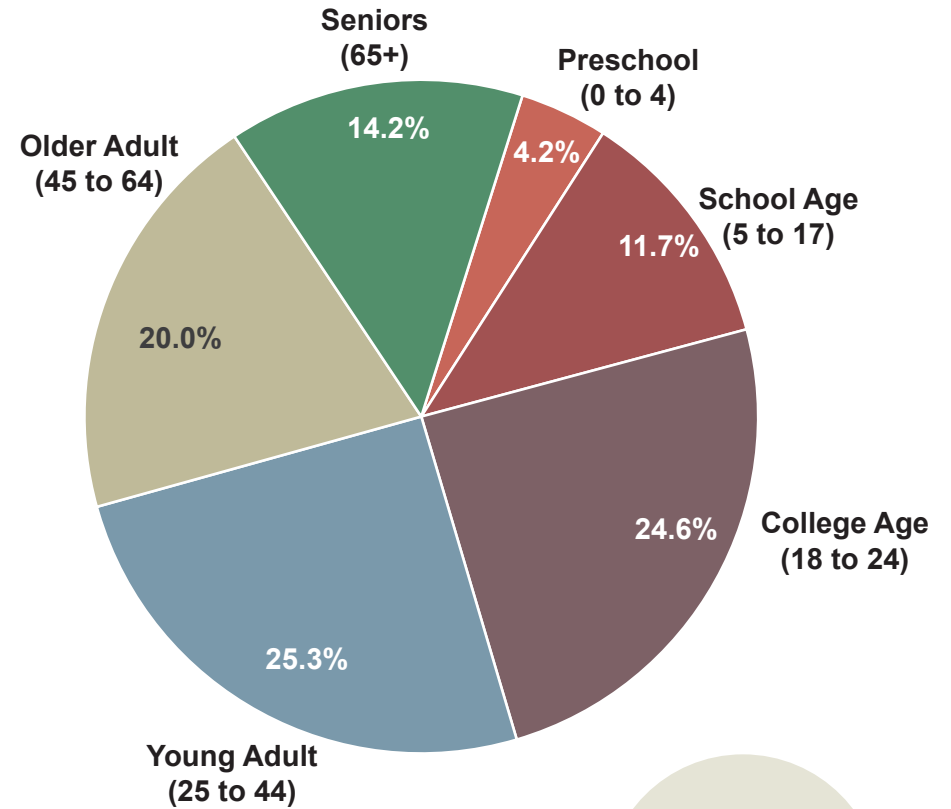
RACE & ETHNICITY

Source: Lightcast, 2024

White	81.1%
Hispanic/Latino	5.2%
African American/Black	3.8%
Asian	6.9%

AGE DISTRIBUTION

Source: U.S. Census Bureau, 2023



(Indiana: Seniors 17.5%; Older Adult 23.9%; Young Adult 25.9%; College Age 9.7%; School Age 17.0%; Preschool Age 5.9%)

MEDIAN HOUSEHOLD INCOME

Source: American Community Survey, 5-year estimates, 2023



\$63,372

(Indiana: \$70,051)

MEDIAN HOME SALE

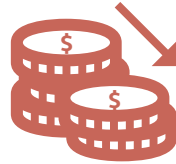
Source: Indiana Association of Realtors, 2025



\$325,000

POVERTY

Source: American Community Survey, 5-year estimates, 2023



14.9%
AMONG CHILDREN

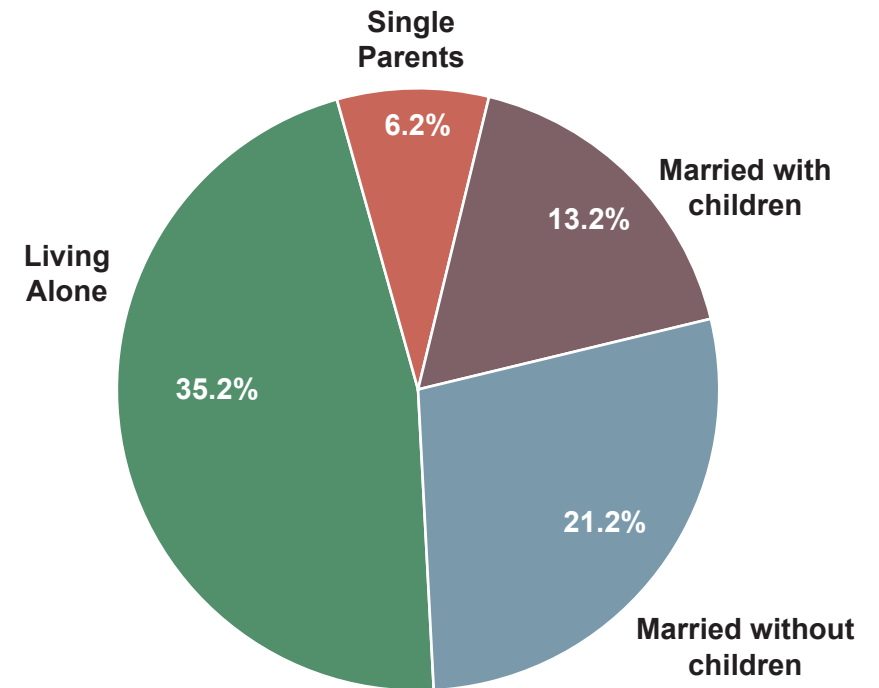
(Indiana: 15.7%)

