



PLAN
FORWARD

A Comprehensive Plan
for Monroe County

Monroe County Comprehensive Plan Steering Committee Meeting

January 29, 2026



ADAM J. BELLO
COUNTY EXECUTIVE

EDR
a better environment

Agenda

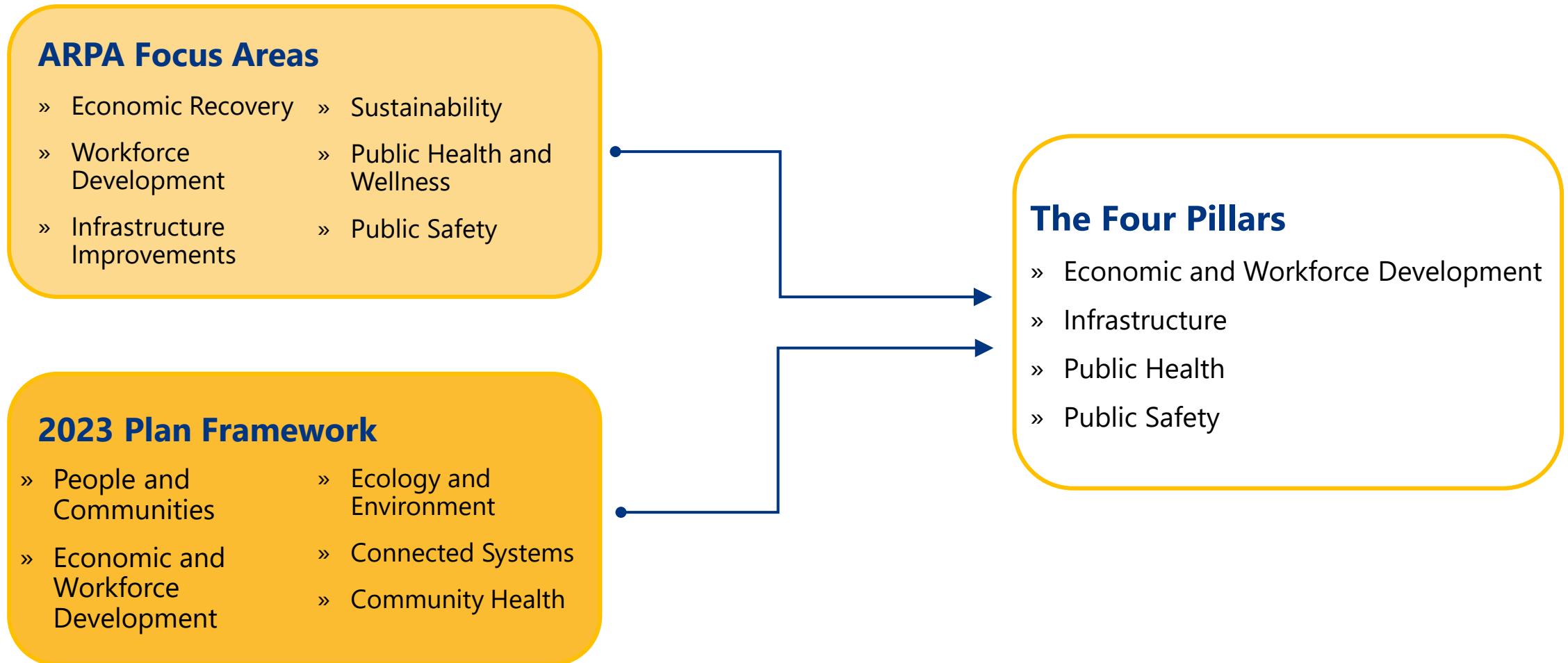
- 1 Welcome + Introductions
- 2 Plan Evolution and Guiding Framework
- 3 Updated Plan Framework
- 4 Next Steps

Welcome & Introductions

Plan Evolution and Guiding Framework



Framework Transition



Monroe County Recovery Plan

The ARPA-funded community survey and targeted in-person and virtual public feedback sessions identified six top focus areas

Economic Recovery

- Minority and Women-Owned Business Enterprises (MWBEs)
- Job Training
- Job Programs and Small Business Support

Workforce Development

- Job Training and Recruitment
- Removing Barriers for Workers - Childcare, Transportation, Etc.
- Support for Businesses/Individuals from Black and Indigenous People of Color (BIPOC) Communities

Infrastructure Improvements

- Broadband/ Internet Access - address the digital divide
- Water and Sewer
- Children's Detention Center; Park Facilities - Safety Lights, Bathrooms, Parking

Sustainability

- Energy Efficient Upgrades - Buildings, Vehicles, Homes, Renewable Energy Sources
- Bike Infrastructure; Green Space
- Public Transportation - Increased Options and Routes; Urban Farms

Public Health and Wellness

- Mental Health - Awareness, Services, Staff, Emergency Response, School
- Homeless Services
- Food Security

Public Safety

- Mental Health - Emergency Response, First Aid Training, Professional Recruitment
- Emergency Medical Services (EMS)
- Restorative Justice - Mediation, Youth Programming

