

AGENDA

CITY OF BLOOMINGTON ECONOMIC DEVELOPMENT COMMISSION

Wednesday, September 16, 2020
4:15 pm

Join Zoom Meeting

<https://bloomington.zoom.us/j/99458055225?pwd=R3BTenkrUTlGM2NZSnJ6ZlF5d2Uxdz09>

Meeting ID: 994 5805 5225

Passcode: 423339

One tap mobile

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+13126266799,,99458055225# US (Chicago)

- Call to Order
- Roll Call
- Minutes
 - No minutes to review
- Old Business
 - Meeting date—will adopt second Wednesdays beginning October 14
- New Business
 - Resolution 20-01, EDA Grant Proposal, CEDS Equivalent —Alex Crowley, Director, ESD, City of Bloomington
- For the Good of the Order
- Next Meeting
October 14, 2020
4:15 p.m.
- Adjournment

Bloomington/Monroe County Comprehensive Economic Development Strategy Equivalent

Executive summary

To be completed upon finalization of the CEDS-Equivalent DRAFT content below.

Geographic scope, partners, and methodology

Bloomington, Indiana is the geographic scope for this CEDS-equivalent. The City is based in Monroe County, which is home to over [148,000 individuals](#) and located approximately one hour south of Indianapolis in Southwest Central Indiana, in a region also known as the Indiana Uplands. Monroe County includes the City of Bloomington, county seat and home to over [85,000 residents](#); the Town of Ellettsville with over 6,700 residents; and smaller towns and other unincorporated areas. Bloomington is the home of Indiana University’s flagship campus, with a [student population of 43,064](#).

CEDS-equivalent leadership

The Bloomington Economic Development Corporation (BEDC) spearheaded the development of this strategy. The BEDC is a not-for-profit corporation dedicated to the retention, development, and attraction of quality jobs in Monroe County. The BEDC is funded through memberships and grants from private industry, the City of Bloomington, the Town of Ellettsville, Monroe County, Indiana University, and Ivy Tech Community College-Bloomington.

Partners

The following organizations and groups informed the development of this document:

Entity	Description
City of Bloomington, Department of Economic & Sustainable Development (ESD)	ESD aims to foster a livable and economically resilient community through partnerships, collaboration, and outreach.
Bloomington Economic Development Corporation (BEDC) Executive Committee	The BEDC executive committee governs the work of the BEDC and includes representatives of the following BEDC members: <ul style="list-style-type: none"> • BEDC Officers representing private industry • Monroe County Commissioners • Monroe County Council • City of Bloomington Office of the Mayor • City of Bloomington Common Council • Town of Ellettsville
Bloomington Economic Stabilization &	The ES&R working group was formed in late March 2020 by Bloomington Mayor John Hamilton to assess the impact of the COVID-19 pandemic; collect

<p>Recovery (ES&R) working group</p>	<p>and share information with local employers; launch a loan program for employers; develop reopening resources; and plan for long term recovery. ES&R include representatives from:</p> <ul style="list-style-type: none"> • City of Bloomington Economic & Sustainability Department • City of Bloomington Common Council • Bloomington Economic Development Corporation • CDFI Friendly Bloomington • Greater Bloomington Chamber of Commerce • Monroe County Council • The Mill
<p>City of Bloomington Economic Development Commission (EDC)</p>	<p>The EDC is a city commission created to enhance economic growth within the City of Bloomington.</p>
<p>City of Bloomington Redevelopment Commission (RDC)</p>	<p>Among other duties, the Bloomington RDC oversees Tax Increment Districts including the one in which the proposed Trades District Technology Center is based.</p>
<p>LEDOs Group</p>	<p>This is a collective of local organizations whose missions connect to economic development initiatives. It meets quarterly and includes representatives from:</p> <ul style="list-style-type: none"> • City of Bloomington Economic & Sustainability Department • City of Bloomington Common Council • Bloomington Economic Development Corporation • CDFI Friendly Bloomington • Downtown Bloomington Inc / Monroe Convention Center • Greater Bloomington Chamber of Commerce • IU Office of Government Relations & Economic Engagement • IU Ventures • Ivy Tech / South Central Indiana Small Business Development Center • Monroe County Council • Regional Opportunity Initiatives • The Mill • Visit Bloomington <p>This group helped develop the SWOT analysis and other recommendations included in this CEDS-equivalent</p>
<p>Economic Recovery Dashboard Group</p>	<p>The Indiana University Crisis Technologies Innovation Lab and Indiana Business Research Center worked with the BEDC and City of Bloomington to launch an economic recovery dashboard. It tracks indicators that are key to understanding Monroe County’s economic resilience and recovery from the COVID-19 pandemic.</p> <p>Data from this dashboard has been included in the CEDS-equivalent,</p>

Existing studies and plans that informed this document:

The CEDS-equivalent builds on numerous studies and plans related to economic development from across Monroe County. Many of these documents have ties to the larger South-Central Indiana region.

Document (date)	Description	Geographic scope
1. Monroe County Comprehensive Plan (2012)	An overview of Monroe County and plans for the future, including goals for development, policies for land use, and descriptions of important community assets	Monroe County, Indiana
2. City of Bloomington Comprehensive Plan (2018)	The City’s long range plan for land use and development	Bloomington, Indiana
3. Monroe County Quality of Place & Workforce Attraction Plan (2019)	A summary of Monroe County quality of life attractions and where the County is lacking according to data and residential input	Monroe County, Indiana
4. Strategic Plan for Economic and Community Prosperity in Southwest Central Indiana (2014)	A review and recommendations for SWCI’s (Indiana Uplands) economic opportunities and obstacles in pursuing economic well-being and success	Southwest Central Indiana / Indiana Uplands (11 counties)
5. South Central Indiana Housing Opportunities Community Housing Needs Assessment (2016)	A review of regional affordable housing concerns and recommendations to address them	Bloomington, Indiana and some Monroe County content
6. Bloomington Mayor’s Wage Growth Task Force Report (2016)	An action plan to accelerate wage growth in the Bloomington/ Monroe County MSA to reverse economic underperformance relative to the State and Nation since the Great Recession of 2008–09	Bloomington, Indiana
7. Southwest Central Indiana Occupational Needs Assessment Advanced Manufacturing Sector Report (2017)	A summary of advanced manufacturing in SWCI (Indiana Uplands) and associated talent needs	Southwest Central Indiana / Indiana Uplands (11 counties)
8. Southwest Central Indiana Occupational Needs Assessment National Security & Defense Sector Report (2017)	A summary of the National Security & Defense industry in SWCI (Indiana Uplands) and associated talent needs	Southwest Central Indiana / Indiana Uplands (11 counties)

