

*Realizing the  
Vision*

## CHAPTER 2

**OUR FRAMEWORK**

The *Envision Ellettsville Vision Plan* framework, as well as the action agenda in chapter 4, are intended to position the Town of Ellettsville, its partners, and the Greater Ellettsville community to realize the future envisioned within this document. Building off the vision statements, the framework is organized by five themes including:

- Ellettsville is home, (Starting on page 34)
- Ellettsville is vibrant, (Starting on page 40)
- Ellettsville is connected, (Starting on page 46)
- Ellettsville is thriving, and (Starting on page 52)
- Ellettsville is strategic. (Starting on page 58)

These themes create the lens through which opportunities and needs were evaluated to ensure the plan was adequately addressing high priorities and key challenges. Furthermore, the framework establishes how the downtown, neighborhoods, business environment, infrastructure, and local administration impact one-another and come together to create a complete community.

# PLANNING ELEMENTS



## How to Use the Framework

Within each theme, there are three fundamental elements including a Theme Introduction, Opportunities and Needs Assessment, and related Goals and Objectives. This organization ensures that content within each theme is consistent and user-friendly. The following section provides a brief overview of the fundamental elements and how they are used.

- 1. Theme Introduction** – This section reiterates the associated vision statement and provides a more detailed explanation of the theme. More specifically, the narrative identifies the various topics that are covered within the theme and how the theme contributes to Ellettsville becoming a complete community. The topics covered are listed on the theme introduction page to provide a quick reference for users looking for something specific.
- 2. Opportunities and Needs Assessment** - A strengths, weaknesses, opportunities, and threats (SWOT) analysis is an evaluation tool designed to facilitate realistic, fact-based, data-driven look at the strengths and weaknesses of a community. The findings can help raise awareness of the factors that should play into making decisions about future growth and development. Each assessment is intended to highlight the key conclusions from public engagement, demographic and socio-economic data, and professional observations from the planning team. The key conclusions are presented in two ways. Place-based conclusions are highlighted on a map and non-place-based conclusions such as data trends or community perceptions are highlighted as infographics. This assessment is intended to inform the creation of the goals, objectives, and recommendation that follow.
- 3. Goals and Objectives** – Within each organizational theme, there is one overarching goal statement. A goal is a broad statement intended to outline a desired outcome. Then, there are several objectives that support the goal. Objectives provide clear direction on what is needed to achieve the goal. These two plan components work together to chart the path forward. This section is intended to provide a roadmap for Ellettsville and set the stage for the priorities, physical improvements, and action steps that are outlined within Chapter 4.



# Neighborhoods

TOPICS INCLUDE: RESIDENTIAL DEVELOPMENT | COMMUNITY FACILITIES | PUBLIC SERVICES

## Introduction

Home – a word that evokes a unique set of emotions for everyone. When thinking about our home, some might think about the structure where they live or the geographic areas where they grew up. It could be argued that home is a feeling rather than a place. Home can be a sense of belonging or a feeling of being safe and comfortable. This theme, Ellettsville is home, covers more than housing or residential development. Ellettsville is home is about creating neighborhoods.

How can Ellettsville enhance its neighborhoods? Answering this question is more than just a brick-and-mortar solution, it's also a sociological one. There are certain amenities, services, and places that contribute to sense of place of where one calls home. These elements range from attainable housing and convenient schools, shops, and dining options to an attractive public realm, access to cultural, historic, and ecological features, and opportunities to gather and celebrate together.

Providing safe neighborhoods is a critical component of being a complete community. Fortunately, there is already a strong desire to live in Ellettsville which is evident through the town's population growth. Ellettsville has an opportunity to continue building momentum by leveraging its strengths and opportunities to address community challenges or needs.

## Opportunities and Needs Assessment

The next three pages are intended to highlight the key conclusions from public engagement, demographic and socio-economic data, and professional observations from the planning team. The key conclusions are presented in two ways. Place-based conclusions are highlighted on a map and non-place-based conclusions such as data trends or community perceptions are highlighted as infographics. Finally, a collection of community photos illustrates the existing character of Ellettsville neighborhoods.

## Assets & Opportunities



### Local Churches

There are 11 religious institutions in Ellettsville. These institutions act as community centers and often times provide services such as childcare and educational programs.



### Education Institutions

Edgewood Elementary School  
Edgewood Jr. High School  
Edgewood High School  
Seven Oaks Classical School



### Entertainment Destinations

Jiffy Treets  
Hoosier Putt Hole  
Urban Air



### Streetscape Enhancement

SR 46 - Both Directions  
Sale Street

## Challenges & Needs



### Lack of Diverse Housing Options

There are only 3 pockets of multi-family housing options within Ellettsville. These units range from apartments to condos.



### Serviced Development Outside of Town Limits

Development has been approved without annexation meaning they are receiving Ellettsville services without paying taxes to help support the community.

