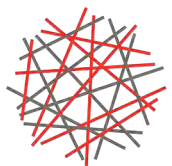




2021 STRATEGIC PLAN MONROVIA, INDIANA

Prepared by:



HWC
ENGINEERING

Prepared for:

The Town of Monrovia
140 E. Main St
Monrovia, IN 46157

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INTRODUCTION

The Town of Monrovia initiated this plan to identify concerns among town residents and leadership and establish strategies to address those concerns moving forward. Additionally, this plan creates a framework for an update of the Town's Comprehensive Plan, which was last updated in 1997.

Strategies and action steps identified in the plan are intended to help provide direction for the Town over the next several years. Three immediate priorities and five longer-term priorities were identified through the strategic planning process. These priorities are:

Immediate Priorities:

- » Planning and Zoning
- » Infrastructure Capacity
- » Public Safety

Longer-Term Priorities:

- » Municipal Services Funding
- » SR 39 Corridor
- » Transportation Safety
- » Quality of Place
- » Economic Development

An implementation plan is included on Page 17.



PROCESS

The plan began with an in-person steering committee workshop on November 17, 2020. The steering committee was composed of elected officials, business owners, concerned citizens, and public safety officials. The workshop included a presentation of background research and demographic and trend analyses. However, the majority of the workshop consisted of a facilitated discussion focused on the Town's needs, priorities, and future direction. Following the workshop, a community survey with questions informed by the steering committee meeting was opened to solicit feedback from Monrovia's residents. Based on the steering committee's concerns and the community survey feedback, a strategy and specific goals and actions were recommended to support the priorities.

ASSESSMENT

A baseline community assessment was performed to inform the study. Key findings from this assessment are presented below. Note that this data was compiled using the best available data, which are projections based on 2010 census data. Because of the tremendous growth Monrovia has experienced over the last ten years, some the data may not be an accurate reflection of the Town today. When Monrovia completes its comprehensive plan, the 2020 census data will be available and demographic snapshots can be updated.

POPULATION

Monrovia's population has grown significantly during the past 20 years. A meaningful percent of this population growth can be attributed to the annexation of the Homestead subdivision north of town. However, even though annexation attributed significantly. Monrovia continues to grow and will be impacted by continued growth along the I-70 corridor and from neighboring Hendricks County.

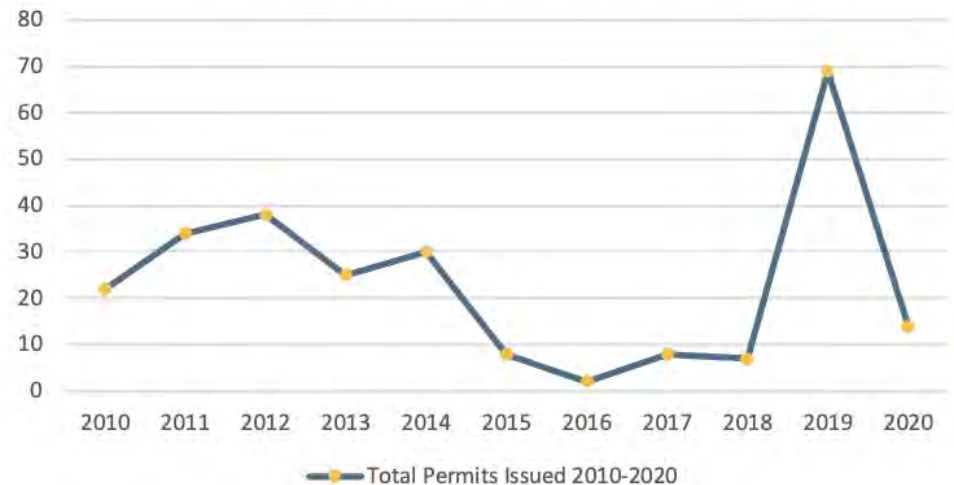


RESIDENTIAL DEVELOPMENT

From 2012 to 2016, Monrovia saw an overall decline in residential growth; however, since 2016, the Town experienced a trend in the opposite direction. Permit activity in Monrovia hit a ten year high in 2019, having issued 69 single family residential permits.

As residential development continues to grow, Monrovia must plan to support the new population and developments with infrastructure, amenities, and services.

Chart 1: Single Family Permits Issued 2010-2020







Source: Builders Association of Greater Indianapolis

ASSESSMENT (CONTINUED)

INCOME

Table 1 shows how Monrovia compares to Morgan County and the State of Indiana in four measures of income. In terms of income, Monrovia fairs better than Morgan County at large and the State of Indiana as a whole.

Table 1: Comparative Income Statistics

	Metric	Monrovia	Morgan County	Indiana
	Median Household Income	\$77,897	\$69,493	\$56,021
	Median Net Worth	\$146,512	\$136,684	\$96,118
	Per Capita Income	\$30,840	\$30,353	\$29,066
	Percent Below Poverty Line	7.2%	11.3%	14.1%

Sources: ESRI Business Analyst, US Census Bureau ACS

COMMUNITY VITALITY INDICATORS (CVI)

The Indiana Office of Community and Rural Affairs utilizes data from Rural Stats Indiana to help communities assess how they are doing on a core set of metrics. These Community Vitality Indicators (CVI) provide a snapshot of Monrovia's performance in key areas. Data is included in Table 2.

Table 2: Monrovia OCRA CVI

Indicator	Monrovia	Morgan County	Indiana
Public School Enrollment as % of Population Under 18 Years	73.3%	68.4%	72.7%
Public High School Graduation Rate	94.1%	92.1%	87.3%
Percent Population with Associates Degree or Higher	24.0%	27.2%	23.9%
Gross Assessed Value Per Capita	\$74,010	\$76,773	-

Sources: OCRA, US Census Bureau ACS, Indiana Department of Education

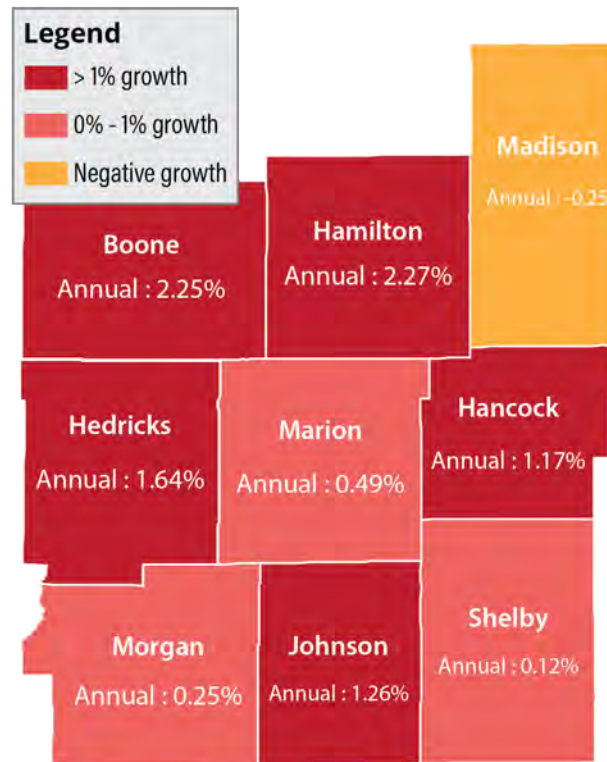
ASSESSMENT (CONTINUED)

POPULATION GROWTH

Due to recent growth in Monrovia, projecting population can be challenging. Map 1 and Map 2 illustrate population growth projections from Stats Indiana and Esri data, respectively. Map 2 shows a clear growth trend stemming from the southwest corner of Marion County, through Hendricks County and south into Morgan County.