9. Southwest Central Indiana Occupational Needs Assessment Life Sciences Sector Report (2017)	A summary report of Life Sciences industry in SWCI (Indiana Uplands) and associated talent needs	Southwest Central Indiana / Indiana Uplands (11 counties)
10. Greater Bloomington Business Environment Survey (2018)	A survey of Bloomington and Monroe County business owners of the business climate and individual needs and recommendations	Monroe County, Indiana
11. City of Bloomington Sustainability Action Plan (2018)	An strategic plan for sustainability and climate adaptation issues environmental	Bloomington, Indiana
12. Monroe County Urbanizing Area Plan (2015)	A planning document for Monroe County development, particularly land and zoning, and how to reach the goals set	Monroe County, Indiana
Supplemental Materials		
13. Town of Ellettsville Comprehensive Plan (2018)	An overview of the Ellettsville Community, its goals, and plans for implementation	Ellettsville, Indiana
14. Economic Impact of Tourism in Monroe County (2017)	A survey of the economic effects tourism enables in the county	Monroe County, Indiana
15. Southwest Central Indiana in Perspective (2013)	A snapshot of the economic and demographic picture of SWCI (Indiana Uplands) and comparisons to other similar places around the country	Southwest Central Indiana / Indiana Uplands (11 counties)
16. Indiana University Bloomington Impact Study (2008)	An overview of Indiana University Bloomington's contributions to the well-being of the state, including the impact of students, alumni, and civic participation	Bloomington, Indiana
17. Bloomington Hospital Site Redevelopment: Existing Conditions (2020)	A report covering community and economic items related to the IU Health Bloomington Hospital site redevelopment	Bloomington, Indiana
18. City of Bloomington Housing Study (2020)	An analysis and strategic roadmap to identify and meet current and future housing priorities	Bloomington, Indiana
19. Transportation Demand Management Program Plan, Bloomington, Indiana (2020)	A plan that provides strategies for improving the accessibility of existing transportation infrastructure and influencing travel behavior to best leverage it	Bloomington, Indiana

20. Sustainability Action Plan Progress Report (2019)	A recap of sustainable initiatives achieved in Bloomington since the 2018 SAP and where continued work is needed	Bloomington, Indiana
21. Climate Risk and Vulnerability Assessment (2020)	An overview of Bloomington’s climate sensitivities, projections, and recommendations	Bloomington, Indiana
22. Trades District Technology Center feasibility study and related cluster analysis (forthcoming, 2020)	Early data and interviews from this effort informed this document	Monroe County, Indiana / Indiana Uplands
23. Post-COVID economic conditions from IBRC/CTIL partners + dashboard (2020)	A dashboard that tracks economic conditions for Monroe County, Indiana following the COVID-19 pandemic	Monroe County, Indiana
24. The Bloomington Project A New Approach for Expanding CDFI Coverage in Smaller Markets (2018)	A study by Five/Four Advisors to investigate the viability of bringing CDFI investment to bloomington	Southwest Central Indiana / Indiana Uplands (11 counties)
25. City of Bloomington Public Art Master Plan (2014)	The City’s plan for conservation and development of artistic resources	Bloomington, Indiana
26. Visit Bloomington Destination Strategic Plan (2020)	The Convention & Visitors Bureau’s strategic plan for regional attraction and branding	Monroe County, Indiana

Summary Background

Introduction

The City of Bloomington is nestled in Monroe County, which is situated within Southwest Central Indiana (SWC Indiana), which is also known as the Indiana Uplands. Bloomington is also home to Indiana University’s flagship campus. The city and county have charm, vibrancy, and economic strengths individually and together. The city and county also face challenges, which they must address independently and cooperatively within the region at large.

According to the 2014 [Strategic Plan for Economic and Community Prosperity in Southwest Central Indiana](#), the Indiana Uplands overall regional workforce lacked skills that would directly support industry clusters; there was a dearth of entrepreneurial support, and a general need for greater collaboration among areas along the I-69 corridor. Partners have worked aggressively to address many of the recommendations of the 2014 study. For example, Regional Opportunity Initiatives (ROI) has advanced numerous workforce related investments across the Indiana

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Uplands and in Bloomington. The Mill provides a substantial contribution of entrepreneurial support along with the Gayle & Bill Cook Center for Entrepreneurship through Ivy Tech Community College Bloomington. Additionally, the Trades District, Bloomington's innovation district, is being developed to accelerate innovation in the city and surrounding region. That said, there remain strategies in need of attention, which we address within this CEDS-Equivalent.

Demographics

According to [StatsIndiana](#), as of 2019 the population of Monroe County was 148,431; the population of the City of Bloomington was 85,755; and the population of the associated metro area was 169,230. The 2014 [Strategic Plan Economic and Community Prosperity in Southwest Central Indiana](#) cites future population growth trends similar to the current ones: an abundance of young people largely stemming from the presence of Indiana University and a perennial difficulty in retaining these residents permanently. Older residents also increased their share of the population (currently representing 26.1% of the total population), as is happening almost everywhere in the country. In July 2020, [the Bloomington Hospital Site Redevelopment: Existing Conditions Report](#) found students still the largest subset of the population, but those 75 years and older will experience the most growth going forward, followed by 35–54 year olds. This is on par with the national trend referenced in the [2020 Bloomington Housing Study](#), which projects an 86 percent growth increase for residents 75 and older.