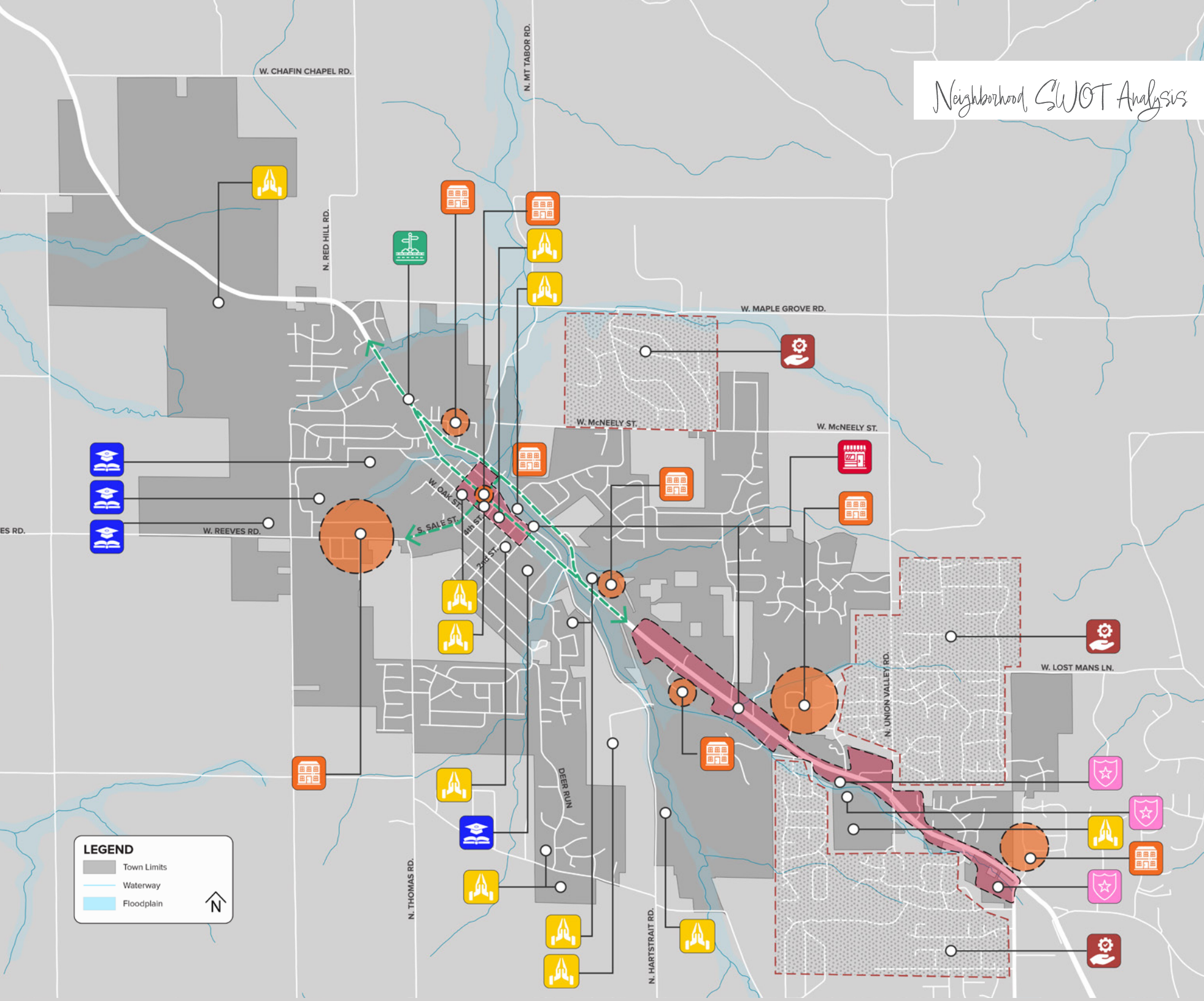


### Limited Retail & Dining Options

Ellettsville only has 1 grocery store and very few sit-down restaurants and specialty retail shops meaning residents have to travel outside of the community to access these services.



# Neighborhood SWOT Analysis



## NON-PLACE BASED STRENGTHS AND OPPORTUNITIES



### AFFORDABLE HOUSING

The housing affordability index measures whether or not a typical family earns enough money to qualify for a mortgage. Ellettsville has a **housing affordability index of 220**. Any index rating greater than 100 is considered affordable.



### LOW CRIME

Ellettsville residents **feel safe** within their community. The word "safe" appeared in **over 60** public engagement comments.



### FLEXIBLE LIFESTYLE

Ellettsville offers **small-town living** near **big-city amenities**, resulting in neighborhoods that are rapidly changing as the demand for new single-family homes increases.



### BEAUTIFICATION

Nearly 25% of survey respondents want **more emphasis** placed on **beautification** and **visual appearance** in the greater Ellettsville area.



### ATTRACTING A YOUNGER DEMOGRAPHIC

Only **25%** of the Ellettsville's population is between the **ages of 15 and 34**. This demographic is critical to the workforce as **15%** of population is **over the age of 65**.

## NON-PLACE BASED WEAKNESSES & THREATS



### LACK OF DIVERSE HOUSING OPTIONS

Just over **80%** of the Town's housing stock are **single-family units**. The **median year built** for homes in Ellettsville is **1991**.



### LACK OF RETAIL AND DINING OPTIONS

The community survey results revealed that **75%** of respondents identified "lack of retail and dining options" as a **top challenge**.



### LIMITED SIDEWALK CONNECTIVITY

Nearly **5% of households do not own a vehicle** meaning they depend on pedestrian infrastructure and public transit for mobility.



### HOUSING CONDITIONS

Just over **18%** of Ellettsville's current housing stock was **built prior to 1970**. During this time, modern building codes were not in place meaning the current structure might need significant improvements.



### BLOOMINGTON'S 2 MILE PLANNING & ZONING FRINGE


There is only 1 mile between Ellettsville's existing town boundary and Bloomington's 2-mile planning and zoning fringe.



## Existing Neighborhood Character





A photograph of a suburban neighborhood with several houses, green lawns, and trees. The image is slightly faded and has a white border. The houses are mostly two-story with gabled roofs. There are cars parked on the streets. The sky is clear and blue.

“The housing growth needs to be planned so that utilities, roads, parks, and green spaces are all taken into account for successful and attractive development.”

- Vision Wall Participant

## Ellettsville is Home - Goal #1

**Promote safe neighborhoods that contribute to Ellettsville's character and enhance quality of life for its residents.**

### Why is it important?

Ellettsville will strengthen the places and characteristics that are valued within the community in a way that affirms the community's character. One of the most common concerns from residents in regard to growth was about maintaining and enhancing community character. Over the last 5 years, Ellettsville has approved over 500 housing permits. With this level of residential growth comes an increase demand on infrastructure, services, and amenities. It is important for Ellettsville to evaluate future development proposals to ensure development is contributing to the vision of a complete community, enhances community character, and improves quality of life.

**In an effort to promote safe neighborhoods that contribute to community character and enhance quality of life, Ellettsville will...**

### Objectives

#### GENERAL

- Provide diverse housing options ranging in type, price point, and size.
- Preserve and maintain our historic housing stock.

#### GROWTH AND DEVELOPMENT

- Prioritize residential development in areas that aligns with focus areas identified on page 68.
- Encourage context-sensitive residential infill in the residential core of Ellettsville.
- Encourage multi-family residential opportunities within Central Ellettsville to increase foot traffic within the downtown.
- Encourage upper floors of downtown buildings to be used for residential.
- Allow small clusters of neighborhood services to locate near residential areas.
- Encourage pedestrian infrastructure within residential neighborhoods.
- Encourage residential development to provide informal parks and open space for residents.
- Encourage residential development to incorporate more than one type of housing.

#### COMMUNITY AMENITIES & SERVICES

- Provide a comprehensive sidewalks and trail network to improve pedestrian connectivity to other neighborhoods, schools, and nearby destinations.
- Maintain a high level of service for all community services through continuous monitoring and evaluation.
- Provide a collection of public spaces and community facilities for gathering and recreation.
- Ensure the Town's ability to provide adequate public safety services (police, fire, and EMS) as the population and service area continue to grow.



# Downtown

TOPICS INCLUDE: GATHERING SPACES | BEAUTIFICATION | BUILDING CONDITIONS | FLOODING | ACCESSIBILITY | CONNECTIVITY

## Introduction

A successful downtown is more than a place to do business and house civic institutions, it is an activity center that fosters social interaction and serve as a “third place” for residents and visitors. A third place refers to places where people can spend time between home (their first place) and work (their second place) . This theme, Ellettsville is vibrant, focuses on downtown revitalization. Ellettsville is unique in that SR 46 forms an island surrounding the historic downtown area of Sale Street. For the purpose of this Vision Plan, the downtown is defined as the area between the SR 46 eastbound roadway and the SR 46 westbound roadway.

Between building vacancies, limited pedestrian infrastructure, lack of destinations, and flooding, the downtown has experienced some level of disinvestment over the last several years. Even so, downtown is at the forefront of the community’s vision for the future. From beautification and walkability to community destinations and opportunities for gathering, there are no shortage of ideas for reinvestment. The goal is to inspire downtown revitalization by leveraging its strengths and opportunities to address community challenges or needs.

## Opportunities and Needs Assessment

The next three pages are intended to highlight the key conclusions from public engagement, demographic and socio-economic data, and professional observations from the planning team. The key conclusions are presented in two ways. Place-based conclusions are highlighted on a map and non-place-based conclusions such as data trends or community perceptions are highlighted as infographics. Finally, a collection of community photos illustrates the existing character of downtown Ellettsville.