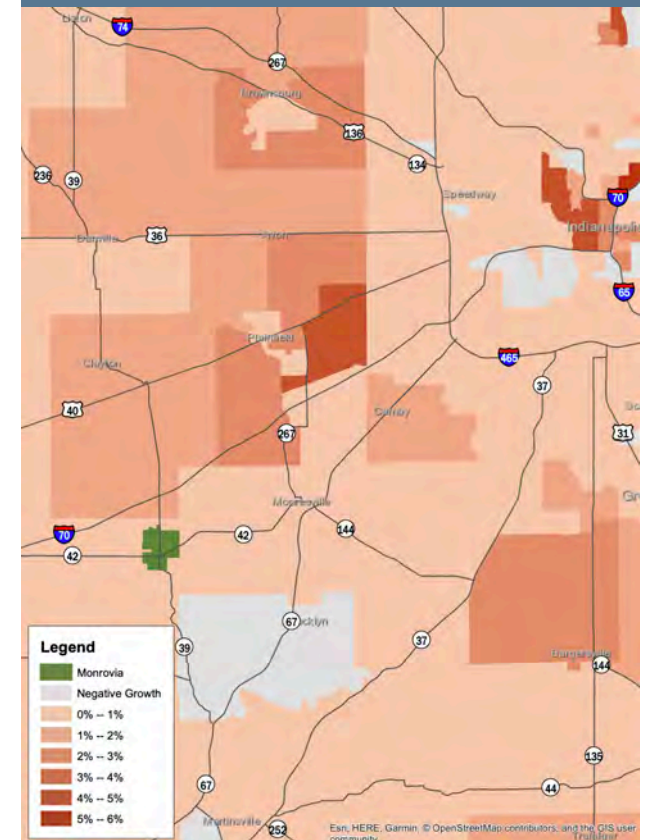
If another subdivision similar in size and growth potential of Homestead was developed, it is speculated that Monrovia will well outpace its 2025 growth projection. The addition of just one subdivision combined with Homestead's planned growth could bring more than 650 homes to the Town by 2027. Today, Monrovia's average household size is 3.05; it can be estimated that the addition of 650 homes would account for nearly 2,000 more residents in the next six years.

Map 1: Annual Projected Growth



Source: Stats Indiana

Map 2: 2020-2025 Project Growth



Source: Esri

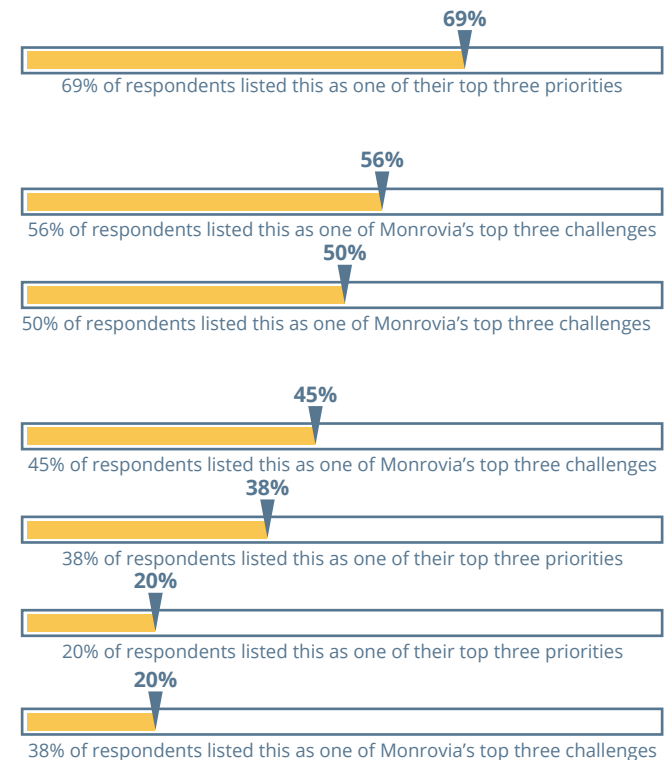
COMMUNITY FEEDBACK

COMMUNITY SURVEY

To best understand the challenges and opportunities facing the community, the residents of Monrovia were given an opportunity to offer their thoughts through an online survey. The survey, facilitated through the online survey platform Survey Monkey, was opened on December 15th, 2020 and was closed on January 18th, 2021. The digital survey link was shared online through social media platforms and through a hard copy mailer sent out to all Monrovia households. During that period, 158 people responded to the survey, representing approximately 10% of the total population. Key takeaways from the survey are listed below.

Key Takeaways

- » Monrovia should grow in a controlled manner while preserving its small-town charm.
- » Police and fire departments need to expand their capacity.
- » Access to clean water and sewer system improvements are priorities.
- » Traffic congestion at SR 39 and SR 42 needs resolved.
- » The Town needs a community park.
- » As Monrovia grows, it will need a new municipal building.
- » There is a desire for a pharmacy/healthcare facility, retail development, and more restaurant options.

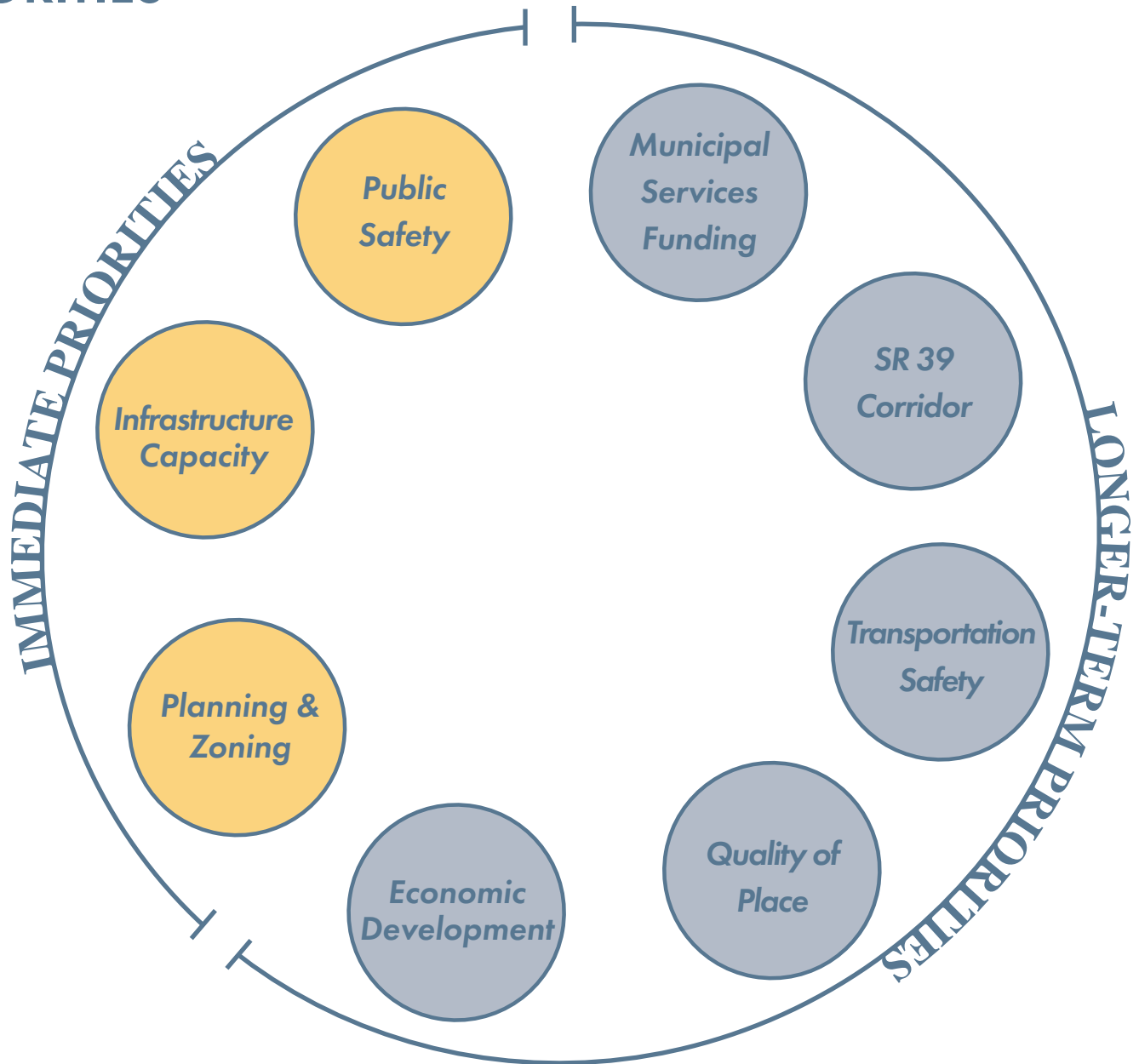


MONROVIA'S PRIORITIES

Based on input from the steering committee and community members, the following priorities were established for the Town of Monrovia. More information of each, along with recommended action steps, are provided on the following pages.