Additionally the [Bloomington Hospital Site Redevelopment: Existing Conditions Report](#) highlighted that the presence of Indiana University drives the high rate of education among the population within Bloomington—approximately 30 percent with a Bachelor's degree and 30 percent with a graduate degree. As of the 2018 Census, Bloomington's population was 81.4% white, 9.9% Asian, and 4.3% Black or African American, with racial diversity projected to increase.

Economy

Indiana's pre-COVID-19 unemployment rate in January and February 2020 was 3.1%, according to the [Bureau of Labor Statistics](#) (BLS). Since then, it has risen to 17.5% in April 2020 before dropping in July 2020 to 10.3%. The BLS also tracked the City of Bloomington's seasonally adjusted unemployment rate, which went from 3.6% in January 2020 to 11.2% in April 2020, dropping to 6.3% in July 2020. For comparison, the U.S. seasonally adjusted unemployment rates for January and April 2020 were 3.6% and 14.7%, respectively, and 10.2% in July 2020. According to [Hoosiers by the Numbers](#), the number of continued unemployment claims for Monroe County peaked at 3,239 claims at the end of April and beginning of May. As of August 2020, continued unemployment claims were 1,839. [Monroe County sectors](#) most impacted by COVID-19 related unemployment are Accommodation & Food Service, Retail Trade, and Healthcare & Social Assistance.

Unfortunately, even pre-pandemic economic growth in the Indiana Uplands region did not meet national averages, with employment falling 0.3% between 2009 and 2012 (as opposed to the nation's 2.6% increase over the same period) and with a significantly smaller average per capita

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income (\$34,657) than the rest of the country according to the 2014 [Strategic Plan Economic and Community Prosperity in Southwest Central Indiana](#) report. The Bloomington [2016 Wage Growth Task Force Report](#) raised concerns about a high poverty rate and the slow pace of post-recession income growth. Between 2007 and 2015, there was a slight rise in unemployment, with job growth concentrated in the service industry. The report also reflected local business concerns at the time that growth was hindered by unclear regulations and a lack of community collaboration among innovative companies.

However, there are bright spots in the Bloomington and Monroe County economies. The [Monroe County Quality of Place & Workforce Attraction Plan](#) cites manufacturing as the third largest industry in Monroe County (22) in addition to offering potentially high-paying jobs. The life sciences sector also represents a strength of the local economy. As of the [2017 Regional Opportunity Initiatives \(ROI\), Inc. Southwest Central Indiana Occupational Needs Assessment Life Sciences Sector](#), the Indiana Uplands were home to almost 6,000 life sciences jobs; more than 4,000 of which were located in Monroe County. Entry level production jobs are prevalent, representing an opportunity for individuals without post-secondary education, although these positions have an alternate set of stringent requirements. Beyond the life sciences, jobs in defense show promising growth, but employers struggle to recruit appropriate talent to the region. See the [ROI Southwest Central Indiana Occupational Needs Assessment National Security & Defense Sector](#) for additional context. Naval Surface Warfare Center (NSWC) Crane has fostered additional growth in the startup arena with specific startup funding and the Battery Innovation Center.

The [2020 Bloomington Housing Study](#) notes that Bloomington's major employment centers range in size from 180 to 7,700 employees, with the majority with between 180 and 525 employees, many of which are located in the downtown. In the 2013 [Trades District Master Plan](#), there was already recognition of the burgeoning tech sector in Monroe County and that the Trades District could serve as a concentration area for the continued growth of the industry. The [2020 Transportation Demand Management Plan](#) stated:

The city is currently developing a 12-acre area into The Trades District, designed to attract many more employers and thousands of employees to downtown. The Mill, a coworking and business incubator space, is already fully developed, and the historic Kiln building is being redeveloped into mixed-use space to support the growth of businesses developed at The Mill(5).

Workforce Development

Monroe County includes a number of workforce development assets, connected with the larger region. The Indiana Department of Workforce Development maintains a WorkOne Center in Bloomington, providing individualized career development, training, and employment re-entry programs. Regional Opportunity Initiatives has advanced [education and workforce initiatives](#), including major recent investments in two Monroe County school corporations for talent pipeline

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development. In addition, Ivy Tech Community College, Hoosier Hills Career Center, and other public and private programs provide career pathways into a variety of sectors.

In 2020, the City of Bloomington began investing additional public monies directly into existing workforce development programs as part of the mayor's [Recover Forward](#) initiative, including life sciences preparation skills, skills training in the building trades, re-entry training programs for the hard-to-employ, and coding skills in the technology sector. These investments are designed to provide additional financial support for the revitalization of the local economy as the region struggles to recover from the COVID-19 pandemic.

The 2019 [Monroe County Quality of Place & Workforce Attraction Plan](#), however, reported anecdotally that employers struggled pre-pandemic to fill lower paying jobs or second or third shift jobs, and that they have lost skilled workers to other communities. Focus groups and surveys additionally revealed concerns from residents that the community lacks inclusivity and resources for community development as well as robust career opportunities.

Housing

Housing is vital to both the quality of life in Bloomington and Monroe County and the local economy. To keep pace with growth in Bloomington, the [Bloomington Housing Study](#) found that Bloomington will need an additional 2,592 units by 2030 or 236 newly constructed units annually.

Because Indiana University students make up such a large percentage of the area's population, the city's housing strategy includes increasing density in student housing in areas closer to campus in order to re-prioritize single family homes for non-student use. Simultaneously, the city is working to increase the volume of affordable rental units to offset accelerating rents driven by the student rental market.

Limited lot availability and premium land values within the city challenge the financial viability of affordable and workforce housing developments and limit growth of single family homes within city limits. The 2020 Housing Study reported that "over 60% of renter households and nearly 30% of owner-occupied households in Bloomington are cost-burdened." While this rate is high, it is also less than in the past, and therefore the priority should be "households making less than \$25,000" (58). The Housing Study suggests investigating alternative funding support, infill strategies, rehabilitation programs, and community education and partnerships.

