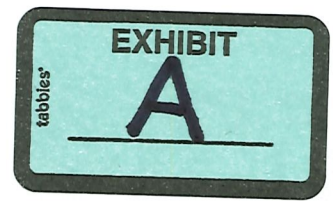


DRAFT



west monroe, louisiana

citywide master plan

*This plan was funded by the U.S. Department of Agriculture –
Rural Development and the City of West Monroe.*



****DRAFT****



acknowledgements

Atlas Community Studios would like to thank the following individuals and organizations for their participation in the strategic planning process:

CITY OF WEST MONROE

- Mayor Staci Albritton Mitchell
- Courtney Hornsby, Chief of Staff
- Jonathan Kaufman, Director of Building & Development
- Vicki Hilbun, Director of Community Services
- Stuart Hodnett, Director of Parks and Recreation
- Ronnie Turner, Director of Public Works
- Adrienne LaFrance-Wells, Main Street Director
- Patti Thurmon, Picture This Campaign Director
- Robbie George, City Engineer (SE Huey)

WEST MONROE BOARD OF ALDERMAN

- James D. "Polk" Brian
- Morgan Lowe Buxton
- Thom Hamilton
- Trevor Land
- Ben Westerburg

****DRAFT****

STEERING COMMITTEE

- Mayor Staci Albritton Mitchell
- Courtney Hornsby, Chief of Staff, City of West Monroe
- Adrienne LaFrance, Main Street Director, City of West Monroe
- Stuart Hodnett, Parks & Recreation Director, City of West Monroe
- Jonathan Kaufman, Building & Development Director, City of West Monroe
- Ronnie Turner, Public Works, City of West Monroe
- Robbie George, S.E. Huey Co.
- Krista Rushing, West Monroe Housing Authority
- Doug Mitchell, North Delta Regional Planning & Development District
- Dean Baugh, Graphic Packaging
- Brian Bendily, John Rea Realty/Planning Commission
- Kelsey Bohl, University of Louisiana Monroe
- Morgan Buxton, Chase Bank/Board of Alderman
- Gus Campbell, Property Owner
- Robby Compton, American Mattress Outlet
- Blair David, University of Louisiana Monroe
- Pastor Carey Davis, Mt. Gilead Baptist Church
- Daylan Davis, Mayor's Youth Council
- Cody Futrell, Crescent City Sports
- Rick Guillot, Origin Bank
- Ann Hayward, Atmos Energy
- Tracy Hilburn, fmr. Office of Homeland Security & Emergency Preparedness
- Scooter Howell
- Dan Lane, West Monroe High School
- Anja Lyles, FloorWorks
- Kevin Marcantel, Cardiovascular Diagnostic Center
- Pastor Christopher Miller, The Assembly West Monroe
- Don O'Toole, Newk's Eatery
- Don Ross, Marshal's Office
- Sheila Snow, Convention & Visitors Bureau
- Jeremy Tinnerello, Glenwood Regional Medical Center

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about atlas community studios

Atlas Community Studios was founded in 2020 by a small, diverse group of creative problem-solvers and entrepreneurs looking for the opportunity to advance the economic prosperity of small and rural communities across the country. With more than 40 years of combined experience spanning both the public and private sectors, the Atlas team specializes in strategic planning, economic development, and creative placemaking. Atlas' portfolio of work includes more than 30 action-oriented plans in communities across 22 states and one Canadian province, including a town as small as 80 people and a state with nearly 3 million residents.





Office of the Mayor
Staci Albritton Mitchell

April 12, 2022

On behalf of the City of West Monroe and its Board of Aldermen, I am pleased to present the final City of West Monroe Master Plan. This plan was made possible through a grant awarded to the City of West Monroe in 2020 by the U.S. Department of Agriculture – Rural Development.

The City of West Monroe engaged Atlas Community Studios to lead the community through the process of developing a vision, guiding principles and priority initiatives for the community, focusing on six key areas:

- Community Character and Land Use
- Housing and Neighborhoods
- Transportation
- Parks and Recreation
- Economic Development
- Infrastructure Improvements

I believe it is vital to the health and vibrancy of any city to have a comprehensive plan that guides its direction and focus. The completion of the City of West Monroe Master Plan is a true example of community-based economic development and placemaking. This plan provides the needed direction to make the City of West Monroe a vibrant place for people to live and to do business and outlines bold strategic initiatives that will guide the City of West Monroe as it moves forward with ongoing projects and tackles new projects that will greatly improve the quality of life for everyone.

This plan would not have been possible without tremendous support from the community. Thank you to everyone who time took to be involved in the planning process, particularly members of the Master Plan Steering Committee, City of West Monroe Department Heads and employees and the City of West Monroe Planning and Zoning Commission. Guiding principles and priority initiatives identified in this plan are a direct result of community feedback and engagement received through numerous public meetings, surveys and direct feedback from residents, business owners and civic leaders.