These priorities are organized into two categories.

- » **Immediate Priorities:** These are the highest priorities for the Town, and represent areas where the Town should focus time and resources first.
- » **Longer-Term Priorities:** These represent priorities which remain an important part of the future success for the community. However, they will likely require a longer amount of time to accomplish. Work on these areas should progress, even while the immediate priorities are addressed.



PLANNING AND ZONING

The Town of Monrovia has not completed a comprehensive plan update since 1997. With Monrovia's projected growth, updating its comprehensive plan is essential. A comprehensive plan will give the Town's residents the opportunity to clearly define a vision for the future and explore areas of focus. Completing and following a comprehensive plan ensures that as Monrovia grows, its residents have control over their destiny and the Town stays true to its values and goals.

In addition to a comprehensive plan, the Town should also update its zoning ordinances. Current zoning does not necessarily align with desired priorities or intended land uses, particularly on the north side of the town. As the Town updates their comprehensive plan to reflect desired land uses, zoning ordinances should also be updated to reflect the same. Updating the zoning ordinances will also allow for updating review processes and procedures related to new developments and provides the opportunity to include standards for areas of focus such as more detailed residential and commercial development standards.

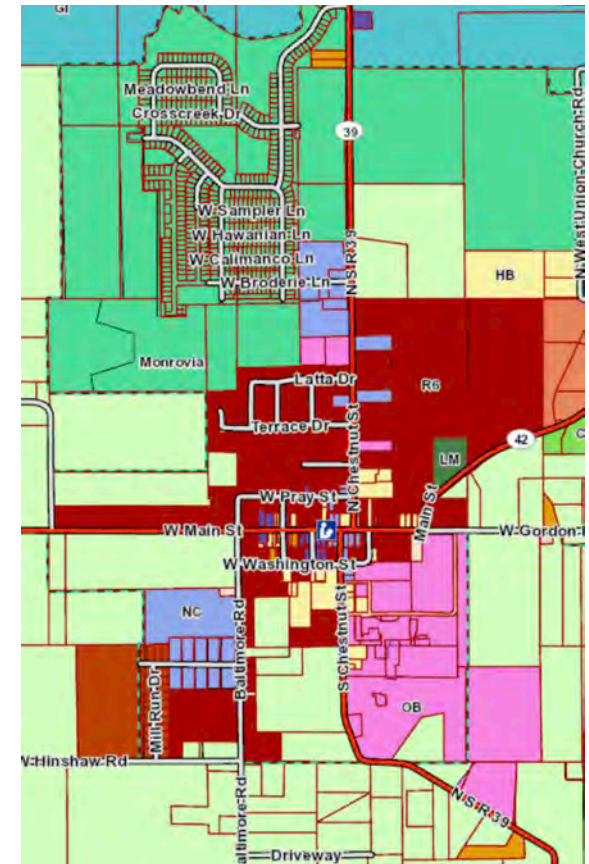
ACTION STEPS

1. Update the Town's Comprehensive Plan

In Indiana, comprehensive plans are intended to address land use policy and future development as permitted by state statute. Many comprehensive plans also address topics such as public services, quality of place, economic development, utilities, transportation, and natural resources and parks and recreation. The update to Monrovia's plan should ensure a focus on the priorities identified in this plan, crafting goals and policy to support growth on Monrovia's terms.

2. Update Zoning Ordinances

Zoning ordinances should reflect the land use priorities, goals, and policies identified in the comprehension plan. Some areas of specific focus may include: zoning districts (including PUDs), approval processes, development standards and infrastructure matters.



The Town of Monrovia's Zoning Map, sourced from Morgan County Elevate GIS

INFRASTRUCTURE CAPACITY

Through community and steering committee feedback, it was identified there are needed improvements to current water and wastewater systems. Currently, the Town is on rural water, and capacity for the wastewater infrastructure is limited. In tandem with increasing water supply capability, an expansion of the sewer plant needs to be studied and a strategy established to facilitate improvements.

ACTION STEPS

1. Increase local water supply capacity

As Monrovia grows, it is important that the Town has control over their water supply both to help guide future growth and to ensure local public safety needs are met. With increased residential and economic development activity, the Town will need to improve its water capacity to ensure targeted areas of growth have adequate service.

2. Identify alternative to expand local wastewater sewer capacity

It stands to reason that as the local water supply capacity is increased, the ability to capture and treat that water must also increase. Even without additional pressure, current wastewater treatment capacity is limited. The Town should explore creative solutions and partnerships to address wastewater sewer capacity.

3. Create management practices for local stormwater infrastructure

Often overlooked, stormwater infrastructure is a critical component to any successful community development. As development increases, and rainfall events become more intense, potential exists for significant damage from flooding and uncontrolled run-off. Cohesive stormwater management strategies can mitigate that impact at both the development and community level.



PUBLIC SAFETY

The Town of Monrovia faces challenges in providing adequate staffing levels for police and fire services. Currently, Monrovia has a Town Marshal and a limited police force. Community feedback indicated the desire to increase police personnel and have a dedicated police station. While feedback from this effort indicated the fire department has sufficient equipment, the fire department will need additional staff as the community grows. A lack of funding remains the most significant barrier to increasing the operational capacity of both the police and fire departments.

ACTION STEPS

1. Increase staffing levels for the police

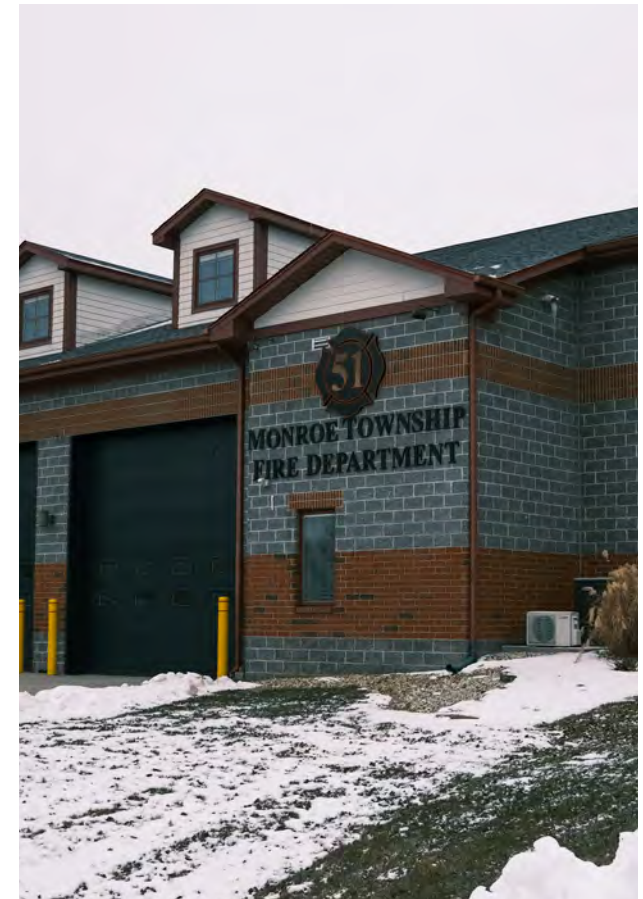
Feedback indicated that one of the strengths of Monrovia was that it was a safe town. To ensure this safety is maintained as the Town grows, Monrovia must support and increase police personnel.

2. Create a dedicated police station

A topic repeatedly brought up was the need for a dedicated and modern police station. As the capacity for the department increases, so will the need for an adequate station. As desired future land uses are identified during the comprehensive plan, locations for town and public safety services should be set aside.

3. Increase staffing levels for the fire department

Equipment wise, the fire department is currently well positioned. However, as the Town grows, so will the need for additional personnel to support increased calls for fire and EMS services.