Transportation

The city's transportation strategies are also under review, as noted in the 2020 [Transportation Demand Management Program Plan](#). Ultimately, the end goals for the community include increasing accessibility throughout the city while also making traffic safer; piloting innovative transportation options, including micro-mobility platforms; and supporting the local economy. The study suggests that in practice these goals will mean less single occupant vehicle travel through promotion of non-car transit and adjustments to parking strategies.

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Like many college towns, Bloomington, Indiana is served by two complementary public transit systems. Bloomington Transit provides fixed-route and ADA paratransit service throughout the Bloomington urbanized area. Indiana University operates its own fixed-route transit service, focused on the mobility needs of IU students, faculty, and staff.

According to the 2019 Bloomington Transit Optimization Study, Bloomington Transit carries over three million passengers annually. The BTaccess paratransit service provides approximately 35,000 passenger trips a year. Both of these services experienced dramatic ridership growth since their inception in the early 1980s. Between 1984 and 2014, total BPTC ridership increased from less than 500,000 riders per year to more than 3.5 million. However, after peaking in 2014, BPTC has seen its ridership decline in recent years. Similarly, Indiana University's Campus Bus Service now carries three million annual passengers, down from a peak of 3.7 million in 2011.

The decline in transit ridership in Bloomington is consistent with national trends and coincided with a rapidly changing mobility landscape. Factors contributing to this decline include the prevalence of new and emerging technologies such as app-based ride hailing services, shared-use bicycles and scooters, and even changing retail habits such as online shopping. In addition, development trends in Bloomington have resulted in more people living downtown and within walking or biking distance of the IU Campus. These residents are likely less reliant on transit to get to key regional destinations, both because of proximity and availability of other mobility options.

Environment

Bloomington's natural environment contains a diversity of environmental features and represents a complex interconnected natural system that ranges over 23 square miles. The City of Bloomington boasts 38% canopy coverage and a nationally accredited parks system, which connects to Monroe County parks via a network of city and county trails. This natural environment represents a critical asset to environmental quality and quality of life for citizens and businesses in Bloomington and the surrounding area. The City of Bloomington is committed to maintaining and improving the quality of its natural environment through policies and actions implemented by City staff and the community. The city's [2019 Sustainability Action Plan Progress Report](#) sheds light on past sustainability successes and future plans following the release of the [2018 Sustainability Action Plan](#). Over the next five years, the City has committed to a series of improvements that will improve the resilience of the community, especially in the face of increasing climate stresses.

To anticipate what climate stresses the City may be vulnerable to, the Economic and Sustainable Development Department released the City's [Climate Risk and Vulnerability Assessment](#) (2020). This report analyzed and identified current and projected climate-related risks to people, infrastructure, and natural resources in Bloomington and Monroe County. Understanding susceptibility to climate hazards, such as flooding and heat effects, will then inform development of the Climate Action Plan. Top expected climate impacts identified through the assessment that pose challenges to the business community include potential failure of the road network due to climate instability and adverse effects on stormwater and flood

management. Further impacts on energy demand are also expected to arise from extreme temperatures reducing the capacity of energy transmission lines and substations. Increased price volatility also represents another challenge to food insecurity that will impact vulnerable community members to the greatest extent.

To mitigate and adapt to the challenging climate, the City has implemented measures outlined in the the 2018 Bloomington Sustainability Action Plan. These actions range from increasing greenspace to conducting a Greenhouse Gas Inventory and investing in renewable energy—including \$13 million in solar panels at 32 municipal locations and support for the residential rooftop solar, and other investments to reduce environmental impact through the [Recover Forward](#) initiative.

The City of Bloomington and Monroe County continue to work to incorporate sustainability and climate adaptation efforts into long-term planning of the built environment as reflected in the [Trades District Master Plan](#) (2013) and the Unified Development Ordinance that identifies sustainable practices to be incorporated at all levels of the built environment. Together, these efforts work in consort to support economic growth while maintaining environmental quality.

SWOT Analysis

Methodology:

This SWOT analysis draws from 26 aforementioned economic development-related plans and studies for the Monroe County region, with a focus on 11 reports that together form a view of current Monroe County and Bloomington conditions and provide action items for economic improvement. Strengths, weaknesses, opportunities, and threats that were mentioned across these reports are included in the following analysis. Numbers included in the chart below correspond to the numbers in the existing studies table earlier in this document.

Strengths	
Quality of life	<ul style="list-style-type: none">● Arts, culture, sporting, recreation amenities draw in tourists, directly supporting local businesses.¹ (1) (2) (3) (13)²● Trails and parks systems, other outdoor and natural resources (2) (3)
Talent	<ul style="list-style-type: none">● Major research university● Relatively young population● Monroe County has the highest population growth in the Indiana Uplands region. (14)

¹ 1.8 million visitors travel to Bloomington every year. In 2015, tourists spent \$362 million in total gross sales, directly supporting more than 7.6k jobs. (2)

² See Appendix one for source that is represented by this number.