Updated Plan Framework

Updated Plan Framework

Introduction

Pillar 1: Economic and Workforce Development

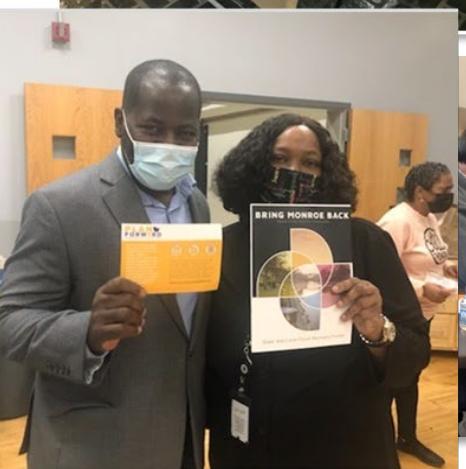
Pillar 2: Infrastructure

Pillar 3: Public Health

Pillar 4: Public Safety

Implementation Matrix

- » Introduction
- » Trends
- » What do we build on?
- » What do we need to address?
- » Goals and Strategies



Community Engagement

Community Engagement Timeline



Project Kick-off Fall 2021



Pop-up Events Spring & Summer 2022



Public Meeting 1: In-person and Virtual March 2022



Thematic Stakeholder Meetings May 2022



Public Meeting 2: In-person June 2022



Municipal Stakeholder Meetings Fall 2022



Department Meetings 2025

Economic and Workforce Development



1. Economic and Workforce Development

ARPA Focus Areas

- » Economic Recovery
- » Workforce Development

Key Engagement Findings

- » Support for affordable housing throughout Monroe County
- » Solutions for underemployment
- » Need for supportive services for un- and under-employed workers
- » Expand high-tech industry
- » Need to identify and prepare sites for future economic development
- » Creative ways to support entrepreneurs in the County

1. Economic and Workforce Development

Trends

- » Economically competitive places perform well with unique combinations of growth indicators.
- » Boosting educational attainment is critical to competitiveness in an increasingly complex, global economy.
- » Widening gap between high-wage and low-wage earners highlights the changing nature of work, necessitating different skillsets for the future workforce.
- » Household configurations and lifestyle preferences are changing, and housing development can change to meet new consumer needs.

What Do We Build On?

- » Economic Transformation
- » A High Quality of Life
- » Position in the Smart-I Corridor (High-Tech Manufacturing)
- » Untapped Potential of the Transportation Network
- » Agriculture-Driven Economics

What Do We Need to Address?

- » Underemployment
- » Need for Strategic Sites & Power Capacity
- » Retaining and Attracting Future Residents
- » Need for Housing

Goals

- » Develop the workforce and support entrepreneurship
- » Create places that enhance quality of life
- » Enhance housing access and quality
- » Strengthen existing and growing economic sectors while investing in emerging industries
- » Identify and prepare suitable sites for development

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Infrastructure



2. Infrastructure

ARPA Focus Areas

- » Infrastructure Improvements
- » Sustainability

Key Engagement Findings

- » Accessible transportation throughout Monroe County
- » Prioritize safety for all road users
- » Utilize active transportation approaches
- » Enhance trail connectivity

2. Infrastructure

Trends

- » Monroe County's land has urbanized at a faster rate than its population growth.
- » Boosting educational attainment is critical to competitiveness in an increasingly complex, global economy.
- » Transportation systems are facing new safety challenges.
- » Ongoing changes in regional freight operations.

What Do We Build On?

- » A Comprehensive Transportation Network
- » Water Resource Protection
- » High-Quality Parks & Trails System

What Do We Need to Address?

- » Monroe County's Resilient Future
- » The Infrastructure-Land Use Connection
- » Multimodal Infrastructure
- » Broadband Access

Goals

- » Invest in 21st-century infrastructure
- » Protect water resources
- » Improve waste management and recycling practices
- » Invest in and diversify the transportation system

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Public Health



3. Public Health

ARPA Focus Areas

- » Public Health and Wellness
- » Sustainability

Key Engagement Findings

- » Building equitable neighborhoods
- » Focusing on healthy environments
- » Mental health and trauma resources
- » Support preventative and culturally-responsive care
- » Address food insecurity
- » Data-driven approaches

3. Public Health

Trends

- » Monroe County continues to struggle with the impacts of substance use disorders.
- » Environmental health hazards are concentrated in Monroe County's older neighborhoods.
- » Recognition of the value of integrating mental health services into other social service provision programs.
- » Monroe County is aging; Residents aged 60 years or older make up 25% of Monroe County's population.

What Do We Build On?

- » Healthy Environments
- » Mental Health Service Expansion and Integration
- » Preventive Care and Chronic Disease Prevention and Management

What Do We Need to Address?

- » Substance Use Disorders
- » Health Equity
- » Food Insecurity
- » Age-friendly Communities

Goals

- » Provide integrated mental and physical care to residents in need
- » Prevent substance use and subsequent substance use disorders
- » Mitigate environmental health hazards
- » Support policies and programs that improve access to nutritious foods
- » Foster an age-friendly Monroe County and supportive environment for older adults

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Public Safety



4. Public Safety

ARPA Focus Area

- » Public Safety

Key Engagement Findings

- » Support for initiatives and programs that work to reduce violence and crime
- » Focus on early intervention and education approaches to crime reduction
- » Remove barriers to support services
- » Traffic and travel safety concerns throughout the County roadway network

4. Public Safety

Trends

- » Property crime has declined, and violent crime has remained steady over the last 25 years.
- » Climate change-induced emergencies are intensifying.
- » Human behavior increasingly drives traffic safety issues.