MUNICIPAL SERVICES FUNDING

As Monrovia grows, there will be an increased demand for the Town to provide services to its residents. The expanded need for services will create the need for more revenue. It is important to ensure that servicing future development does not create an undue burden upon those that are already in the community. The Town should identify both short and long-term opportunities for increasing revenue streams to support government services.

ACTION STEPS

1. Identify and adjust fees that can quickly be adjusted and implemented

Current fees should be compared against peer communities to identify areas of potential adjustments or additions to ensure fee structures better align with current offered services. Examples of these fees include stormwater, building permit, zoning application, and sign permit fees.

2. Identify long-term adjustments

As the community grows, it will be critical to identify services not currently needed or those that will need to expand. There are different approaches to support those additional needs such as impact fees for parks or other infrastructure requirements. Many of these will be longer term, as they will require a study, such as with impact fees, or will require updating local zoning ordinances.



STATE ROAD 39 CORRIDOR

The State Route 39 Corridor between I-70 and the northern portion of Monrovia has been identified as a critical corridor. The corridor serves as a natural gateway into Monrovia and is the first impression many people will receive of the Town. The corridor also presents a significant opportunity for commercial growth due to its direct connection to I-70 and proximity to job centers in Hendricks County, residential areas in Monrovia and throughout Morgan County. It was also noted that there is potential to locate new municipal facilities along the corridor, such as a new municipal center with government offices and a police station.

ACTION STEPS:

1. Create a sub area plan for the SR 39 corridor as part of the comprehensive plan

Special focus should be paid to this area during the comprehensive planning process to ensure that appropriate land uses and development standards are identified for the corridor.

2. Explore the creation of a corridor overlay district for the SR 39 corridor as part of updating the zoning ordinances

The overlay district could address aesthetic standards for the corridor itself, as well as establish standards for developments directly along the corridor.

3. Maintain open communication with INDOT on desired future improvements to the corridor

Because SR 39 is a state road, all changes made will need to be coordinated with INDOT. The Town may also explore the potential for relinquishment of SR 39 in the future. While this approach would give the Town control of the corridor, it also gives the Town responsibility for its upkeep. While successfully completed in many communities throughout the state, costs and benefits of any state road relinquishment should be weighed carefully.



TRANSPORTATION SAFETY

The intersection of SR 39 and SR 42 was consistently identified by both the steering committee and public survey respondents as a problematic intersection – particularly when school is in session. It is anticipated that as traffic flow between Morgan County and Hendricks County increases, additional strain on this already busy intersection will be created. Feedback indicated the desire to explore a potential intersection improvement at the intersection of SR 39 and SR 42. As both of these roads are state routes, close coordination will be required with INDOT for any improvements.

ACTION STEPS:

- 1. Identify traffic calming and safety measures that could be easily implemented at and approaching the SR 39 and SR 42 intersection**
Traffic calming can include lighting, street trees, advance warning signage, and narrowing the roadway.
- 2. Identify longer-term improvements which may provide for alternative routes for local traffic to move around Monrovia**
While there will likely always be large volumes of through-traffic at the intersection of SR 39 and SR 42, the Town can start to plan for alternative or secondary routes for locals to get around more easily.
- 3. Explore the feasibility of obtaining local control from INDOT for a portion of these roadways**
As identified in the SR 39 corridor discussion, this approach will give the Town more flexibility in implementing improvements, but also puts the onus of maintenance onto the Town.



QUALITY OF PLACE

Quality of place is an increasingly critical aspect of any successful community, not just for enjoyment of residents, but also in promoting economic development. Currently, community spaces associated with the identity of Monrovia are limited. Ballfields, subdivision parks, and a street festival have all served as *de facto* gathering spaces, but none had the ability to serve as a community-wide gathering space easily identifiable to visitors or prospective business and residents to Monrovia.

ACTION STEPS:

1. Identify ways to connect key community assets through pedestrian connections such as trails and sidewalks

Large residential areas, schools, civic centers, future commercial zones, and park spaces are all key areas for creating connections.

2. Identify potential locations for a community-wide gathering space such as a park for future and existing town events

Having a dedicated space for community gatherings will help bring the community together and further reinforce a sense of community among residents, especially as the Town grows. The Town may also consider requiring new housing developments to provide park space and trails as a part of their developments.

3. Identify potential locations for a new, accessible, and visible municipal center to consolidate town and public safety offices.

A true town hall will create a strong visual representation of the Town, be a source of pride, and, ultimately, help shape the Town's identity. A highly visible location also helps reinforce to visitors that they have arrived at a community, and aren't just passing through a collection of buildings along a state highway



ECONOMIC DEVELOPMENT

There is tremendous potential for economic development in Monrovia. The Town is well positioned near I-70 and is a connector between Morgan and Hendricks Counties. Community and steering committee feedback both indicated that there was a need for more jobs, retail opportunities, restaurants, and medical facilities in Monrovia.

ACTION STEPS:

1. Create a special focus on economic development in the comprehensive plan

Through the comprehensive planning process, identify the types of employers and retail opportunities which residents would like in Monrovia.

2. Update land use policies informed by economic development priorities identified in the comprehensive plan

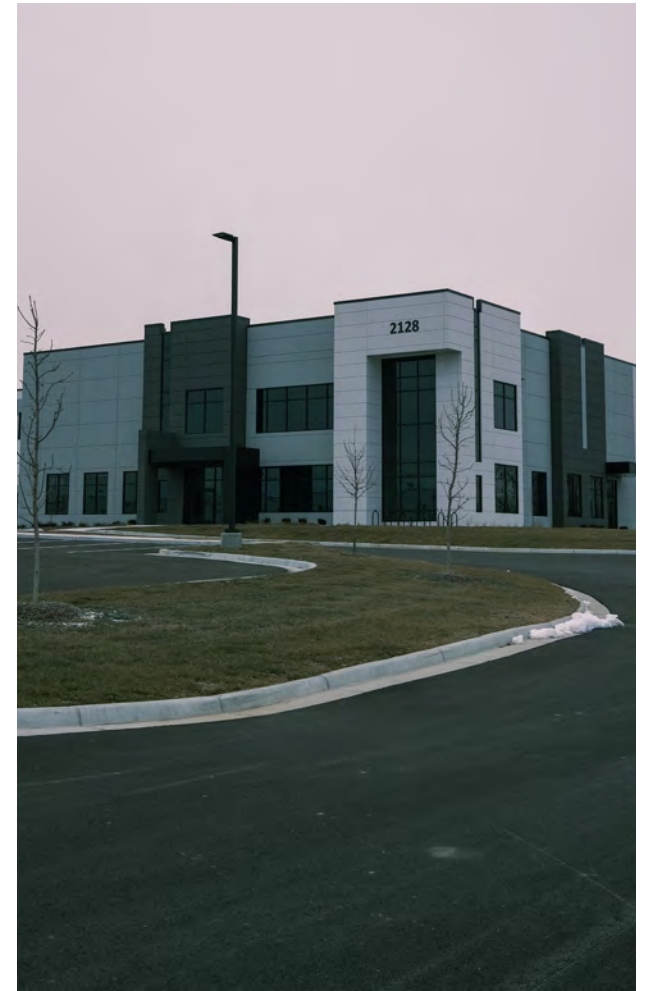
Based on the findings from the comprehensive plan, ensure that land use maps and zoning ordinances are aligned with the Town's economic development goals.

3. Collaborate with local, regional, and state partners to support economic development opportunities.

Economic development is a team sport. Building strong, cooperative relationships with local, regional, and state partners will best position Monrovia for future success.

4. Create strategies to be a regional destination for workforce attraction and retention.

Because of Monrovia's location near I-70 and Hendricks County and the Town's projected growth, it has the potential to become a regional economic development destination. Monrovia should define the kinds of employers they are seeking and develop strategies to attract or expand those industry sectors.