	<ul style="list-style-type: none"> • Well-educated population (2) (3) (14) • High local graduation rates (>90%), strong local schools. (2) (3) • Pipeline of student talent at IU and Ivy Tech • The Dimension Mill coworking space gives remote workers and startups a sense of community, anchoring them to the city. (3)
Workforce development	<ul style="list-style-type: none"> • Significant investment in growing workforce development initiatives, such as Regional Opportunity Initiatives (ROI) programs to advance the Indiana Uplands region as a 21st Century Talent Region, and programs like the Ready Schools Initiative. • Indiana University, Ivy Tech, Ivy Tech’s Center for Life Sciences, Marchant School of Nursing, etc. provide training for in demand skills. (3) • New programs to upskill employees (NextLevel Jobs, Goodwill Excel, Recover Forward)
Entrepreneurship	<ul style="list-style-type: none"> • The Dimension Mill encourages entrepreneurship and aids startups. (2) (3) • Numerous entrepreneurship organizations (BEDC’s B-Start program; Greater Bloomington Chamber of Commerce) • Many initiatives to promote small business startups (programs from The Mill; BEDC B-Start program) • The Cook Center for Entrepreneurship at Ivy Tech connects businesses with statewide resources • The Johnson Center for Entrepreneurship and Innovation at Indiana University is a national leader in entrepreneurship education
Business climate	<ul style="list-style-type: none"> • Major life sciences employers (Cook Medical, Catalent) • Strong local economy (pre-pandemic) (11) • Many networking and outreach opportunities within the business community • Tools for buying and selling businesses
Infrastructure	<ul style="list-style-type: none"> • Highest Broadband connection in region (14) • A developed public transportation system within city limits. (2) (3) • Well-developed local parks and trails
Location	<ul style="list-style-type: none"> • Located conveniently between the hubs of Chicago, Indianapolis, St. Louis, and Louisville. I-69 links the region more efficiently to Indianapolis and Indianapolis International Airport. (14)
Resilience	<ul style="list-style-type: none"> • A stable and diverse economy with a variety of sectors. (1)

	<ul style="list-style-type: none"> • A region-wide commitment to sustainability through a number of initiatives (Solarize Bloomington, Monroe County Energy Challenge, etc) (2) (11) • Nonprofit sector that encourages tackling big issues and can fund change. • Indiana University Environmental Resilience Institute
Weaknesses	
Quality of life	<ul style="list-style-type: none"> • Affordable housing stock does not support demand.³ (1) (2) (3) (5) (10) • High childcare costs, especially relative to wages. (2) (3) • Limited diversity of population. (3) • Challenges with homelessness and drug use in downtown areas. (11)
Talent	<ul style="list-style-type: none"> • High brain drain, especially in STEM⁴. (9) (15) • Low retention rate of IU grads, especially STEM majors. (9) (15) • Population growth demographics are not trending up in great numbers. • Businesses struggle to find applicants who possess soft skills. (7) (8) (9) (11)
Workforce development	<ul style="list-style-type: none"> • Substance / Opioid use disorder lowers workforce participation rate (8) • Limited labor market
Employment	<ul style="list-style-type: none"> • Indiana University a dominant employer • Stagnant wages • Industry heavily skewed toward tourism and hospitality businesses
Entrepreneurship	<ul style="list-style-type: none"> • High competition for a limited consumer base • Office spaces and leases that don't support the flexibility required of startups • High cost of rent • Challenges in managing 9-month economy

³ Housing costs in Monroe County are the highest in Indiana. 82% of households in Bloomington spend more than 45% of their annual income on housing and transportation costs. (5)

⁴ 39 percent of all IU Bloomington graduates between 1998 and 2002 resided in the state as of 2008. Of that percentage, only a fraction stayed in Monroe County (1,992 in total). (15)

Business climate	<ul style="list-style-type: none"> • Vulnerability assessment • Local policies such as zoning regulations, difficult bureaucratic processes, signage regulations constrain business growth (11) • Limited weekday vs. weekend activities causes unstable tourism industry economics
Infrastructure	<ul style="list-style-type: none"> • High land values and development costs • Lack of certain types of affordable commercial space. (11) • High cost of rental/lease space for small businesses • There are still some areas that lack broadband connection (2) (4) (though the County created infrastructure development zone, and could create more; SCI REMC is also deploying broadband to their service area) • Limited sewer infrastructure outside of Bloomington and Ellettsville, making medium/high density housing development unfeasible • Limited public transportation outside Bloomington, limited service on Sundays, limited public transportation in a few key areas. (2) (3)
Location	<ul style="list-style-type: none"> • Only connected via one major traffic artery • Limited number of direct flights out of IND
Resilience	<ul style="list-style-type: none"> • A dependence on fossil fuels and lack of control over energy sourcing. (2) • Cost of living higher than other peer cities • Overdependence on a limited number of major employers. • Challenges with collaboration between city/county/other units.
Opportunities	
Quality of life	<ul style="list-style-type: none"> • Indiana University cultural and athletic programming • Recently completed 57-acre Switchyard Park • 24-acre hospital site reuse master planning effort
Talent	<ul style="list-style-type: none"> • 700,000 living IU alumni are potential “Bloomerangs” • Trailing spouses, especially of Indiana University staff/students
Employment	<ul style="list-style-type: none"> • Anticipated growth in life sciences⁵ and defense sectors will bring additional jobs to the region. (8) (9) • Home of three major talent attractions: Indiana University, Ivy Tech and NSWC Crane. (1)

⁵ Based on current trends, the life sciences sector will have 700 additional jobs each year over the next 5 years. (9)

	<ul style="list-style-type: none"> • New initiatives around core industries (life sciences, defense, IT, manufacturing), tied to IU, NSWC Crane, major regional employers, and regional entities like ROI • 40–50 tech companies in Monroe County
Workforce development	<ul style="list-style-type: none"> • NextLevel Jobs initiative • Recover Forward partnerships with Hoosier Hills / Ivy Tech / The Mill
Entrepreneurship / innovation assets	<ul style="list-style-type: none"> • The Mill • Certified Tech Park and Trades District will bring new opportunities for development. (2) • Potential for collaboration between IU and Crane, can increase global relevancy and spur regional economic growth. (4) • IU Luddy School of Informatics • NSWC Crane and Purdue@Westgate
Business climate	<ul style="list-style-type: none"> • Potential to capitalize on current strong sectors (life sciences and defense) to market community for future development. (4) (6)
Infrastructure	<ul style="list-style-type: none"> • Growing regionalism • Potential additional local income tax for infrastructure investments
Location	<ul style="list-style-type: none"> • The development of I-69 could bring more visitors to the local area. (2)
Resilience	<ul style="list-style-type: none"> • A future-focused community and government, with a commitment to ensuring prosperity for generations to come, exemplified in the 2018 Sustainability Action Plan. (11) • Build business in core strength areas (life sciences, IT, defense, arts, tourism, manufacturing)
Threats	
Quality of life	<ul style="list-style-type: none"> • Lack of affordable preschool programs. (6) • Higher cost of living than peer cities. • High cost of housing.
Talent	<ul style="list-style-type: none"> • Defense sector (BRAC) • Aging workforce, many workers are near retirement age. (8)
Employment	<ul style="list-style-type: none"> • Pandemic-related unemployment, impact on service industries