## Assets & Opportunities



### Historic Downtown

Roughly bounded by Main Street, Sale Street, Walnut Street and Association Street.



### Businesses & Organizations

Smithville Charitable Foundation  
Ellettsville Branch Library  
United States Postal Service  
Ellettsville Main Street  
Kenny's Traven  
Richland-Bean Blossom Family Store  
The Flower Shoppe  
Denise Catalano-Dyche Insurance  
Vine Street BBQ  
The Mimosa Tree - Florist  
Chandler Funeral House  
Ellettsville Masonic Lodge



### Gateway Signage

Limestone monument signs at each end of the downtown.



### Existing and Proposed Trails

Heritage Trail  
Proposed network to the north



### Community Gathering Space

Underutilized area that could be development as an outdoor community gathering space.

## Challenges & Needs



### Pedestrian Crossings

There are only 4 marked pedestrian crossing along SR 46.



### Flooding

A significant portion of the downtown is within the 100-year floodplain.

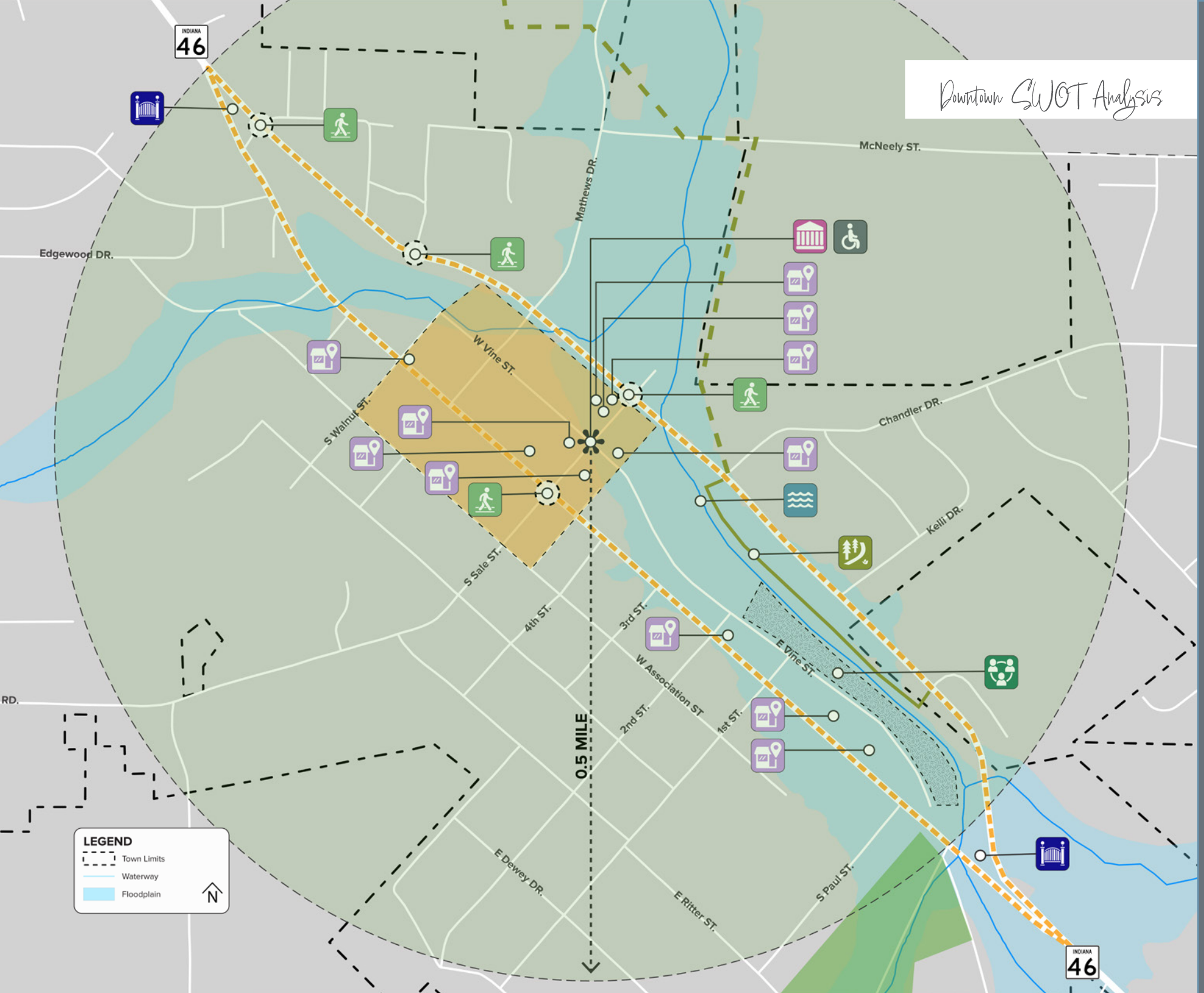


### Accessibility

Most buildings are not handicap accessible and there are not any handicap parking spots along Sale Street.



# Downtown SWOT Analysis



## NON-PLACE BASED STRENGTHS AND OPPORTUNITIES



### COOPERATIVE PROPERTY OWNERS

Downtown business owners feel that **building owners are easy to work with**. Less than 2% of survey respondents identified property owner cooperation as a challenge.



### COMMUNITY ORGANIZATIONS

The **Chamber of Commerce** and **Main Street Organization** are key partners in downtown development.



### COMMUNITY EVENTS

Events are a great way to **bring people downtown**. Stakeholders expressed the desire to bring back **Food Truck Wednesday** and continue expanding community events such as **Fall Festival**.



### WAYFINDING SIGNAGE

Stakeholders feel the **SR 46 configuration creates confusion** for visitors. Wayfinding signage could help direct people to local destinations and businesses.



### BEAUTIFICATION

Nearly 45% of survey respondents want **more emphasis** placed on **beautification** and **visual appearance** within downtown.

## NON-PLACE BASED WEAKNESSES & THREATS



### LIMITED ABILITY TO ATTRACT VISITORS

Nearly **35%** of survey respondents identified the **ability to attract visitors** as a top challenge for the downtown.



### DOWNTOWN VACANCY

High vacancy rates - both commercial on lower levels and residential on upper levels - may be attributed to the **financial and physical constraints** associated with **flooding**.



### DOWNTOWN ACCESSIBILITY

Due to their age, many of the buildings in the historic downtown area are not ADA accessible. Business owners have also identified **lack of ADA accessible parking** as a challenge.



### SERVICE DELIVERY CHALLENGES FOR DOWNTOWN BUSINESSES

Downtown business owners have identified truck deliveries as a challenge for businesses. It is **difficult for truck drivers to maneuver through the downtown** area.



### FLOODING

A **significant portion** of the downtown is within the **100-year floodplain**. This limits incentive for new development and redevelopment as flood insurance and maintenance are significant financial challenges.



## Existing Downtown Character







There should be further development in the Downtown Ellettsville area with a focus on community engagement - creating a landscape that supports the continued growth of commerce. We should establish a vital center that will attract more business development in surrounding areas.