20.2%
OVERALL

(Indiana: 12.2%)

HOUSEHOLD TYPE

Source: American Community Survey, 5-year estimates, 2023



(Indiana: Single Parents 9.0%, Married with children 17.2%; Married without children 29.4%; Living Alone 29.8%;)

CHILD CARE

Source: Transform Consulting Group, 2024



\$9,934

Average Annual Cost of Child Care in the County

(Indiana: \$8,590, Source for Indiana data: Early Learning Indiana, 2024)



COMMUTING TRENDS

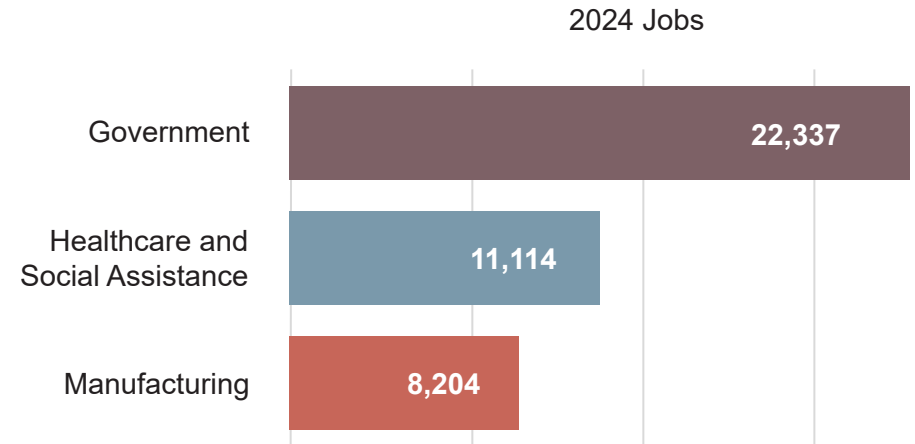
Source: Lightcast, 2024

Top Counties for Inbound Commuters	Top Counties for Outbound Commuters
Lawrence	Marion
Marion	Owen
Owen	Lawrence