Workforce development	<ul style="list-style-type: none"> ● County-city transportation barriers limit development ● Opioid crisis limit pool of candidates
Entrepreneurship / innovation assets	<ul style="list-style-type: none"> ● Companies able to locate anywhere
Business climate	<ul style="list-style-type: none"> ● Some perceived lack of cooperation between business and public spheres. (11) ● Protracted COVID-19 economic recovery
Infrastructure	<ul style="list-style-type: none"> ● Vulnerable land (steep slopes, karst features) limit infrastructure development in some areas. (1) ● Cost for small business office space
Location	<ul style="list-style-type: none"> ● While I-69 improve regional accessibility, limited major arteries between regional communities (Bloomington-Columbus, Bloomington-Terre Haute)
Resilience	<ul style="list-style-type: none"> ● Limited resilience references in many planning efforts. ● Forecasted future climate change such as warmer summers, more flooding, and wetter winters. (11) ● Ever changing technology industry ● Potential IU in-person student enrollment decreases

Strategic Direction / Action Plan + Evaluation Framework

Methodology:

The following goals and objectives are drawn from the aforementioned economic development-related studies and plans. They were selected based on multiple references across plans and honed through discussions with relevant stakeholders mentioned below.

Plan of action:

A consortium of Bloomington and regional economic development organizations, with coordination by the Bloomington Economic Development Corporation (BEDC), will implement / track the following goals and activities against this plan. Ongoing development, coordination, tracking, and updates of the strategy will be facilitated through quarterly consortium meetings and ongoing work on initiatives.

Goal 1: To attract and support a qualified, stable, and diverse workforce
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1a: Diversification of employment: Increase quality and diversity of employment opportunities in targeted traded sectors, including technology, defense, and life sciences,
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<p>to support local workers with opportunities for advancement and wage growth on pace with the state and national trends.</p> <p>Actions:</p> <ul style="list-style-type: none"> • Conduct ongoing business retention, expansion, attraction initiatives focused on key sectors through the BEDC, City of Bloomington, and other partners. • Establish a Trades District Technology Center in 2020-2021 to expand technology employment 	
Reference Plans	<p>City of Bloomington Comprehensive Plan (2018)</p> <p>Strategic Plan for Economic and Community Prosperity in Southwest Central Indiana (2014)</p> <p>Wage Growth Task Force Report (2016)</p> <p>Monroe County Quality of Place & Workforce Attraction Plan (2019)</p>
Metrics	<p>Area Median Income</p> <p>BLS Occupation Employment Statistics Sector Employment</p> <p>Net new job growth (targeted sectors)</p> <p>Employment growth by sector (targeted sectors)</p>
Partners	<p>Bloomington Economic Development Corporation, Greater Bloomington Chamber of Commerce, Regional Opportunity Initiatives, City of Bloomington, Dimension Mill Inc., Regional Employers</p>
<p>1b: Facilitate workforce skill development: Further develop a workforce that is adaptive to evolving opportunities, attractive to businesses, and has marketable skills; leverage workforce to attract business.</p> <p>Actions:</p> <ul style="list-style-type: none"> • Establish and expand training for residents in life sciences CGMP (current good manufacturing practices) in 2020, to expand the base of prepared workers for life sciences companies through training delivered by Ivy Tech and the Hoosier Hills Career Center, with area employers. • Expand City of Bloomington Recover Forward trades programs in 2020-2021 to develop skills training and workforce reentry programs for hard-to-employ populations 	
Reference Plans	<p>Monroe County Quality of Place & Workforce Attraction Plan (2019)</p> <p>Strategic Plan for Economic and Community Prosperity in Southwest Central Indiana (2014)</p> <p>Wage Growth Task Force Report (2016)</p>
Metrics	<p>Number and diversity of skill development programs</p> <p>Enrollment and graduation rates of programs</p> <p>Employment rate following program graduation</p> <p>Employment wages following program graduation</p> <p>Private sector participation in program development</p>

<p>Partners</p>	<p>IvyTech Community College, Hoosier Hills Career Center, City of Bloomington, Indiana Department of Workforce Development/WorkOne, Bloomington Economic Development Corporation, Greater Bloomington Chamber of Commerce, Regional Employers</p>
<p>1c: Attract highly skilled workforce: Leverage the Indiana University alumni base and the region’s cultural assets to address the gap in highly-skilled workforce. Actions:</p> <ul style="list-style-type: none"> Continue outreach to IU alumni that may be interested in returning to the Bloomington market for job opportunities or to build their businesses, through marketing and in-market alumni events. 	
<p>Reference Plans</p>	<p>Monroe County Quality of Place & Workforce Attraction Plan (2019)</p>
<p>Metrics</p>	<p>BLS, OES Sector Employment statistics (targeted sectors) US Census Population data Employer data (collected via business retention and expansion work) Indiana University alumni data</p>
<p>Partners</p>	<p>Indiana University, City of Bloomington, Bloomington Economic Development Corporation, Visit Bloomington, Dimension Mill Inc., Regional Employers</p>
<p>1d: Increase inclusion and diversity in high quality employment: Build meaningful inclusivity and support diversity in employment opportunities; lift up those previously marginalized with initiatives for employment. Actions:</p> <ul style="list-style-type: none"> Support business affinity groups facilitated by the Greater Bloomington Chamber of Commerce to help grow businesses led by underrepresented individuals Implement recommendations from the forthcoming Comprehensive Plan to Advance Racial Equity 	
<p>Reference Plans</p>	<p>Monroe County Quality of Place & Workforce Attraction Plan (2019) City of Bloomington Comprehensive Plan (2018) Bloomington Mayor’s Wage Growth Task Force Report (2016) City of Bloomington Comprehensive Plan to Advance Racial Equity (forthcoming 2021)</p>
<p>Metrics</p>	<p>Expansion of employment diversity programs Diversity employment at significant employers</p>
<p>Partners</p>	<p>City of Bloomington, Commission on Hispanic and Latino Affairs, Human Rights Commission, Greater Bloomington Chamber of Commerce, Indiana University, Commission on the Status of Black Males, Dimension Mill Inc., BEDC</p>