- Vision Wall Participant

## Ellettsville is Vibrant - Goal #2

**Invest in catalytic projects to enhance walkability, promote community gathering, and prioritize infill and redevelopment in the downtown district.**

### Why is it important?

Investing in downtown revitalization efforts can lead to several economic benefits such as creating jobs, increasing property values, and attracting tourists. From the very beginning of this planning process, the Ellettsville community has emphasized the importance of creating spaces that provide a reason for people to want to be downtown. Through a combination of public spaces and privately-owned businesses, Ellettsville can enhance the sense of place within the downtown by investing in projects and programs that create unique experiences of residents and visitors.

**In an effort to enhance walkability, promote community gathering, and prioritize redevelopment in the downtown, Ellettsville will...**

### Objectives

#### *GROWTH AND DEVELOPMENT*

- Encourage context-sensitive residential infill in the residential core of Ellettsville.
- Encourage multi-family residential opportunities within Central Ellettsville to increase foot traffic within the downtown.\*
- Encourage upper floors of downtown buildings to be used for residential.
- Focus neighborhood-scaled retail and dining within Central Ellettsville.\*

#### *ENVIRONMENTAL*

- Prioritize flood mitigation within the downtown district to reduce floodplain impact areas and spur economic development.

#### *BUSINESSES*

- Support small businesses by encouraging pop-up stores and business incubators in the downtown.
- Build an entrepreneur ecosystem by establishing regional partnerships to offer supportive programs and facilities.

#### *GATHERING & IDENTITY*

- Utilize gateways and wayfinding to create a character for Ellettsville and improve navigation throughout the town.
- Expand community gathering spaces and programming to provide year-around entertainment.

- Partner with local organizations to expand community events.

#### *BEAUTIFICATION*

- Increase enforcement of municipal codes and regulations pertaining to property maintenance, upkeep, and appearance.
- Encourage public/private participation and partnerships in beautification efforts.
- Create a cohesive aesthetic character unique to Central Ellettsville.\*

#### *CONNECTIVITY*

- Ensure pedestrian safety within the downtown district by improving the frequency of cross walks and slowing speeds.
- Improve connectivity and accessibility by providing alternative modes of transportation.
- Provide ADA parking, sidewalks, and building entrances through the Town of Ellettsville.
- Provide sidewalks along all residential streets within the Central Ellettsville focus area.\*

#### *PROGRAMS / RESOURCES*

- Utilize state and federal funding programs to enhance the character of downtown including Indiana Main Street programs and OCRA's facade grant program.

\* The Central Ellettsville boundaries are defined on page xx.



# Connectivity

TOPICS INCLUDE: ALL MODES OF TRANSPORTATION | PARKS AND RECREATION

## Introduction

With careful investment from a variety of sources, a distinct and activated network of existing and proposed activity nodes and corridors can knit together neighborhoods, strengthen regional connectivity, and promote healthy, active living.

Nodes and corridors come together to form a community. In the simplest form, local activity nodes are central to neighborhoods or areas of business. They are places where people congregate because of access to jobs, services, or amenities. Some examples in Ellettsville include downtown, the Town Hall campus, and Campbells Parks. Corridors are important transportation routes within the community that connect nodes. When thinking about corridors, one may envision a bustling high-traffic roadway, but corridors can also be attractive, walkable environments that balance pedestrian activity with vehicular mobility. A complete community ensures that both activity nodes and corridors are working together to create a safe and convenient network for all – pedestrians and motorists - whether they are residents or visitors.

This theme, Ellettsville is connected, highlights the importance of linking key community destinations or activity nodes by several different modes of transportation. Within this theme, activity nodes are highlighted as recreational opportunities but there are several other activity nodes throughout Ellettsville such as the town hall campus, downtown Ellettsville, and the SR 46 that are addressed in other themes.

## Opportunities and Needs Assessment

The next three pages are intended to highlight the key conclusions from public engagement, demographic and socio-economic data, and professional observations from the planning team. The key conclusions are presented in two ways. Place-based conclusions are highlighted on a map and non-place-based conclusions such as data trends or community perceptions are highlighted as infographics. Finally, a collection of community photos illustrates the existing character of vehicular and non-vehicular infrastructure.

## Assets & Opportunities



### Existing and Proposed Trails

Heritage Trail  
Karst Farm Greenway  
Proposed network to the north



### Existing Parks

Campbells Park  
Josh Sparks Park



### Stewart Property

The Stewart property, adjacent to Campbells Park, could be an opportunity to expand recreational activities and/or flood mitigation.

## Challenges & Needs



### Park Level of Service

It is a best practice to provide parks and/or open space within a 0.5 mile of residents. Majority of Ellettsville does not have access to recreational space within walking distance.



### Pedestrian Crossings

There are only 7 marked pedestrian crossings along SR 46 in Ellettsville.



### Neighborhood Connectivity

Very few residential areas have a complete sidewalk network.