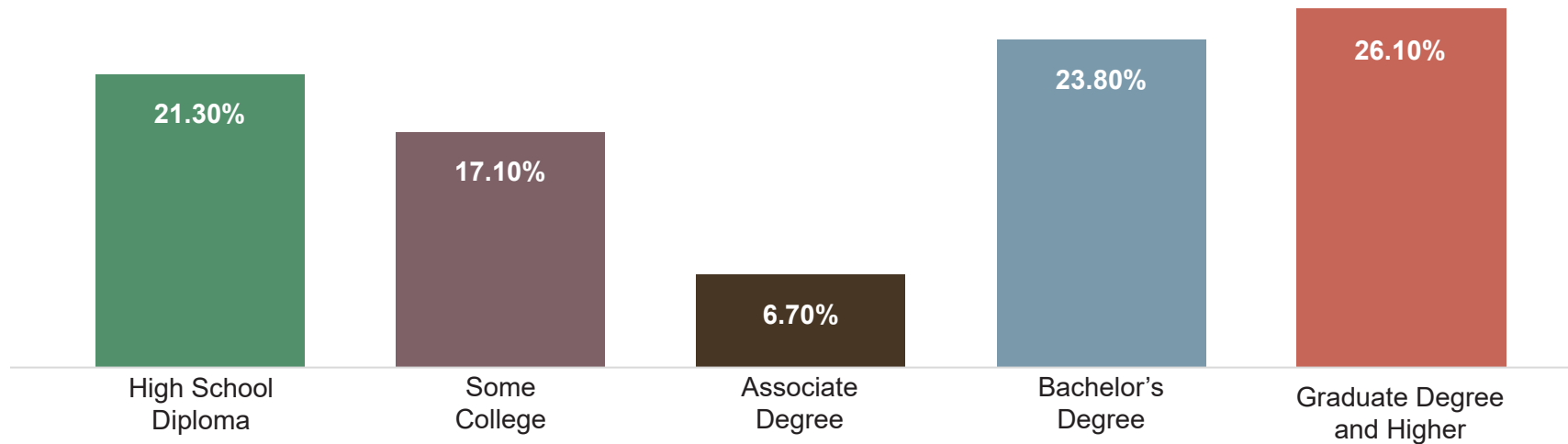
TOP INDUSTRIES

Source: Lightcast, 2024



EDUCATIONAL ATTAINMENT

Source: Lightcast, 2024



CONTEXT

PROGRESS

Across several priority areas, the community is seeing meaningful progress with momentum building in ways that support long-term quality of place. In housing, municipalities are working toward more collaborative development processes, and Ellettsville’s streamlined policies have already demonstrated how friendlier permitting and infrastructure coordination can accelerate new construction. While thousands of units are in the pipeline countywide, Ellettsville remains the standout for actual building activity, illustrating the positive impact of clear policies and local staffing support. Access to childcare—once a top concern—has also improved significantly, with quality and access scores rising, referendum funding helping stabilize providers, and regional support from the Lilly Endowment expanding capacity. Public transportation shows similar forward movement: although rural transit remains challenging, urbanized area expansion and improvements such as the Ivy Tech corridor reflect progress toward more connected mobility options.

At the same time, several other areas show promising developments that position the county for a stronger future. In healthcare and mental health, even amid major systemic barriers and provider shortages, the issue remains a high priority, with growing attention to senior care needs and strategies to reduce educational costs for aspiring providers. The modern economy is also evolving in encouraging ways. Communities are exploring apprenticeships, externships, and AI-driven upskilling opportunities, with interest in leveraging university resources for broader community access. Economic vibrancy is reflected in new storefront investments and growing Chamber memberships in both Bloomington and Ellettsville, even as certain sectors—such as restaurants—continue to face instability.

Together, these signs of progress underscore a community that is actively addressing challenges while building on positive momentum.

ASSETS

AESTHETICS AND BEAUTIFICATION

- Parks, trails, forests, lakes, hills, scenery, outdoor activities, and greenspace are consistently the most celebrated assets.
- Parks: Switchyard Park, B-Line, Clear Creek Trail, Bloomington Rail Trail, Olcott Park, Rev. Ernest D. Butler Park, Winslow Sports Complex and more. Proximity to a number of state parks and recreation areas.
- Griffy Lake Nature Preserve
- Hardin Ridge Recreation Area
- Monroe Lake
- Morgan-Monroe State Forest
- Yellowwood State Forest
- Sycamore Land Trust nature preserves
- Nature Conservancy preserves
- Charles Deam Wilderness
- Hoosier National Forest
- Karst Farm Greenway

CONNECTIVITY INFRASTRUCTURE

- There have been overall improvements in transportation, such as the Ivy Tech corridor.
- The urbanized area expansion has helped with public transportation options.
- Appreciation for having dining, culture, entertainment, and services without congestion or urban stress.
- Bikeability, walkable downtown, public transit, easy access to daily needs, and navigation without heavy traffic.
- Ability to live in the country and commute, quickly, to county seat.
- Proximity to I-69 for commuters
- Proximity to airport and Indianapolis
- Centrality for shipping

ARTS, CULTURE, ENTERTAINMENT & RECREATION

- Thriving arts scene, music, theater, festivals, cultural events, local creativity, and IU-connected programming.
- Energy of a university town, academic and cultural benefits, sports, intellectual diversity, and campus amenities.
- Unique dining, local shops, farmer's markets, and vibrant food culture.
- Racial, cultural, and lifestyle diversity; international influence; welcoming to different backgrounds and identities.
- Tibetan Mongolian Buddhist Cultural Center
- IU Cultural centers
- Historical assets and landmarks (Buskirk-Chumley Theater, Fountain Square Mall, Monroe County Courthouse, IU Auditorium)
- Cultural assets - Lotus Festival, IU Little 500, Canopy of Lights, Pride Festival, Limestone Comedy Festival, Ellettsville Fall Festival, Monroe County Fair, Hilly Hundred Bicycle Tour, Gallery Walk