IMPLEMENTATION PLAN

OVERVIEW

This strategy presents a broad range of priorities for Monrovia to work on over the next several years. The priorities discussed in this document are discussed at a high level. They must be detailed further as part of the deeper analysis of the comprehensive plan process. The Town is ultimately responsible for leading and guiding the implementation of this plan but to help focus efforts, specific steps have been recommended for each priority. However, because there are so many tasks needing short-term attention, the responsibility for specific action steps will need to be shared between the Town and task force groups made up of local volunteers and organizations. An implementation plan table is provided on the following pages and includes Monrovia's priorities and action steps.

COMMUNITY COLLABORATION

In the spirit of encouraging community collaboration, it is recommended that implementation be supported by community collaboration. To deliver on these goals, it will take buy-in from members in the community and cooperation among Town government, local organizations and volunteers. The completion of a comprehensive plan update, will help align local resources and clarify the roles of organizations and community partners.

COMPREHENSIVE PLAN

This plan has been specifically designed as a bridge for Monrovia to get to a comprehensive plan. It is essential that Monrovia take the next step of completing a comprehensive plan. In the comprehensive plan, the Town will be able to identify a vision for the future, as well as set the rules of engagement for future growth and development (on the Town's terms). Community feedback indicated that there are many reasons why people love Monrovia: small town charm, safety, and great schools - to name just a few. A comprehensive plan will ensure Monrovia will stay true to those core characteristics that make it the community that residents, current and future, want it to be.

IMPLEMENTATION PLAN MATRIX

Priority Description	ACTION STEPS	Responsible Party	Schedule	Notes
Immediate Priorities				
Planning and Zoning	Update the Town's Comprehensive Plan	<input type="checkbox"/> EDC <input type="checkbox"/> Planning Commission	Immediate (1-3 years)	Each committee will assign person or persons
Planning and Zoning	Update Zoning Ordinances and align Zoning Ordinances with the Comprehensive Plan	<input type="checkbox"/> EDC <input type="checkbox"/> Planning Commission	Immediate (1-3 years)	Each committee will assign person or persons
Infrastructure Capacity	Increase local water supply capacity	<input type="checkbox"/> Kevin Collier <input type="checkbox"/> Stan Graves	Immediate (1-3 years)	
Infrastructure Capacity	Identify alternative to expand local wastewater sewer capacity	<input type="checkbox"/> Kevin Collier <input type="checkbox"/> Stan Graves	Mid-Term (4-6 years)	
Infrastructure Capacity	Create management practices for local stormwater infrastructure	<input type="checkbox"/> Kevin Collier <input type="checkbox"/> Stan	Mid-Term (4-6 years)	
Public Safety	Increase staffing levels for the police	<input type="checkbox"/> Town Council	Immediate (1-3 years)	
Public Safety	Create a dedicated police station	<input type="checkbox"/> Town Council	Mid-Term (4-6 years)	
Public Safety	Increase staffing levels for the fire department	<input type="checkbox"/> Town Council <input type="checkbox"/> MCCC	Mid-Term (4-6 years)	

IMPLEMENTATION PLAN MATRIX (CONTINUED)

Priority Description	ACTION STEPS	Responsible Party	Schedule	Notes
Longer-Term Priorities				
Municipal Services Funding	Identify and adjust fees that can quickly be adjusted and implemented	<input type="checkbox"/> Town Council <input type="checkbox"/> Plan Commission	Immediate (1-3 years)	
Municipal Services Funding	Identify long-term adjustments	<input type="checkbox"/> Town Council <input type="checkbox"/> EDC	Mid-Term (4-6 years)	
State Road 39 Corridor	Create a special focus area for SR 39 corridor as part of the comprehensive plan	<input type="checkbox"/> Town Council <input type="checkbox"/> EDC	Immediate (1-3 years)	
State Road 39 Corridor	Explore the creation of a corridor overlay district for the SR 39 Corridor	<input type="checkbox"/> Town Council <input type="checkbox"/> EDC	Mid-Term (4-6 years)	
State Road 39 Corridor	Maintain open communication with INDOT on desired future improvements to the corridor	<input type="checkbox"/> Town Council <input type="checkbox"/> EDC	Mid-Term (4-6 years)	Town Council has engaged INDOT regarding 39 & 42 intersection
Transportation Safety	Identify traffic calming and safety measures that could be easily implemented at and approaching the SR 39 and SR 42 intersection	<input type="checkbox"/> Town Council <input type="checkbox"/> Plan Commission	Immediate (1-3 years)	
Transportation Safety	Identify longer-term improvements which may provide for alternative routes for local traffic to move around Monrovia	<input type="checkbox"/> Town Council <input type="checkbox"/> Plan Commission	Ongoing	

IMPLEMENTATION PLAN MATRIX (CONTINUED)

Priority Description	ACTION STEPS	Responsible Party	Schedule	Notes
Longer-Term Priorities				
Transportation Safety	Explore the feasibility of obtaining local control from INDOT for a portion of these roadways	<input type="checkbox"/> Town Council	Long-Term (6 years +)	
Quality of Place	Identify ways to connect key community assets through pedestrian connections such as trails and sidewalks	<input type="checkbox"/> Town Council <input type="checkbox"/> EDC	Mid-Term (4-6 years)	
Quality of Place	Identify potential locations for a community-wide gathering space such as a park for future and existing town events	<input type="checkbox"/> Town Council <input type="checkbox"/> EDC	Mid-Term (4-6 years)	
Quality of Place	Identify potential locations for a new, accessible, and visible municipal center to consolidate town and public safety offices	<input type="checkbox"/> Town Council <input type="checkbox"/> EDC	Mid-Term (4-6 years)	
State Road 39 Corridor	Maintain open communication with INDOT on desired future improvements to the corridor	<input type="checkbox"/> Town Council	Mid-Term (4-6 years)	
Economic Development	Create a special focus on economic development in the comprehensive plan	<input type="checkbox"/> EDC	Immediate (1-3 years)	
Economic Development	Update land use policies informed by economic development priorities identified in the comprehensive plan	<input type="checkbox"/> EDC <input type="checkbox"/> Town Council <input type="checkbox"/> Plan Commission	Ongoing	

Appendix



STEERING COMMITTEE WORKSHOP PRESENTATION



THE TOWN OF
MONROVIA

STRATEGIC PLAN
WORKSHOP |
NOVEMBER 17th, 2020



STEERING COMMITTEE WORKSHOP PRESENTATION

AGENDA

- Introduction
- Discussion of Scope and Timeline
- Demographic Review
- Survey Results
 - Vision Discussion
 - SWOT Analysis
 - Opportunities/Issues
- Identification of Goals & Strategies
- Next Steps

MONROVIA STRATEGIC PLAN

WORKSHOP | NOVEMBER 17, 2020

STEERING COMMITTEE WORKSHOP PRESENTATION

DISCUSSION

- Where are you today?
- Where do you want to go in the future?
- How do you get there?
- What does success in the future look like?
- What resources do you need to get there?