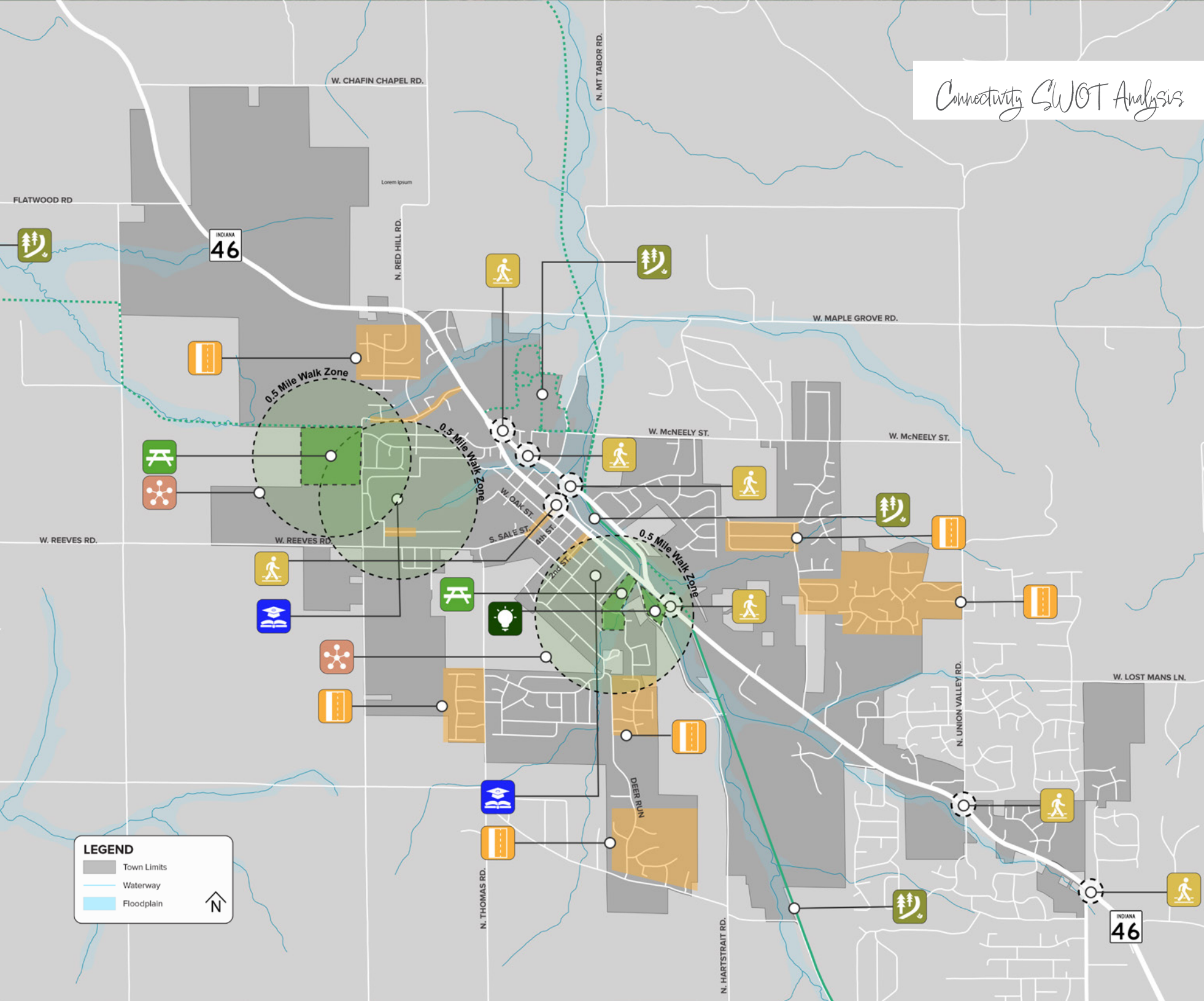


### Education Institutions

Limited pedestrian infrastructure within a 0.5 mile of school facilities.



# Connectivity SWOT Analysis



## NON-PLACE BASED STRENGTHS AND OPPORTUNITIES



### REGIONAL RECREATION OPPORTUNITIES

Ellettsville residents have access to over **45,000 acres of county, state, and federal parkland** within Monroe County.



### TOWN-WIDE PEDESTRIAN NETWORK

Stakeholders have expressed the desire for a **pedestrian network** (made up of sidewalks and trails) that **connects the schools, downtown, and neighborhoods**.



### REGIONAL CONNECTIVITY

Ellettsville has the opportunity to **partner with regional entities** to enhance connectivity between Ellettsville and nearby destinations such as **Flatwoods Park and McCormick's Creek State Park**.



### SPORTS COMPLEX

Community engagement revealed that residents are interested in exploring the development of a sport complex to provide a **recreational amenity and attract visitors**.



### STATE FUNDING RESOURCES

There are **several state-funded grant programs** that can assist in funding **sidewalk and trail improvements** including Next Level Trails, Land and Water Conservation Fund, and Outdoor Recreation Grants.

## NON-PLACE BASED WEAKNESSES & THREATS



### LOCAL FUNDING FOR IMPROVEMENTS

According to the Statewide Comprehensive Outdoor Recreation Plan, "The **amount of general fund support from local and state governments for parks** and recreation systems across the Country **has declined**, and there are no signs that this trend will be reversed."



### LIMITED SIDEWALKS WITHIN NEIGHBORHOODS

Majority of residential areas within Ellettsville do not have sidewalks. Nearly 50% of survey respondents feel providing infrastructure to support a **walkable, bikable community and healthy, active living is valuable**.



### LIMITED PARK SIGNAGE AND AMENITIES

With **only 2 local park** facilities, Ellettsville has a limited supply of park signage and amenities. Outside of **1 playground, 2 shelters, and several sports fields/courts**, residents would have to travel elsewhere for other offerings.



### LIMITED CAPACITY TO PROGRAM RECREATION FACILITIES

Programming park space can **increase park usage, promote physical activity, provide learning opportunities** and more. Aside from community events, **scheduled park programming is limited**.



### PUBLIC TRANSIT

Public transportation options are limited within Ellettsville. This create challenges for **individuals without a vehicle or the inability to drive**.



## Existing Connectivity Character







We need more outdoor recreation including parks (with play equipment, water elements, and games/activities), trails and sporting amenities.

- Vision Wall Participant



## Ellettsville is Connected - Goal #3

**Provide a safe and convenient multi-modal transportation network that enhances local and regional connectivity between residential areas, parks and recreation, community destinations, and employers.**

### Why is it important?

A multi-modal transportation network includes various modes (walking, biking, automobiles, and public transit) and creates connections among each of the modes. Planning for these various modes ensure that Ellettsville is creating a system that meets the demand of a diverse population. Traditional transportation networks that only focus on roadways unintentionally prioritize automobiles and high speeds in an effort to improve mobility. This can create an environment that limits or impedes other transportation options such as walking or cycling. Ellettsville values pedestrian connectivity and wants to be more accommodating for individuals that require special transportation needs.

**In an effort to provide a safe and convenient multi-modal transportation network that connects a system of activity nodes, Ellettsville will...**

### Objectives

#### ACCESSIBILITY

- Ensure transportation facilities meet the Americans with Disabilities Act (ADA).
- Ensure park facilities and amenities are welcoming and easy to navigate for all regardless of age, ability or language spoken.

#### SIDEWALKS AND TRAILS

- Support the development and implementation of a pedestrian pathways and trails master plan that identifies the current network of sidewalks and trails, identifies existing gaps in connectivity, and prioritizes future improvements. Include regional connections beyond the Greater Ellettsville area.

#### PUBLIC TRANSIT

- Integrate local transportation facilities and transit services with those of neighboring jurisdictions to enhance regional connections.
- Support programs that emphasize the special transportation needs of children, the elderly and individuals with disabilities.

#### VEHICULAR MOBILITY

- Maintain a transportation network that adequately meets the needs of current and future residents.

- Implement a complete streets policy that ensure all primary roadways be complete streets that accommodate all travel modes.
- Design and operate transportation facilities to be compatible with the adjacent land use.

#### PARKS AND RECREATION

- Promote high quality community recreational facilities and parks that are responsive to recreational needs and trends.
- Update Ellettsville's Park and Recreation Master Plan to make the community eligible for state funding.
- Begin the process of defining a permanent open space network from critical lands and other forms of natural open space.
- Continue to evaluate the need for additional park and recreational programming, facilities, and/or improvements to meet the needs of current and future users.

#### PROGRAMS / RESOURCES

- Identify potential funding opportunities for designing and constructing trails, parks, recreational centers, and green/open space.
- Plan for future improvements by creating a transportation master plan or capital improvements plan.



# Businesses

TOPICS INCLUDE: COMMERCIAL AND INDUSTRIAL DEVELOPMENT | BUSINESS ATTRACTION | WORKFORCE DEVELOPMENT | SUPPORT SERVICES

## Introduction

Ensuring the residents of Ellettsville have the skills and knowledge to access good jobs that pay an adequate income is fundamental to the health and vitality of the community. Equally as important, ensuring the businesses within Ellettsville have access to quality talent, are supported by local policies and programs, and have the necessary infrastructure in place is just as critical to the success of the community. This theme, Ellettsville is thriving, strives to identify the key ingredients needed to create a thriving business environment. It is important to note that the *2018 Ellettsville Comprehensive Plan* does not provide guidance on business attraction or workforce development. In order to develop a more comprehensive strategy, it is crucial the Town dives deeper into these five ingredients.