ASSETS

EDUCATION & WORKFORCE DEVELOPMENT

- The Uplands region leads the nation in employing individuals without a high school degree.
- Interest is expanding in apprenticeships and externships.
- Some areas are seeing new investments in storefronts.
- Both Chambers of Commerce are seeing increases in memberships.
- Progress has been made in early childhood education, making it a less urgent priority area. The MCCSC referendum funding early care still has capacity.
- Ivy Tech continues to grow high wage, high demand jobs that focus on supporting talent needs across the Indiana Uplands, while continuing support for degrees that transfer to four-year institutions.

HOUSING & UTILITIES INFRASTRUCTURE

- Hopewell and Summit housing developments in Bloomington will help address the need for housing variety.
- Ellettsville's friendly development policies have made it easier to move projects forward.

HEALTH & SAFETY

- Key partners in Monroe County include:
- IU Health Hospital
- Monroe Hospital
- Community Resource Officers (Bloomington Police Department)
- HealthNet Bloomington
- Bloomington Health Foundation
- STRIDE Center

PRIORITIES

Objective 01

Education and Workforce Development

STATEMENT:

Facilitate opportunities for more high wage / quality jobs.

Monroe County faces several interlinked challenges. Its workforce is shrinking, with the working-age population projected to decline by 4.4% by 2050. At the same time, incomes are lagging—local median income stands at just 78% of the U.S. median—while the cost of living remains high at 99% of the national average, increasing pressure on households. Prioritizing collaborative policy processes for infrastructure and development across jurisdictions is a must for population growth and increased educational opportunities. People must be able to work AND live here.

WHY IS THIS A PRIORITY?

Monroe County faces several interlinked challenges. Its workforce is shrinking, with the working-age population projected to decline by 4.4% by 2050. At the same time, incomes are lagging—local median income stands at just 78% of the U.S. median—while the cost of living remains high at 99% of the national average, creating increasing pressure on households.

KEY CONSIDERATIONS:

- This priority will require the collaborative work of several organizations and sectors across Monroe County.
- Key metrics will need to be established to benchmark against future progress.

PRIORITIES

Objective 02

Housing and Utilities Infrastructure

STATEMENT:

Promote production of attainable, “missing middle,” owner-occupied options across the county.

The Uplands Housing Study’s analysis of Monroe County identified priorities such as: emphasis on ownership options and those to not solely be single-family detached, rental housing in smaller scale structures that have 16 or fewer units, and seeking creative ways to achieve more production.

WHY IS THIS A PRIORITY?

Housing is a root issue that permeates the other identified priority areas. It’s difficult to attract healthcare professionals when there is not adequate housing. Limited housing contributes to limited workforce diversity - leading to heavy commuting in and out of the county. While there has been progress in Ellettsville, other parts of the county have experienced challenges in advancing development.

KEY CONSIDERATIONS:

- Top to bottom audit of all zoning, building codes and permitting processes to improve efficiency of development.
- Due to changes under Senate Enrolled Act 1, the property tax reform legislation passed in the 2025 legislative session, it is more important than ever due to how local income taxes (LITs) are distributed to increase housing options. Too many individuals that work in Monroe County live outside the county due to lack of attainable, “missing middle” housing options.

PRIORITIES

Objective 03

Health, Safety, and Wellness

STATEMENT:

Support regional approach to attract additional medical resources and specialists, including transportation for those who need access and enhancing the pipeline of talent in healthcare related fields.

Strong healthcare access supports community stability, improves overall well-being, and enhances education and economic outcomes, while also helping employers recruit and retain talent by reducing absenteeism and signaling long-term community vitality. In rural areas competing for workers and entrepreneurs, accessible healthcare is both a vital public service and a strategic economic development asset.

WHY IS THIS A PRIORITY?

Access to high-quality, affordable healthcare is a cornerstone of quality of place and a critical driver of workforce attraction. Families, retirees, and individuals consider the availability of local primary, specialty, and emergency care when deciding where to live, work, and invest, particularly when caring for children and aging relatives.

KEY CONSIDERATIONS:

- What local/regional incentives or efforts could be created to attract additional medical resources and specialists?
- Most of the healthcare challenges in Monroe County are systemic, macro-level issues. It is also difficult to retain and attract healthcare professionals when there is not adequate housing.

SOLUTIONS

Objective 1 aligns with two of our county’s focus areas: Aesthetics and Beautification and Health and Safety.