What Do We Build On?

- » Supportive Programs
- » Community Partnerships
- » Multi-Agency Collaboration
- » Traffic Safety Initiatives

What Do We Need to Address?

- » Diversify Crime Reduction and Prevention Approaches
- » Emergency Response
- » Public Safety Workforce Development and Recruitment

Goals

- » Reduce violent and property crime County-wide
- » Enhance emergency response capabilities and reduce response times
- » Build stronger police-community relationships
- » Strengthen disaster preparedness and community resilience
- » Build a diverse and talented public safety workforce
- » Significantly reduce traffic fatalities and serious injuries across the County

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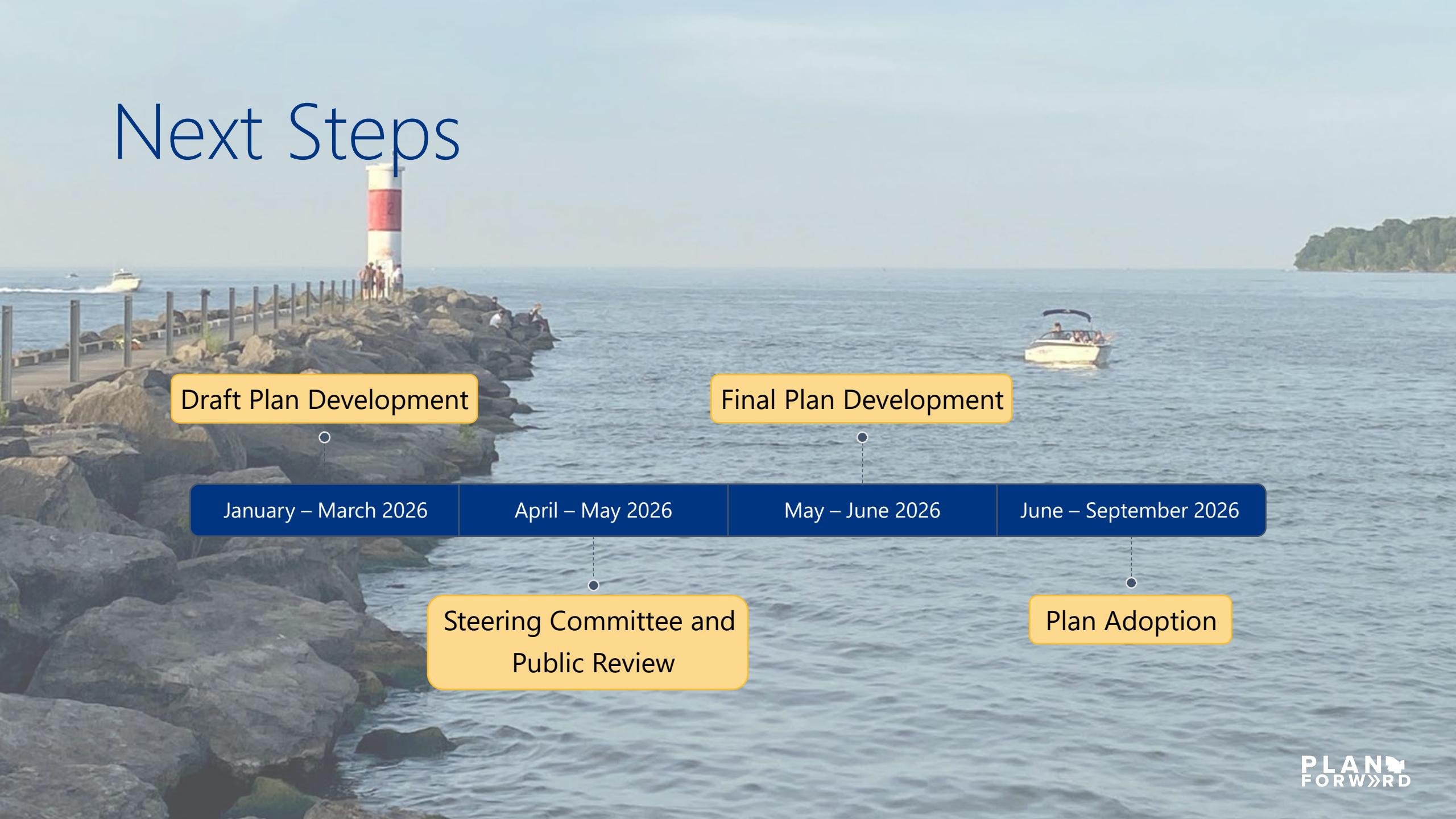
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Next Steps



Draft Plan Development

January – March 2026

Final Plan Development

May – June 2026

June – September 2026

Steering Committee and
Public Review

Plan Adoption



Thank you!