1. **Connecting people to jobs and resources** – Challenges around workforce isn't only about having access to the necessary talent. Sometimes the disconnect lies in the lack of awareness about the job opportunities that exist or about training programs that could assist an individual in being qualified for a position or advancing their career.
2. **Providing high-quality infrastructure** – Infrastructure plays a critical role in business attraction and retention. Depending on the type of industry, accessibility is critical for moving goods and services and high-speed internet is critical for completing everyday tasks.
3. **Implementing effective development standards and processes** – Regulatory tools and processes can make things easier or more difficult for developers and/or business owners. Ellettsville can update their standards and processes to be flexible while still achieving a cohesive, desirable building type that fits into its surroundings.
4. **Understanding the market** – By understanding the supply and demand of services and industries within the region, Ellettsville can craft a data-driven economic development strategy.
5. **Promoting communication and collaboration** – Communication is key. A project or program that may seem impossible to implement will be easier to tackle when individuals, organizations, and agencies are working toward common goals, sharing resources and information, and providing opportunities for community participation.

## Opportunities and Needs Assessment

The next three pages are intended to highlight the key conclusions from public engagement, demographic and socio-economic data, and professional observations from the planning team. The key conclusions are presented in two ways. Place-based conclusions are highlighted on a map and non-place-based conclusions such as data trends or community perceptions are highlighted as infographics. Finally, a collection of community photos illustrates the existing character of business areas.

## Assets & Opportunities



### Major Employers

Smithville  
Cook Group / Cook Medical  
Richland Bean Blossom Schools  
KeHe Distributors



### Existing Gateways

Limestone monument signs at each end of the downtown.



### Commuter Traffic

SR 46 has an Annual Average Daily Traffic (AADT) count ranging from 8,000 (one direction) near Walnut Street to more than 25,000 (both directions) near Smith Pike.



### Development Opportunities

SR 46 Infill  
Downtown Redevelopment  
West-side Business Park

## Challenges & Needs



### Flooding

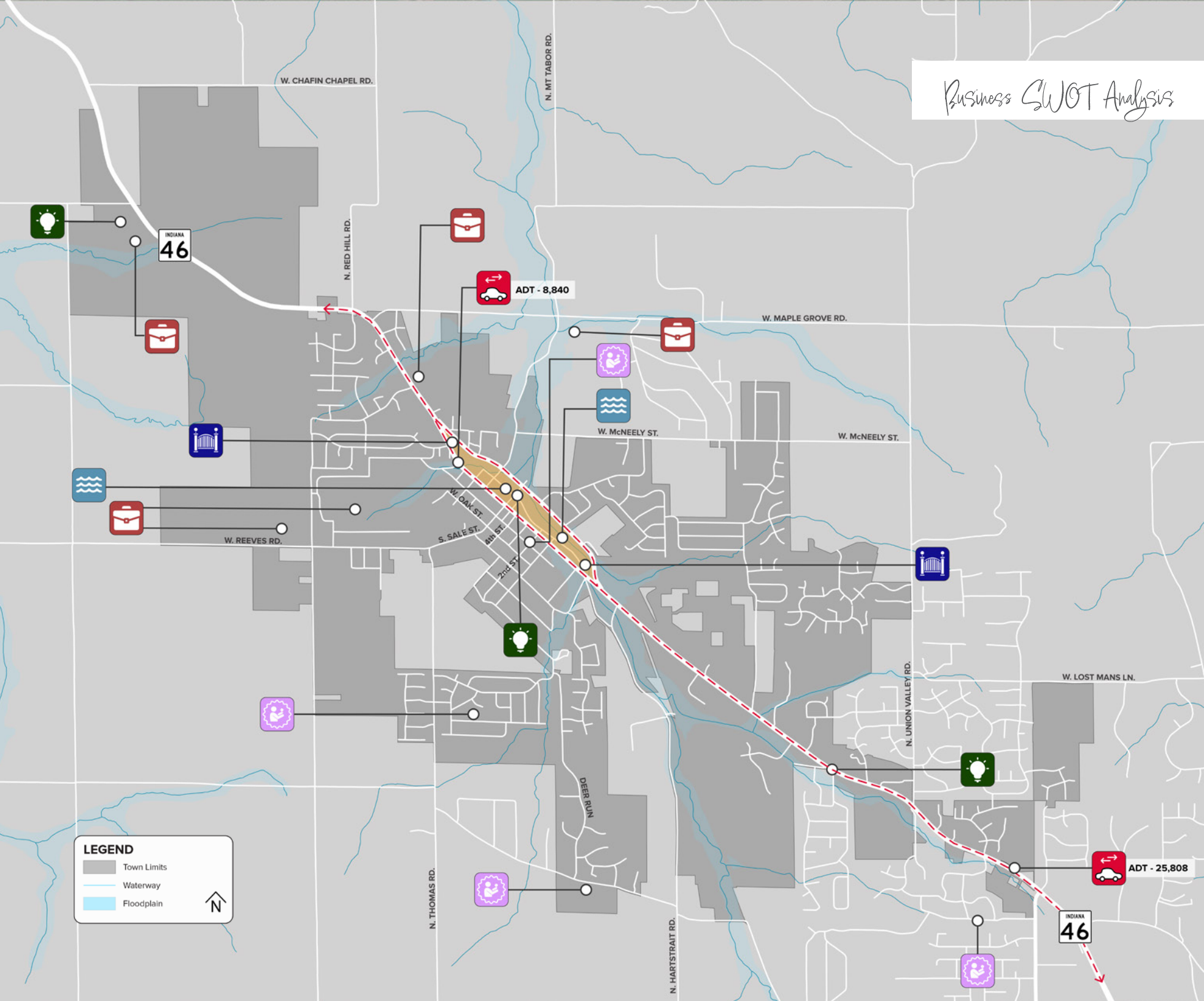
A significant portion of the Central Ellettsville is within the 100-year floodplain.



### Limited Daycare Options

There are only 4 daycare providers in close proximity to Ellettsville. This creates challenges for the local workforce.

## Business SWOT Analysis



# Business SWOT Analysis

## NON-PLACE BASED STRENGTHS AND OPPORTUNITIES



### LOCAL BUSINESSES

With too many to identify on the map, **Ellettsville is home to 215 businesses** that provide critical goods and services to the community.



### BROADBAND CONNECTIVITY

Ellettsville's ability to offer **fast and reliable internet connection** is a great asset that can be promoted as an incentive for business attraction.



### WEST SIDE BUSINESS PARK

Ellettsville has **available land** and **utility capacity** to support the development of a business park on the west side of Town.



### CROSS-JURISDICTION PARTNERSHIPS

Partnering with outside organizations and entities is a **great way to increase capacity**. Stakeholders have expressed **the need to work collaboratively** with the County and City of Bloomington.



### LESS "RED TAPE" COMPARED TO BLOOMINGTON

Relaxed development standards **make it easier for developers and business owners** to go through the planning and zoning process.

## NON-PLACE BASED WEAKNESSES & THREATS



### LIMITED WORKFORCE

There are **plenty of jobs available** but **not many qualified, willing individuals** to fill the positions. While this problem isn't unique to Ellettsville, it creates challenges for Ellettsville employers.



### NO PLAN FOR WHAT/WHO TO ATTRACT

Ellettsville does not have an economic development plan. Understanding **which industries to target** and **where the gaps are in the current workforce** can play an instrumental role in economic development.



### ELLETTSVILLE AS A "NON-PLACE"

Ellettsville experiences a large amount of commuting each day. This commuting trend contributes to the Town feeling like a **"non-place - where people are commuting between destinations."** Providing a reason to stop is critical to the success of the community.