Our environmental assets are a differentiator that positively impacts quality of place and the economy of the region and the state. Residents have expressed the need for higher standards of environmental protection, regularly occurring clean-up initiatives to protect the county’s beauty and to promote natural assets more effectively.

STRATEGIES AND ACTIONS

1.1: Create standards of environmental protection.

- 1.1.1: Conduct baseline environmental assessment and identify priority areas.
- 1.1.2: Develop comprehensive environmental protection standards and regulations.
- 1.1.3: Implement enforcement mechanisms and capacity building.

1.2 Establish clean-up initiatives.

- 1.2.1: Identify and prioritize contaminated sites for remediation.
- 1.2.3: Implement long-term remediation projects for severely contaminated sites.

Objective 01

Facilitate opportunities for more high wage / quality jobs.

STATUS

1.1 In Progress, 15%

1.2 In Progress, 25%

TIMELINE

1.1 ST

1.2 MT

PERFORMANCE MEASURES

- 1.1 Percentage of regulated entities in compliance with environmental standards.
- 1.2 Number of contaminated sites remediated.

PARTNERS

1.1 and 1.2 (add acronym guide in appendix) BCCF, BCRC, KBCB, Commissioners, Environmental NGOs, Universities, Service Clubs

ADDITIONAL RESOURCES

- Indiana Department of Environmental Management (IDEM)
- Environmental Resilience Institute Toolkit (ERIT)
- U.S. Environmental Protection Agency (EPA)

SOLUTIONS

Drive progress in the development of the types of housing required in Monroe County, leveraging areas in and outside of Bloomington to meet the need. Two significant residential developments, Hopewell and Summit, in the City of Bloomington will offer different types of housing (rental, owner-occupied, market rate, attainable and affordable). Supporting development in Ellettsville can address a large portion the “missing middle” housing the county needs.

STRATEGIES AND ACTIONS

Strategy 1.1: Leverage the partnership with the Incremental Development Alliance (IDA) to conduct a residential development ordinance audit, small-scale developer training, detailed land planning, and pre-approved plans for residential housing typologies.

Action 1.1.1: Secure funding to staff housing/development positions in Ellettsville

Action 1.1.2: Focus on creating a unified development ordinance and housing policies that support development (permits, infrastructure) in Bloomington

Action 1.1.3: Support small-scale / local developers (IDA)

Action 1.1.4: Quantify the actual cost contribution of housing development and benchmark to peer communities.

Action 1.1.5: Communicate with the public to let them know about the progress that has been made in addressing all types of housing across the continuum (refer to Monroe County GIFT VIII Housing summit for ideas to implement).

Action 1.1.6: Revisit a process to create a reliable inventory of housing county-wide.

Strategy 1.2.: Conduct county infrastructure studies to support growth (for example, sewer assets).

Objective 02

Increase production of attainable, “missing middle,” owner-occupied options across the county.

STATUS

2.3: In Progress; 25%

2.4: In Progress; 25%

TIMELINE

2.1: ST - MT

2.3: ST

2.5: ST

2.2: MT

2.4: ST

PERFORMANCE MEASURES

- Alignment with ROI Housing Study goals for Monroe County
- 4,446 new units constructed by 2030.
- - 2,668 owner occupied
- - 1,779 renter-occupied
- *See Indiana Uplands Housing Study, page 124 for specific metrics.

PARTNERS

Municipal government (county, city and towns), Building Association of South Central Indiana, Community Foundation of Bloomington and Monroe County, CDFI Friendly Bloomington

ADDITIONAL RESOURCES

Municipal government (county, city and towns), Building Association of South Central Indiana, Community Foundation of Bloomington and Monroe County, CDFI Friendly Bloomington

SOLUTIONS

Due to the complex nature of health care, a regional approach is necessary to address ways to attract more health care professionals to the area. A broad section of stakeholders will need to come together to determine concrete steps for this objective. In addition, key stakeholders in the business and higher education community will need to continue their advocacy efforts before the Indiana General Assembly on addressing health care professional shortages.

STRATEGIES AND ACTIONS

Strategy 3.1: Form a regional coalition to identify challenges and collectively find solutions.

Action 3.1.1: Identify a coalition champion/owner.

Action 3.1.2: Call a first meeting to establish the coalition

Action 3.1.3: Explore workforce incentive solutions to attract medical students and professionals in key need disciplines (elder care, psychiatric, etc.).