<p>1e: Increase career training for students: Promote stronger ties between private sector/industry and regional educational assets, including K-12 and higher education and technical education assets, to develop skills aligned with changing employment needs.</p> <p>Actions:</p> <ul style="list-style-type: none"> • Further develop K12 training pipelines for STEM, through engagement with the Ready Schools initiative from Regional Opportunity Initiatives and support for entrepreneurship with the IncubatorEDU program at the Academy. 	
Reference Plans	<p>Bloomington Mayor’s Wage Growth Task Force Report (2016)</p> <p>Monroe County Quality of Place & Workforce Attraction Plan (2019)</p>
Metrics	<p>Number and diversity of skill development programs</p> <p>Enrollment and graduation rates of programs</p> <p>Employment rate following program graduation</p> <p>Employment wages following program graduation</p> <p>Private sector participation in program development</p>
Partners	<p>Regional Opportunity Initiatives, Bloomington Economic Development Corporation, Greater Bloomington Chamber of Commerce, City of Bloomington, Monroe County Community School Corporation, Richland-Bean Blossom Community School Corporation, Indiana University, IvyTech Community College, Regional Employers</p>
<p>Goal 2: To retain and attract businesses of all sizes across targeted sectors</p>	
<p>2a: Support and retain IU-related intellectual property within the region: Enhance economic vitality of the region through promotion and retention of intellectual property associated with Indiana University Bloomington and Crane//NSWC.</p> <p>Action:</p> <ul style="list-style-type: none"> • Develop a Trades District Technology Center to enhance diversity in the business sector and to retain technology capital associated with Indiana University. 	
Reference Plans	<p>Monroe County Quality of Place & Workforce Attraction Plan (2019)</p> <p>Strategic Plan for Economic and Community Prosperity in Southwest Central Indiana (2014)</p>
Metrics	<p>SBIR awards data</p> <p>Commercialization data</p> <p>Investment data</p> <p>Startups launched</p>
Partners	<p>Indiana University, Ivy Tech Community College, Dimension Mill Inc., Bloomington Economic Development Corporation, City of Bloomington</p>

<p>2b: Regionalism: Foster greater economic regionalism to further advantage local and regional businesses</p> <p>Actions:</p> <ul style="list-style-type: none"> Continue to regularly convene local economic development / business related organizations to share updates on work and foster collaboration through quarterly meetings and ongoing collaborative initiatives. 	
Reference Plans	City of Bloomington Comprehensive Plan (2018) Strategic Plan for Economic and Community Prosperity in Southwest Central Indiana (2014)
Metrics	Participation rates of economic development programs Interconnectivity between economic development initiatives
Partners	Regional Opportunity Initiatives, Bloomington Economic Development Corporation, Visit Bloomington, Local economic development corporations in communities surrounding Monroe County, Center for Rural Engagement
<p>2c: Opportunity Zones: Promote Opportunity Zones created by the The Tax Cuts and Jobs Act of 2017 to promote investment within the City of Bloomington, Monroe County, and surrounding region.</p> <p>Actions:</p> <ul style="list-style-type: none"> Continue to promote available properties in the Bloomington Trades District, which is located in an Opportunity Zone. Provide information for potential investors in the Opportunity Zone 	
Reference Plans	Strategic Plan for Economic and Community Prosperity in Southwest Central Indiana (2014)
Metrics	Jobs created Total Opportunity Zone investments
Partners	Bloomington Economic Development Corporation, City of Bloomington, Greater Bloomington Chamber of Commerce
<p>Goal 3: To further enhance strong quality of place</p>	
<p>3a: Increase supply of workforce housing: Increase supply and diversity of quality workforce housing in Bloomington by 2030 by implementing recommendations of the 2020 City of Bloomington Housing Study.</p>	
Reference Plans	City of Bloomington Housing Study (2020) Monroe County Quality of Place & Workforce Attraction Plan (2019) The Bloomington Project: A New Approach for Expanding CDFI Coverage in Smaller Markets (2018)

Metrics	New workforce housing units Home ownership rates Cost of housing
Partners	City of Bloomington, Housing Study Advisory Committee, CDFI Friendly Bloomington
<p>3b: Increase affordable high quality childcare: Improve access to and affordability of high quality early childhood education in order to improve financial stability and reliability of workforce and create opportunities for workforce career advancement.</p> <p>Actions:</p> <ul style="list-style-type: none"> • Implement childcare-related recommendations of the Monroe County Quality of Place & Workforce Attraction Plan 	
Reference Plans	City of Bloomington Comprehensive Plan (2018) Monroe County Quality of Place & Workforce Attraction Plan (2019) Wage Growth Task Force Report (2016)
Metrics	High quality childcare capacity Low income subsidies
Partners	Community Foundation of Bloomington and Monroe County/Monroe Smart Start City of Bloomington Greater Bloomington Chamber of Commerce
<p>3c: Provide accessible, high-quality transportation: Reduce dependence on the automobile within the City of Bloomington and reduce dependence on single occupancy vehicle commuting.</p> <p>Actions:</p> <ul style="list-style-type: none"> • Pursue implementation of the 2020 Transportation Demand Management Plan (City of Bloomington) • Support Bloomington Transit and Rural Transit to bridge Bloomington-County divide • Support alternative, multi-modal transportation options 	
Reference Plans	City of Bloomington Comprehensive Plan (2018) Transportation Demand Management Plan (2020) Monroe County Quality of Place & Workforce Attraction Plan (2019)
Metrics	Public transit ridership rates Use rates of multi-modal alternative transportation options Single occupancy vehicle travel data Public parking data