### BLOOMINGTON'S 2 MILE PLANNING & ZONING FRINGE

There is **only 1 mile** between Ellettsville's existing town boundary and **Bloomington's 2-mile planning and zoning fringe**.



### NON-COHESIVE DEVELOPMENT

Relaxed development standards have created a **built environment that isn't as cohesive or visually appealing** as community members would like.

TRADE OFF



## Existing Character of Business Areas







An industrial park on some of the open land on the west side of town would be good for business growth and development.

- Digital Map Participant

## Ellettsville is Thriving - Goal #4

### Create a growing and diverse business sector that provides residents with a range of services and employment opportunities

#### Why is it important?

Crafting a business attraction and retention strategy varies depending on the industry and scale of the business. Additionally, these characteristics can impact the desirable location and how strict development standards need to be. Ellettsville values the small businesses, and neighborhood-scaled retail and dining that occupy the downtown area but also has a desire to welcome large industries to the business park on the west side of Town. This diversity is beneficial to the workforce and the Town's tax base.

**In order to create a growing and diverse business sector, Ellettsville will...**

#### Objectives

##### *GROWTH AND DEVELOPMENT*

- Prioritize business (commercial, office, and industrial) development in areas that aligns with the Focus Areas identified on page 68.
- Limit residential development in industrial areas to prevent potential conflicting development patterns.
- Provide viable opportunities for new retail and dining uses that attract local and regional businesses.
- Support a mix of uses that serve the daily needs of surrounding residents and employees.
- Focus neighborhood-scaled retail and dining near the downtown.
- Work with utility providers to ensure adequate infrastructure is in place to support future development.
- Encourage new growth to minimize access points on to high-traffic roads and encourage the development of new collector streets and roads.

##### *BUSINESS ATTRACTION AND RETENTION*

- Continue to strengthen partnerships among Chambers of Commerce, Bloomington Economic Development Corporation (BEDC), state and local governments, and major employers.

- Leverage incentives to attract and retain businesses.
- Support businesses by providing high-quality infrastructure, maintaining flexible policies and programs, and encouraging redevelopment of underutilized areas.
- Promote the expansion of existing business including small businesses.
- Nurture entrepreneurship by creating a hospitable environment for small businesses, business start-ups, and co-working spacings.

##### *WORKFORCE DEVELOPMENT*

- Partner with educational institutions, local organizations, and employers to better prepare students and young professionals entering into the workforce.
- Support the development of workforce training programs to enhance the competitiveness of Ellettsville's workforce.

##### *PROGRAMS / RESOURCES*

- Partner with the Chamber of Commerce and BEDC to communicate and plan for the business community.
- Explore the creation of an economic development district to fund future infrastructure improvements.
- Coordinate with the Bloomington Economic Development Corporation to develop regional workforce training and business retention and expansion programs.



# Growth & Development

TOPICS INCLUDE: FOCUS AREA IDENTIFICATION | INFRASTRUCTURE | PROCESSES AND ADMINISTRATION | INCENTIVES | COMMUNICATION AND COLLABORATION

## Introduction

The word 'strategic' is defined as carefully designed or planned to serve a particular purpose of advantage. In theory, Ellettsville's strategic approach to achieving the vision is a collective effort of supporting and implementing the objectives, projects, and action agenda within this plan. It is not just about the content within this strategic theme. This section identifies a handful of best practices that the town could be taking or planning for to be best prepared for the future.

This theme, Ellettsville is strategic, provides guidance for targeted growth. In order to strategically plan for growth and development, a community needs a plan for where growth should occur, what types of development are appropriate, and how to adequately provide the infrastructure to support it. Furthermore, there are processes and tools for creating an attractive ecosystem for development.

This theme is unique in that the objectives listed here start to coincide with the purpose of a comprehensive plan. Land use planning is typically covered within the comprehensive plan as a dedicated statement of intention for future growth. Because of this, the Vision Plan suggests areas of targeted growth but does not provide detailed land use recommendations for the entire town. This Vision Plan narrows the focus to four key areas for growth and redevelopment including Central Ellettsville, North Residential, the Westside Business Park, and the Southeast SR 46 Commercial Corridor. These four focus areas are carried forward into the following chapter and outlined in more detail.

## Opportunities and Needs Assessment

The next three pages are intended to highlight the key conclusions from public engagement, demographic and socio-economic data, and professional observations from the planning team. The key conclusions are presented in two ways. Place-based conclusions are highlighted on a map and non-place-based conclusions such as data trends or community perceptions are highlighted as infographics. Finally, a collection of community photos illustrates the existing character of development.

## Assets & Opportunities



### Internal Development Opportunities

There are several clusters of undeveloped land within the current Ellettsville boundary that could provide residential, commercial, and industrial development opportunities.



### External Development Opportunities

There is a lot of land surrounding Ellettsville that could be developed in the future. As development opportunities are presented, Ellettsville should require annexation in exchange for town services.