Strategy 3.2: Address ongoing shortage of health professionals including a survey of these providers

Action 3.2.1: Survey current providers to understand needs and growth opportunities

Action 3.2.2: Work with coalition to develop (or promote existing) work-based learning opportunities for students.

Strategy 3.3: Increase non-emergent medical transportation for those who need access

Action 3.3.1: Consult with current non-emergent transportation providers and IU Health to determine gaps / needs.

Action 3.3.2: Determine resources (funding, advocacy, etc.) to fill gaps.

Objective 03

Support a regional approach to attract and increase additional healthcare and healthcare professionals.

STATUS

Not started

TIMELINE

3.1: ST-LT

3.2: MT-LT

3.3: MT

PERFORMANCE MEASURES

- Track by health care occupation the number of new providers to the area with 2025 serving as the baseline year.
- Track the number of graduates from Ivy Tech and Indiana University that stay/move to the area.

PARTNERS

Indiana University, Ivy Tech (specifically the new cohort for nursing students), IU Health, Bloomington Rehabilitation Hospital, The Greater Bloomington Chamber of Commerce, Ellettsville Chamber of Commerce, medical transportation and elder care companies, various medical professional associations.



**REGIONAL
OPPORTUNITY
INITIATIVES**

Regional Opportunity Initiatives (ROI) would like to thank all of our county and community partners who participated and devoted many hours to updating the Quality of Place and Workforce Attraction Plans. Meaningful conversations, problem-solving and innovation took place throughout the course of this process. Your continued partnership and collaboration make the Indiana Uplands a region on the move.

We would also like to extend gratitude to all of the residents who participated in townhall meetings and submitted their thoughts on the direction and priorities of their community through the survey tool. This level of engagement steered the local committees in their work.

ROI looks forward to assisting stakeholders throughout the region as the plans' priorities are implemented. Together the Indiana Uplands will continue to build a vibrant and prosperous future for our residents.