MONROVIA STRATEGIC PLAN

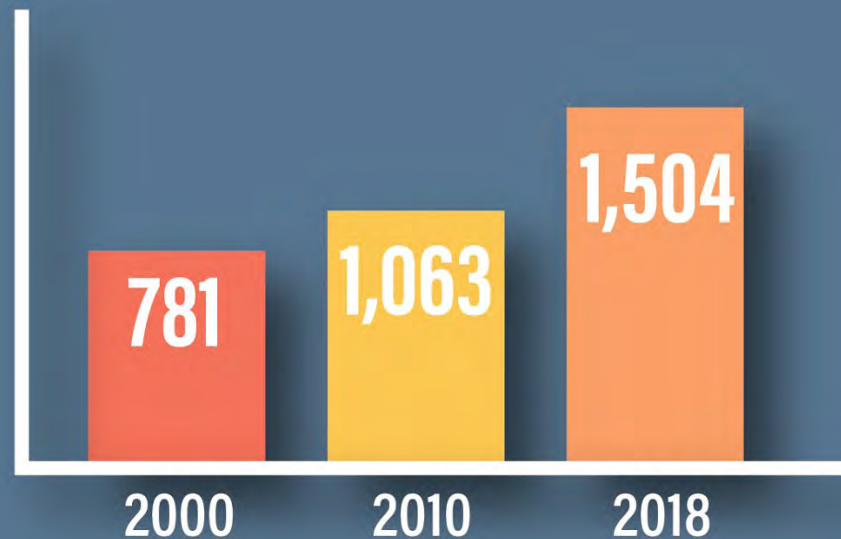
WORKSHOP | NOVEMBER 17, 2020

STEERING COMMITTEE WORKSHOP PRESENTATION

POPULATION

Monrovia Growth Over Time

51% 
Growth
2000-2018



Source: ESRI

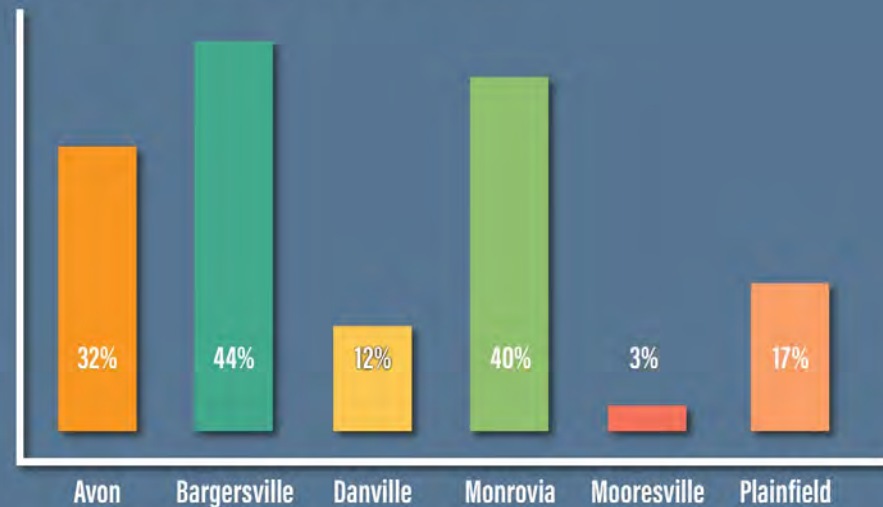
MONROVIA STRATEGIC PLAN

WORKSHOP | NOVEMBER 17, 2020

STEERING COMMITTEE WORKSHOP PRESENTATION

POPULATION

Comparative Population Growth 2010-2018



Sources: Rural Indiana Stats and U.S. Census Bureau

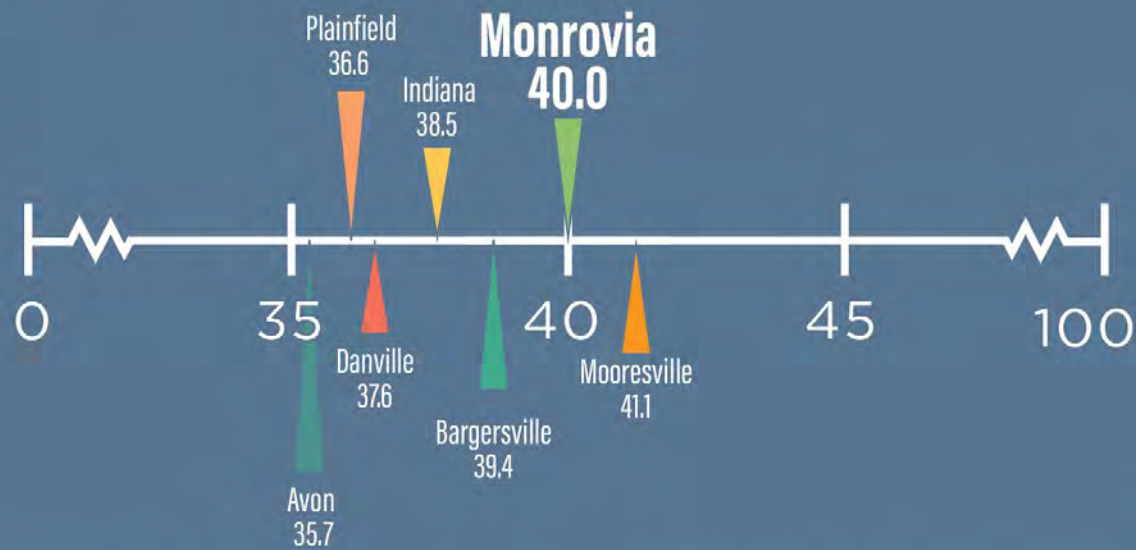
MONROVIA STRATEGIC PLAN

WORKSHOP | NOVEMBER 17, 2020

STEERING COMMITTEE WORKSHOP PRESENTATION

POPULATION

Comparative Median Age



Sources: ESRI

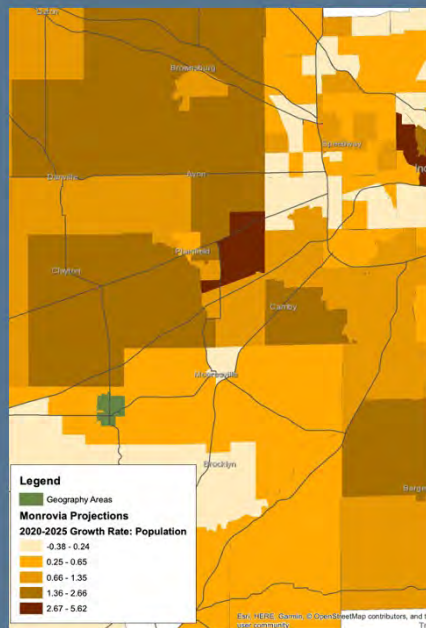
MONROVIA STRATEGIC PLAN

WORKSHOP | NOVEMBER 17, 2020

STEERING COMMITTEE WORKSHOP PRESENTATION

POPULATION

Projected Population Growth 2025



County	2020 Population	Projected 2025 Population
Morgan County	70,710	71,669
Marion County	955,260	984,344
Johnson County	159,478	170,052
Hendricks County	174,688	190,032
Hamilton County	348,392	389,208
Shelby County	45,489	46,096
Monroe County	147,425	153,171
Hancock County	80,388	85,653
Boone County	69,674	76,952

Source: ESRI

MONROVIA STRATEGIC PLAN

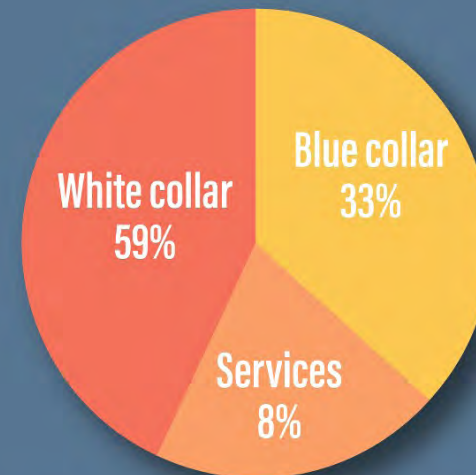
WORKSHOP | NOVEMBER 17, 2020

STEERING COMMITTEE WORKSHOP PRESENTATION

EMPLOYMENT

Comparative Employment Statistics

Unemployment Comparison	Morgan County	Indiana
September 2019	2.5%	2.8%
September 2020	4.5%	5.8%



Workforce by sector

Sources: Hoosiers by the Numbers and ESRI

MONROVIA STRATEGIC PLAN

WORKSHOP | NOVEMBER 17, 2020

STEERING COMMITTEE WORKSHOP PRESENTATION

INCOME

Comparative Income Statistics

	Monrovia	Morgan Co.	Indiana
 Median Household Income	\$77,897	\$69,493	\$56,021
 Median Net Worth	\$146,512	\$136,648	\$96,118
 Per Capita Income	\$30,840	\$30,252	29,066
 Percent Below Poverty Level	7.2%	11.3%	14.1%