## Challenges & Needs

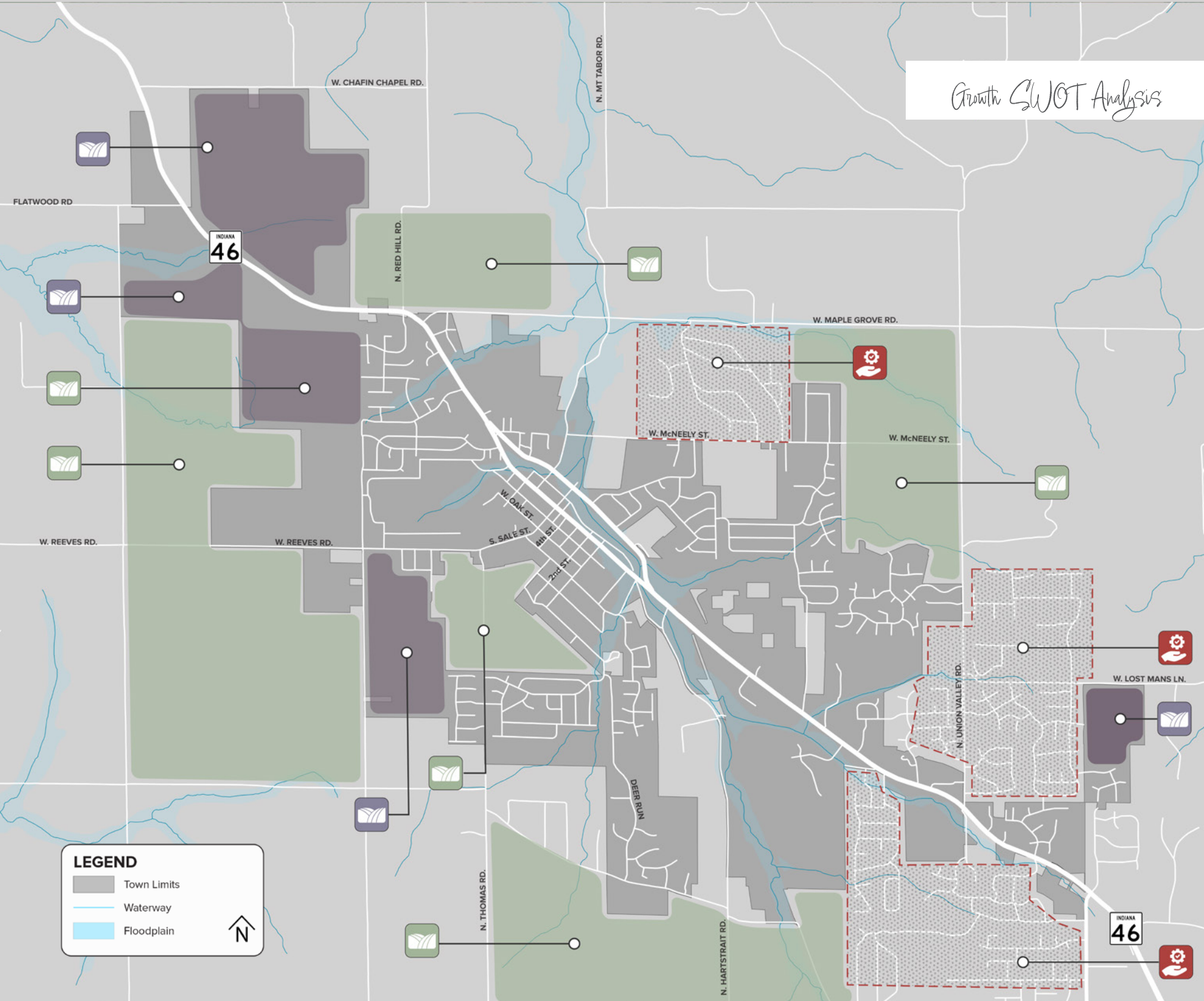


### Serviced Development Outside of Town Limits

Development has been approved without annexation meaning they are receiving Ellettsville services without paying taxes to help support the community.



# Growth SWOT Analysis



## NON-PLACE BASED STRENGTHS AND OPPORTUNITIES



### AFFORDABLE HOUSING

The housing affordability index measures whether or not a typical family earns enough money to qualify for a mortgage. Ellettsville has a **housing affordability index of 220**. Any index rating greater than 100 is considered affordable.



### LOW CRIME

Ellettsville residents **feel safe** within their community. The word "safe" appeared in **over 60** public engagement comments.



### FLEXIBLE LIFESTYLE

Ellettsville offers **small-town living** near **big-city amenities**, resulting in neighborhoods that are rapidly changing as the demand for new single-family homes increases.



### BEAUTIFICATION

Nearly 25% of survey respondents want **more emphasis** placed on **beautification** and **visual appearance** in the greater Ellettsville area.



### ATTRACTING A YOUNGER DEMOGRAPHIC

Only **25%** of the Ellettsville's population is between the **ages of 15 and 34**. This demographic is critical to the workforce as **15%** of population is **over the age of 65**.

## NON-PLACE BASED WEAKNESSES & THREATS



### LACK OF DIVERSE HOUSING OPTIONS

Just over **80%** of the Town's housing stock are **single-family units**. The **median year built** for homes in Ellettsville is **1991**.



### LACK OF RETAIL AND DINING OPTIONS

The community survey results revealed that **75%** of respondents identified "lack of retail and dining options" as a **top challenge**.



### LIMITED SIDEWALK CONNECTIVITY

Nearly **5% of households do not own a vehicle** meaning they depend on pedestrian infrastructure and public transit for mobility.



### HOUSING CONDITIONS

Just over **18%** of Ellettsville's current housing stock was **built prior to 1970**. During this time, modern building codes were not in place meaning the current structure might need significant improvements.



### BLOOMINGTON'S 2 MILE PLANNING & ZONING FRINGE


There is only 1 mile between Ellettsville's existing town boundary and Bloomington's 2-mile planning and zoning fringe.



## Character of New Development







The town needs to invest in improving downtown and incentivizing new development. For example, ensuring pedestrian walkways are in good repair, attractive, and have high connectivity. We should be incentivizing small-scale developments of two to three-story buildings with restaurant/retail on 1st floor and apartments above to help generate foot traffic.

- Vision Wall Participant

## Ellettsville is Strategic - Goal #5

**Promote well-planned growth and development by ensuring an efficient delivery of services, regulatory processes and administration, and regional collaboration.**

### Why is it important?

There are countless public policies and development practices that can be used to guide development in a desirable direction. While land use planning is a critical component, transportation and utilities play a major role in where and how much development should occur within a particular area to maintain adequate levels of service. Furthermore, Ellettsville can update their policies and administrative processes to assist in growth management and create a toolbox for offsetting the financial burden for projects and/or development.

**In order to promote well-planned growth and development, Ellettsville will...**

### Objectives

#### *GROWTH AND DEVELOPMENT*

- Ensure that Ellettsville is prepared for future growth.
- Utilize the Focus Areas outlined in Chapter 4 to guide growth and redevelopment. (See page 68)

#### *INFRASTRUCTURE AND SERVICES*

- Provide the highest quality services for residents.
- Control stormwater and reduce the severity of future flooding.
- Invest in sustainable, affordable utility sources (communications, power, water, wastewater) to meet the needs of increasing population and employment bases.
- Work with utility providers to ensure adequate infrastructure is in place to support future development.

#### *PROCESSES AND ADMINISTRATION*

- Ensure all future development connected to Ellettsville utilities is annexed within the Town limits.
- Evaluate the zoning ordinance and development standards to remove unintended barriers for growth and redevelopment while achieving the desired aesthetics for the community.

- Update the comprehensive plan to align with the vision and goals of this plan.
- Implement the projects and programs identified within this plan.
- Continue to assess regulations and processes to enhance effectiveness, ensure quality service, and establish a competitive edge.

#### *TOWN-WIDE INCENTIVES*

- Pursue an Economic Improvement District such as a downtown investment district, riverfront district, or enterprise zone to assist in (re) development.
- Establish a revolving loan fund improvement and acquisition of land.
- Consider utilizing tax increment financing (TIF) and tax abatements to incentivize development.

#### *COMMUNICATION AND COLLABORATION*

- Ensure interested parties have access to relevant information via the Town website.
- Build a collaborative community by partnering with regional organizations and neighboring municipalities.



# IN THE FUTURE, ELLETTSVILLE WILL HAVE...

BETTER  
CONNECTED  
NEIGHBORHOODS  
WITH ACCESS TO  
MORE RETAIL AND  
RECREATION

THRIVING  
COMMERCE

EXCELLENT  
SCHOOLS AND A  
NICE PARK

SUFFICIENT  
AMOUNT OF  
AFFORDABLE  
HOUSING FOR  
YOUNGER  
FAMILIES

ADDITIONAL  
RECREATIONAL AND  
CULTURAL ACTIVITIES

A CONTROL ON  
FLOODING

A GROWING  
POPULATION AND TAX  
BASE

# CHAPTER CONCLUSION

Following the creation of the goals and objectives, the project team started to explore how each of the ideas could be applied to specific geographic areas. Several of the objectives were carried forward into the following chapter and referenced within each of the focus areas.

*Chapter 3: Our Framework* should be used to guide future growth and development and prioritize improvements and improvement within the community.

By implementing the big ideas and action items within Chapter 4, the Town of Ellettsville, its partners, and the Greater Ellettsville community will be working to achieve the goals within this chapter.