APPENDIX A: SURVEY DATA

Quality of Place and
Workforce
Attraction

Monroe County

COMMUNITY
FOUNDATION
BLOOMINGTON • MONROE COUNTY

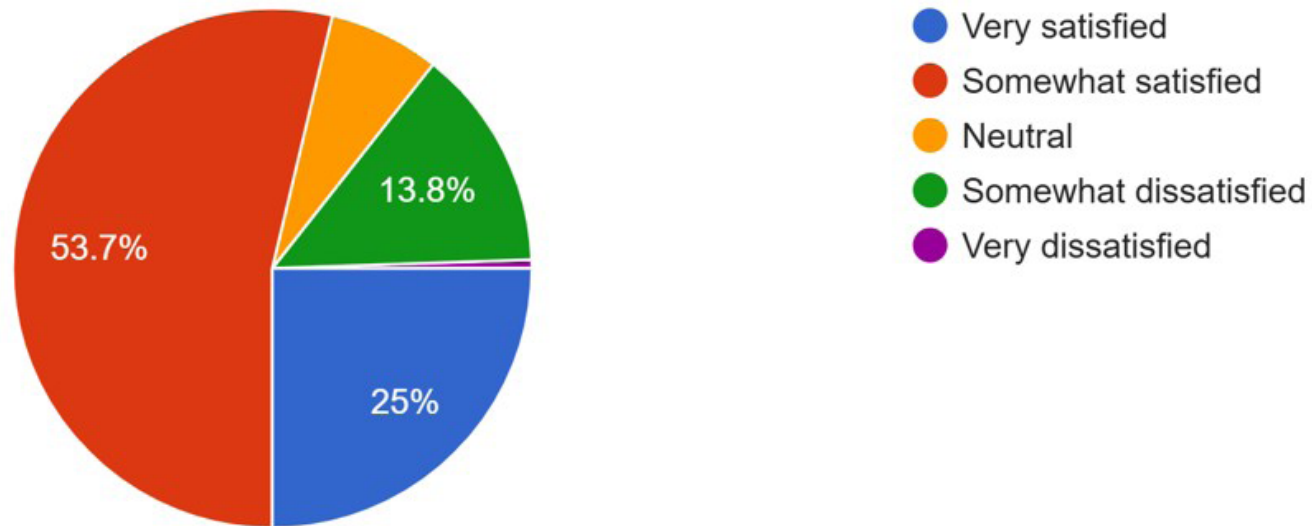
POWERED BY GIVING



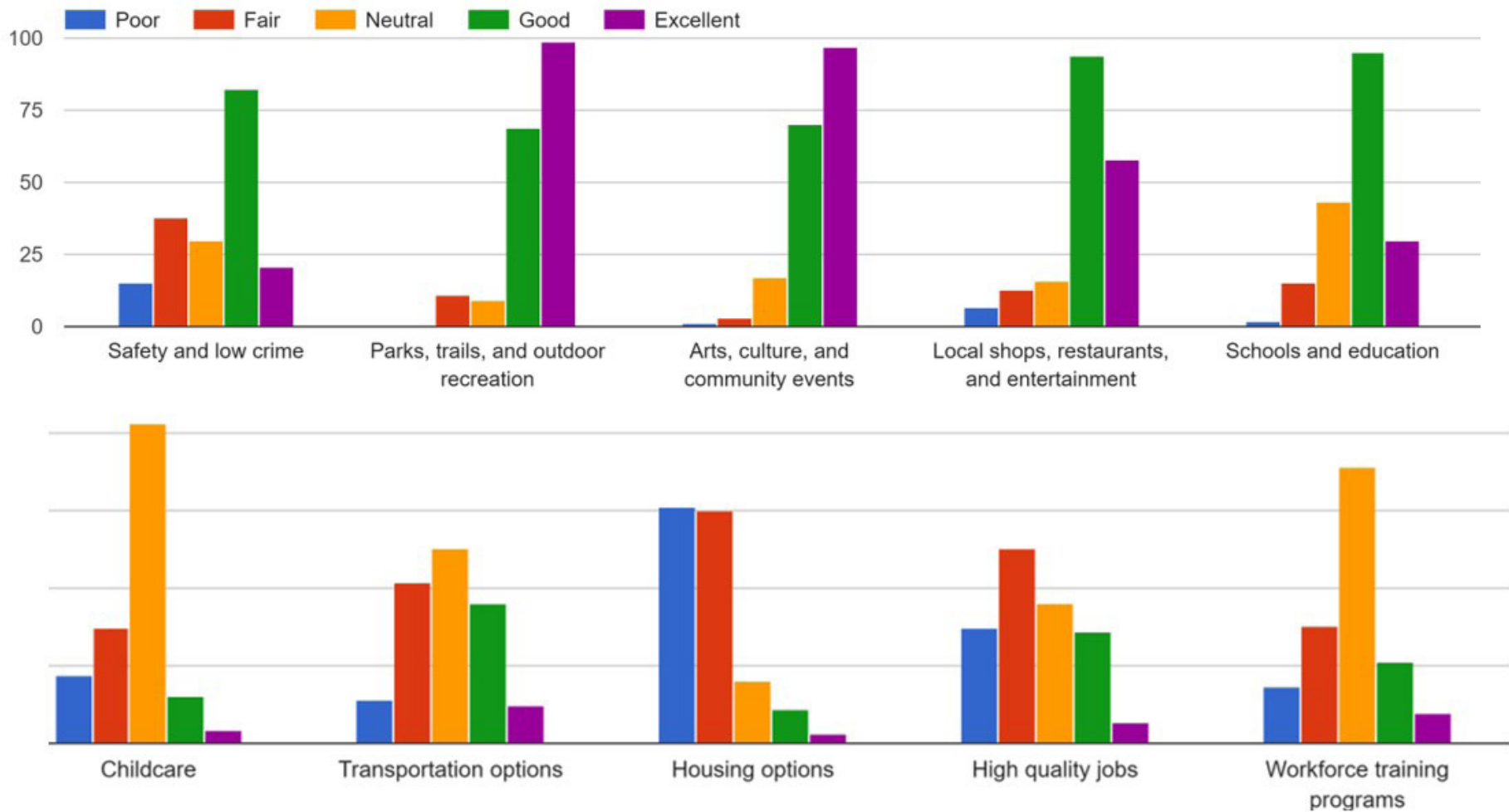
Public Survey Data

How satisfied are you with living in Monroe County?