Partners	City of Bloomington, Bloomington Transit, Rural Transit, IU Campus Bus Service, Regional Employers
<p>3d: Quality of life for residents: Facilitate and showcase a rich cultural climate with diverse, inviting, and accessible outdoor spaces</p> <p>Actions:</p> <ul style="list-style-type: none"> • Support the development of and implement recommendations from the City of Bloomington’s forthcoming Parks Five Year Master Plan • Enact the recommendations of the Bloomington Entertainment & Arts District Strategic Plan • Support local arts organizations with the Mayor’s 2021 Recover Forward initiative 	
Reference Plans	Monroe County Quality of Place & Workforce Attraction Plan (2019) Bloomington Entertainment & Arts District (BEAD) Strategic Plan (2019)
Metrics	Program and facility participation rates Public and private investments in arts organizations Participant survey data
Partners	City of Bloomington, Monroe County, Bloomington Arts Commission
<p>Goal 4: To develop a local and regional economic brand</p>	
<p>4a: Advance an economic identity that is unique and compelling. Promote the story of Bloomington, Monroe County, and the broader region as an attractive destination for workers and employers, and a place with a high quality of life for residents to work, live, and play.</p> <p>Actions:</p> <ul style="list-style-type: none"> • Support regional and local branding initiatives through partners like Regional Opportunity Initiatives and Visit Bloomington. 	
Reference Plans	Bloomington Mayor’s Wage Growth Task Force Report (2016) Strategic Plan for Economic and Community Prosperity in Southwest Central Indiana (2014) Visit Bloomington’s Destination Strategic Plan for 2020–22
Metrics	Web traffic statistics to marketing websites containing consistent branding Social media engagement with sector/talent marketing Economic development site selection project inquiries Tourism-related web/social media impressions Tourism-related visitor data (hotel occupancy, etc.)
Partners	Regional Opportunity Initiatives, Bloomington Economic Development Corporation, Greater Bloomington Chamber of Commerce, Visit

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	Bloomington, Indiana University, Downtown Bloomington Inc., Monroe Convention Center, City of Bloomington, Regional Employers
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Appendix

Definitions:

- **Economic Development** is defined in this document as the range of activities, policies, and programs that a state, region, or municipality use to create conditions that enable sustainable economic growth. The goal of economic development is to improve the quality of life for all sectors of the population.
- **Business Retention/Expansion (BRE)** is the set of activities/circumstances which keep business within the region and allow them to grow. This matrix looks both at traded and non-traded businesses.
- **Business Creation/Attraction** is the set of activities/circumstances that allow entrepreneurs to thrive and start new businesses within the region and the set of activities/circumstances which attracts new businesses to move/open branches within the region.
- **Workforce Retention/Attraction** is the set of activities/circumstances that bring new populations into the workforce, whether that is local populations who are not currently part of the labor force, or populations not currently residing in the region.
- **Economic Resilience** is the set of local conditions that allows a region to withstand, recover, or avoid shocks to the system. Potential shocks include natural and man-made disasters, economic recessions, or loss of local industries.

**20-01
RESOLUTION
OF THE
ECONOMIC REDEVELOPMENT COMMISSION
OF THE
CITY OF BLOOMINGTON, INDIANA**

**ENDORISING THE COMPREHENSIVE ECONOMIC DEVELOPMENT STRATEGY
FOR THE ECONOMIC DEVELOPMENT AGENCY GRANT APPLICATION TO
CONSTRUCT A TECH CENTER IN THE TRADES DISTRICT**

WHEREAS, the Economic Development Commission of the City of Bloomington, Indiana (“EDC”), recognizes the need to stimulate growth and to maintain a sound economy within the corporate limits of the City of Bloomington, Indiana; and

WHEREAS, the US Economic Development Administration (“EDA”) issued a Notice of Funding Opportunity (“NOFO”) for grants funded by the CARES Act (“EDA Grant(s)”) for construction and other projects that leverage existing regional assets and support economic development strategies involving new ideas and creative approaches to advancing economic prosperity; and

WHEREAS, the City of Bloomington (“City”), along with the Bloomington Economic Development Corporation (“BEDC”), is applying for an EDA Grant in response to the NOFO to construct a Tech Center in the Trades District that would serve Bloomington, Monroe County, and the surrounding region; and

WHEREAS, for purposes of the grant application, the BEDC, in collaboration with the City and other community partners, has developed a regional economic development plan that complies with EDA application requirements for a Comprehensive Economic Development Strategy (“CEDS”) or equivalent regional economic development strategy (“CEDS Equivalent”); and

WHEREAS, the CEDS Equivalent will be put forward for public review and comment by the broader community in the coming weeks; and

WHEREAS, the EDC, as a primary mechanism for providing the City with informed citizen input on local and regional economic development strategies, is an essential party to review and comment on the appropriateness of the CEDS Equivalent; and

WHEREAS, the EDC has reviewed the CEDS Equivalent, which is attached to this Resolution as Exhibit A.

**NOW, THEREFORE, BE IT RESOLVED BY THE ECONOMIC DEVELOPMENT
COMMISSION OF THE CITY OF BLOOMINGTON THAT:**

1. The EDC endorses the CEDS Equivalent, finding that it outlines and supports the EDC’s goals and intent with regard to local and regional economic advancement; and
2. The EDC considers a Tech Center in the Trades District to be a key investment in the future of our City and region that is wholly consistent with the CEDS Equivalent, and the EDA enthusiastically endorses the City’s grant application.

APPROVED this 16th day of September, 2020.

Kurt Zorn, President
Bloomington Economic Development Commission

Malcolm Webb, Secretary
Bloomington Economic Development Commission