Sources: ESRI and U.S. Census Bureau

MONROVIA STRATEGIC PLAN

WORKSHOP | NOVEMBER 17, 2020

STEERING COMMITTEE WORKSHOP PRESENTATION

Assessed Value

Comparative AV Statistics

Municipality	Gross AV	Gross AV Per Capita
Monrovia	\$ 48,236,821	\$ 32,072
Plainfield	\$ 3,617,440,480	\$ 112,886
Mooresville	\$ 920,362,840	\$ 95,831
Bargersville	\$ 610,421,660	\$ 87,730
Danville	\$ 673,741,830	\$ 68,812
Avon	\$ 179,160,338	\$ 115,275
Brownsburg	\$ 1,952,255,830	\$ 77,274
Greenwood	\$ 3,195,534,400	\$ 56,268
Martinsville	\$ 623,628,460	\$ 53,549

Sources: U.S. Census Bureau Indiana DLGF

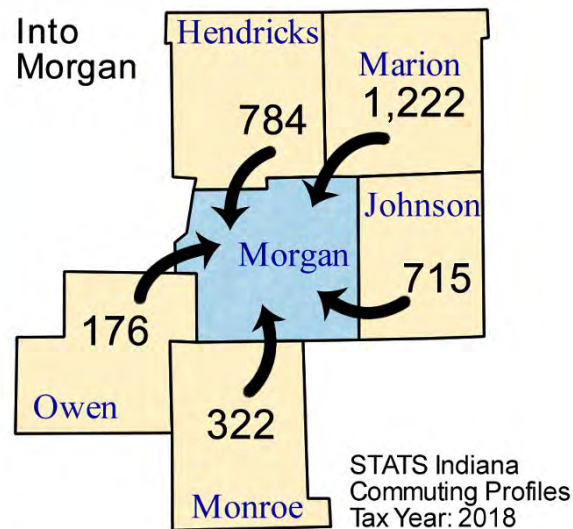
MONROVIA STRATEGIC PLAN

WORKSHOP | NOVEMBER 17, 2020

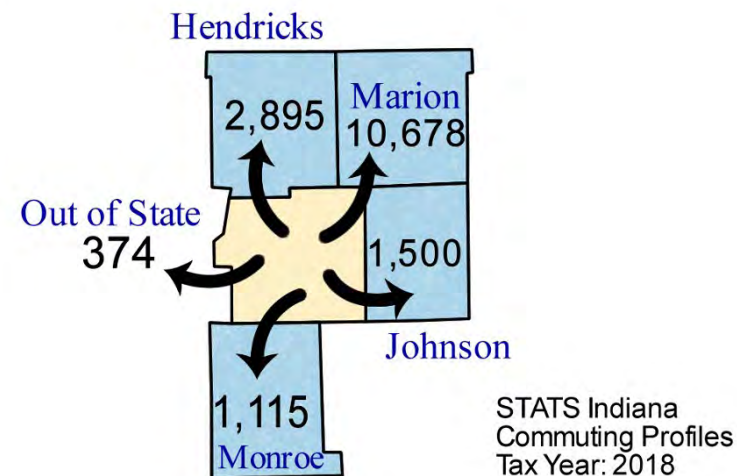
STEERING COMMITTEE WORKSHOP PRESENTATION

Commuting Patterns

Morgan County



Out of Morgan



STEERING COMMITTEE WORKSHOP PRESENTATION

EDUCATION

Comparative Education Statistics

Geography	No High School Diploma	High School Graduate	Some College	Bachelor's Degree +
Monrovia	10%	45%	32%	13%
Indiana	11%	33%	29%	28%
Avon	4%	24%	29%	43%
Bargersville	5%	28%	26%	40%
Danville	7%	30%	30%	34%
Mooreville	11%	40%	33%	16%
Plainfield	7%	31%	30%	31%

Sources: U.S. Census Bureau

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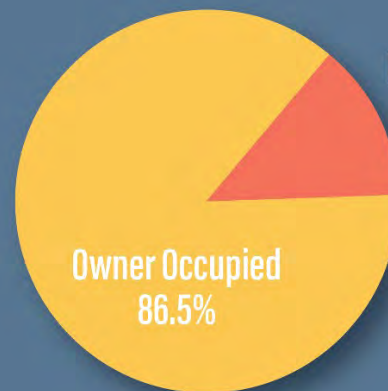
STEERING COMMITTEE WORKSHOP PRESENTATION

HOUSING

Comparative Housing Statistics

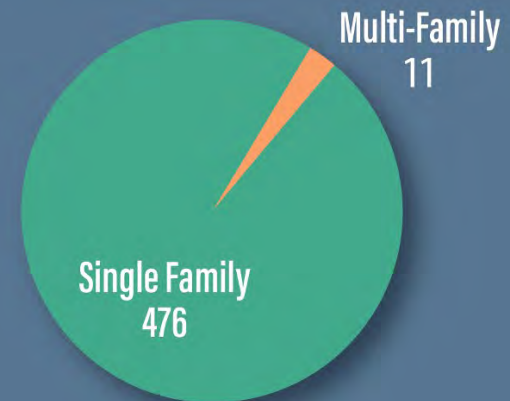


Total housing units



Housing Type

Rental Units
13.5%



Sources: U.S. Census

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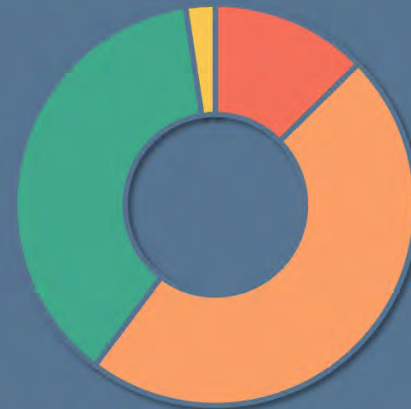
STEERING COMMITTEE WORKSHOP PRESENTATION

HOUSING

Comparative Housing Statistics



Owner-Occupied Home Value



< \$99K \$100k to \$149k \$150k to \$199k > \$200K

Sources: U.S. Census

MONROVIA STRATEGIC PLAN

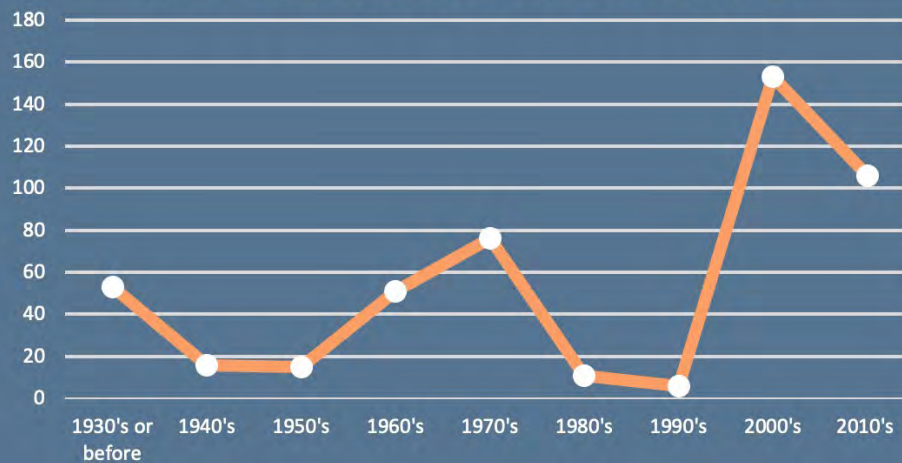
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STEERING COMMITTEE WORKSHOP PRESENTATION

HOUSING

Comparative Housing Statistics

HOME CONSTRUCTION OVER TIME



Decade Built	Percent of Housing Stock
1930's or before	11%
1940's	3%
1950's	3%
1960's	10%
1970's	16%
1980's	2%
1990's	1%
2000's	31%
2010's	22%

Sources: U.S. Census

MONROVIA STRATEGIC PLAN

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COMMUNITY SURVEY RESULTS

OVERVIEW

The community survey, facilitated through the online survey platform Survey Monkey, was opened on December 15th, 2020 and was closed on January 18th, 2021. The digital survey link was shared online through social media platforms and through a hardcopy mailer sent out to all Monrovia households.

During that period, 158 people responded to the survey, representing approximately 10% of the total population. Survey respondents largely echoed the feedback previously received from the steering committee. Residents love the small-town charm, safety and rural qualities of Monrovia. Looking toward the future, many residents would like to see Monrovia grow in a planned and strategic manner while preserving its small-town feel and rural heritage.