188 responses

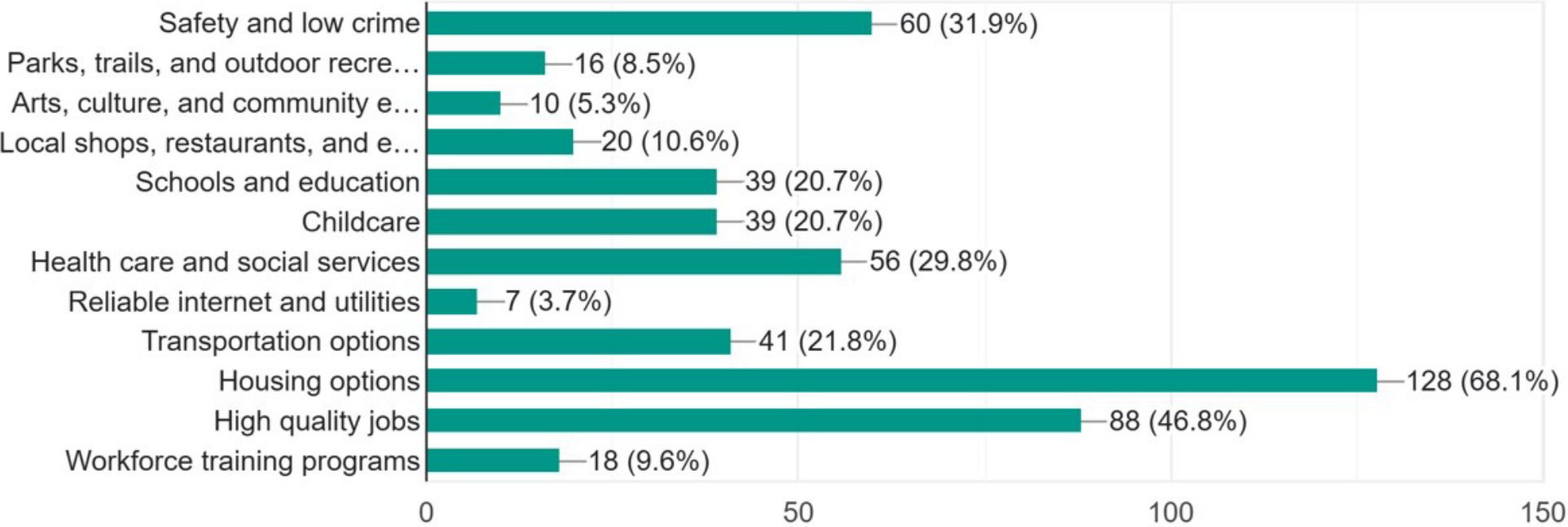


How would you rate the following factors as they currently exist in Monroe County?



Which two or three of those factors should be top priorities for improvement or investment in Monroe County over the next 5--10 years?

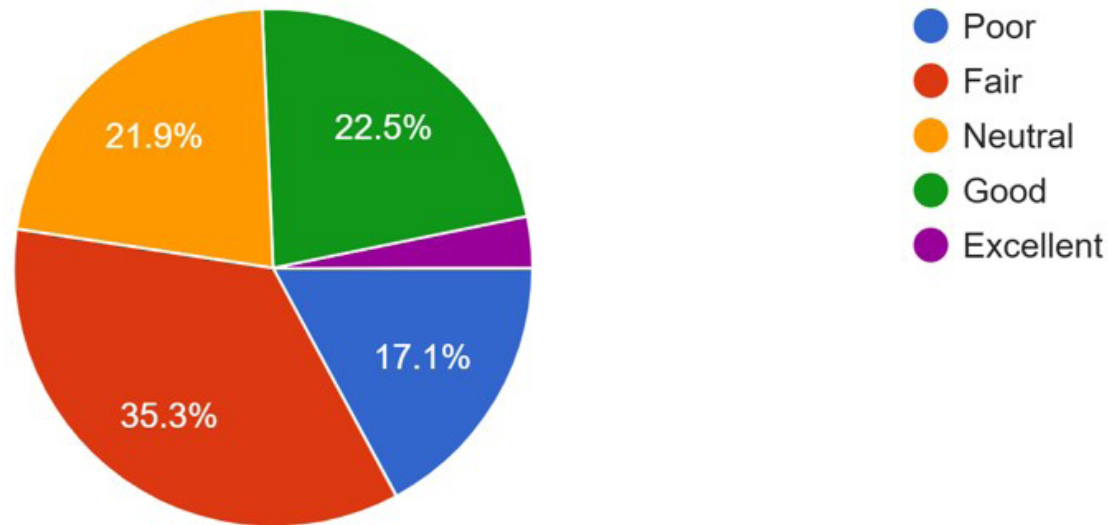
188 responses



Public Survey Data

How would you rate the availability of job opportunities in Monroe County for people with your/your household's skills?

187 responses



In your opinion, what are the two or three biggest barriers to attracting new residents or workers to Monroe County?

187 responses