However, around 10% of respondents shied away from any desire for growth and expressed a strong sentiment of wanting Monrovia to “stay exactly the same.”

Below is a list of the top takeaways from the survey responses. Word cloud summaries and charts of individual questions are provided on the following pages.

KEY TAKEAWAYS

- » Monrovia should grow in a controlled manner while preserving its small-town charm. (69% of respondents listed this in their top three priorities)
- » Police and fire departments need to expand their capacity. (56% of respondents listed this as Monrovia’s top three challenges)
- » Access to clean water and sewer system improvements are priorities. (50% of respondents listed this as Monrovia’s top three challenges)
- » Traffic congestion at SR 39 and SR 42 needs resolved. (45% of respondents listed this as Monrovia’s top three challenges)
- » The Town needs a community park. (38% of respondents listed this in their top three priorities)
- » As Monrovia grows, it will need a new municipal building. (20% of respondents listed this in their top three priorities)
- » There is a desire for a pharmacy/healthcare facility, retail development, and more restaurant options. (20% of respondents listed this as Monrovia’s top three challenges)

COMMUNITY SURVEY RESULTS

Q1 Please list five words that describe Monrovia today.



A word cloud of responses to the survey question 'Please list five words that describe Monrovia today.' The words are arranged in a circular pattern, with larger words indicating higher frequency. The words include: nice, values, peaceful, Great, Quaint, Local, Home, great schools, Small town, good, community, Caring, Quiet, traffic, Small, needs, Growing, crowded, friendly, hometown, rural, congested, safe, Clean, family, small-town, farm, Potential, Country, and Busy.

nice values peaceful Great Quaint Local Home great schools
Small town good community Caring Quiet traffic
Small needs Growing crowded friendly hometown
rural congested safe Clean family small-town farm Potential Country
small town feel Busy

COMMUNITY SURVEY RESULTS

Q2 How would you like to be able to describe Monrovia ten years from now?



COMMUNITY SURVEY RESULTS

Q3 How do you believe someone from outside of Monrovia would describe Monrovia if asked?

living Rural country farm town peaceful Nice farming small town feel country
Redneck rural nothing community hick town
Small town growing Small town quiet
people little town friendly Great Monrovia really much Indy say

COMMUNITY SURVEY RESULTS

Q4: What do you believe are the greatest opportunities for Monrovia to be successful?
Please rank from most significant opportunity to least significant opportunity.

Question	Percentage Listed in Top 3
Improving SR 39 corridor from I-70	37.97%
Establishing a municipal town center	18.98%
Protecting small town charm	68.98%
Establishing a community gathering space or park	37.97%
Preserving the core of the community	48.10%
Identifying space to grow	34.81%
Maintaining the rural identity of the community	53.17%

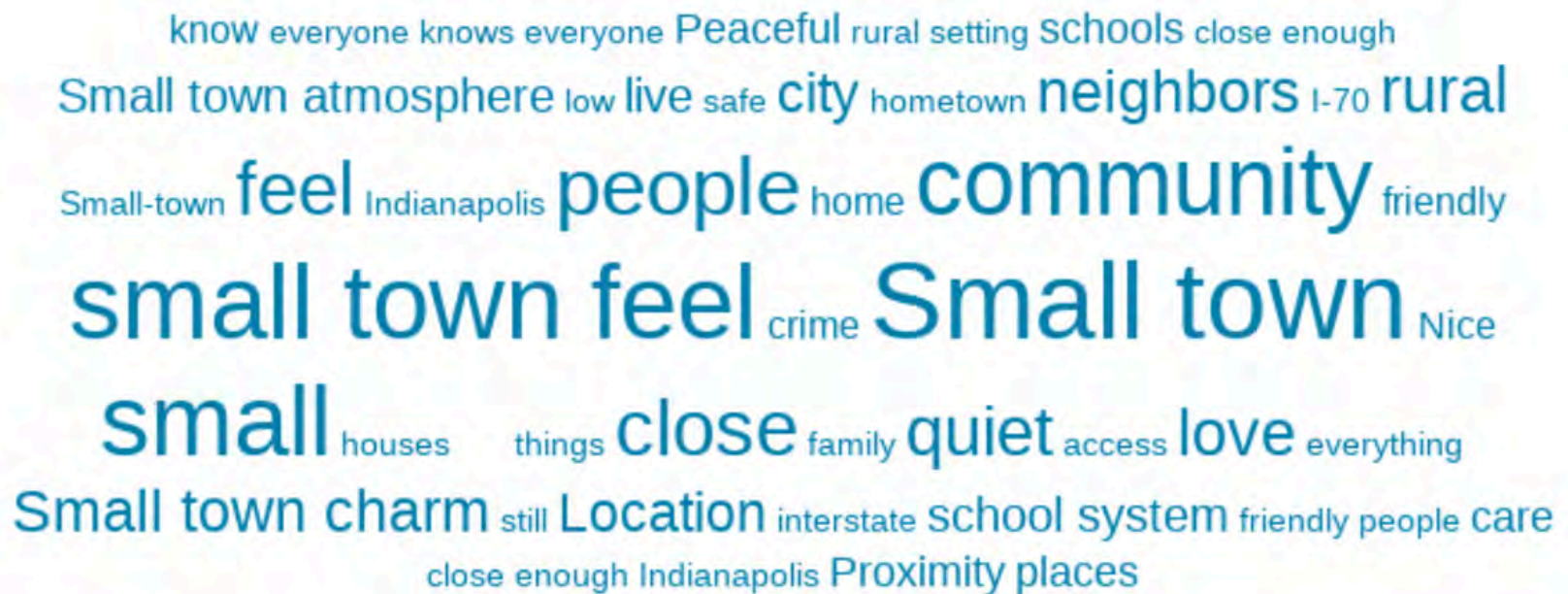
COMMUNITY SURVEY RESULTS

Q6: What do you believe are the greatest challenges and/or issues facing Monrovia?
Please rank from most significant challenge to least significant challenge.

Question	Percentage Listed in Top 3
Water and sewer infrastructure	51.27%
Public safety capacity	55.07%
Traffic safety on SR 39	45.57%
Traffic safety on SR 42	27.85%
Increasing capacity of Town services	25.95%
Growth of Hendricks County	32.28%
Quality of housing inventory	18.99%
Lack of retail/commercial options	24.05%
Limited Access to Local Healthcare	18.98%

COMMUNITY SURVEY RESULTS

Q8 What do you like most about Monrovia?



A word cloud of responses to the question 'What do you like most about Monrovia?'. The words are arranged in a circular pattern, with larger words indicating higher frequency. The most prominent words are 'small town', 'feel', 'community', 'people', 'close', 'quiet', 'love', 'charm', 'Location', and 'Proximity'. Other visible words include 'know', 'everyone', 'rural', 'setting', 'schools', 'close enough', 'atmosphere', 'low live safe', 'city', 'hometown', 'neighbors', 'I-70', 'friendly', 'Indianapolis', 'home', 'crime', 'Nice', 'houses', 'things', 'family', 'access', 'everything', 'interstate', 'school system', 'friendly people care', and 'close enough Indianapolis'.

know everyone knows everyone Peaceful rural setting schools close enough
Small town atmosphere low live safe city hometown neighbors I-70 rural
Small-town feel Indianapolis people home community friendly
small town feel crime Small town Nice
small houses things close family quiet access love everything
Small town charm still Location interstate school system friendly people care
close enough Indianapolis Proximity places

COMMUNITY SURVEY RESULTS

Q9 What do you like least about Monrovia?

shopping High density housing Nothing places eat fast stores Sewer bill food options allowing
feel Monrovia school Trying need area intersection warehouses
community keep growth Traffic flow building increase
Lack will town development Traffic construction housing
cost Homestead love Crime new going growing issues businesses
industrial small I-70 big neighborhoods small town don t place water

COMMUNITY SURVEY RESULTS

Q10 If time and money were no consideration, what is the one thing you would like to see happen in Monrovia?