I encourage all residents, business and property owners to review this plan and find ways to actively engage in the community. By working together, we can all truly “Take West Monroe to the Next Level.”

Sincerely,

A handwritten signature in black ink that reads "Staci Albritton Mitchell". The signature is fluid and cursive, with the first name "Staci" being the most prominent.

Staci Albritton Mitchell
Mayor, City of West Monroe



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background

In July 2020, the City of West Monroe was awarded a \$76,000 Rural Business Development Grant (RBDG) by the U.S. Department of Agriculture – Rural Development. The purpose of the RBDG program is to provide economic development training and technical assistance to communities with a population of 50,000 or less. The City of West Monroe leveraged this federal grant program to develop a citywide master plan by engaging [Atlas Community Studios](#), a firm specializing in collaborative strategic planning and place-based economic development.

introduction

The West Monroe Citywide Master Plan process includes a holistic analysis of key trends, future projections, strategic opportunities, and pressing challenges the city faces to achieve a prosperous economic and social future. Quantitative research is combined with comprehensive stakeholder outreach to ensure that West Monroe's strategic priorities reflect the community's vision and guiding principles.

Planning Process

Steering Committee

- The City of West Monroe assembled a project steering committee comprised of 31 individuals with backgrounds ranging from the public, private, and nonprofit sectors.
- The steering committee convened quarterly for meetings to assist with oversight of the planning process and to ensure the development of the master plan was community-centered and in alignment with citywide priorities.
- The Atlas team convened the steering committee for its first official meeting in December 2020 to provide an overview of the scope of work for the master planning process before facilitating a discussion related to the key elements for each focus area included in the plan. Due to concerns around the coronavirus pandemic, the first steering committee was conducted virtually via Zoom.
- During the Atlas team's first site visit in February 2021, the steering committee was convened for its second meeting to provide input related to the Strengths, Weaknesses, Opportunities, and Threats (SWOT) for each focus area.
- During the Atlas team's second site visit in April 2021, the steering committee was convened for its third meeting to discuss the proposed guiding principles for each focus area. Additionally, the Atlas team was joined at the meeting by their partners at Civil & Environmental Consultants, Inc. (CEC) who facilitated a land use workshop for steering committee members to provide specific input related to zoning and potential growth areas.
- During the Atlas team's third site visit in October 2021, the steering committee was convened for its fourth meeting to discuss and provide feedback on the proposed goals and strategies for each focus area. Additionally, the CEC team joined the meeting virtually via Zoom to review the proposed future land use map they developed and solicit feedback for changes and improvements.

Public Input

- The Atlas team facilitated two open-invitation public visioning sessions during their first site visit in February 2021.

- The Atlas team provided a project update to the Board of Alderman at their public meetings in February and April 2021, and stayed through the conclusion of both meetings to host a meet and greet with residents interested in learning more about the process.
- During their second site visit in April 2021, the Atlas team hosted two open-invitation public input meetings to solicit feedback on the proposed guidelines principles. Additionally, CEC facilitated a land use workshop during both public meetings to gather diverse perspectives on the historic and future development of the community.
- An online community survey was released in February 2021 and closed in June 2021. The survey generated 431 total responses.

Subcommittees

- Before their second visit in April 2021, the Atlas team collaborated with the City of West Monroe to establish five subcommittees composed of community leaders who are either practitioners, subject matter experts, or concerned residents.
- The subcommittee members were commissioned to help inform the development of the goals, strategies, and actions for each focus area included in the master plan.
- Overall, more than 35 individuals participated in the subcommittee meetings.

Existing Reports & Studies

The following reports and studies helped inform the development of the citywide master plan:

- [West Monroe Downtown Master Plan](#) (2020)
- North Delta Regional Planning & Development District's [Comprehensive Economic Development Strategy](#) (2020-2025)
- Ouachita Council of Governments [Metropolitan Transportation Plan](#) (2020)

Data Sources

The citywide master plan utilizes a variety of data indicators to examine West Monroe's competitiveness as a place to live, work, and do business. The Atlas team sourced data primarily from the U.S. Census Bureau and other public sources including the U.S. Bureau of Labor Statistics (BLS) and the U.S. Bureau of Economic Analysis (BEA).

Census Estimates

The U.S. Census Bureau's American Community Survey (ACS) is a nationwide survey that collects and produces information on social, economic, housing, and demographic characteristics for communities throughout the United States. While the survey is annual, data indicators for communities with fewer than 65,000 residents are typically provided as five-year averages in order to increase statistical reliability and reduce



margins of error. The tradeoff is that ACS 5-Year Estimates are less current. For instance, 5-Year Estimates from the 2019 ACS are derived from 60 months of data collected between 2015 and 2019. Because West Monroe has a population of fewer than 65,000 residents, this assessment exclusively uses 5-Year Estimates for ACS data indicators.

Comparison Geographies

West Monroe is the primary geographic unit of analysis in this report. However, to provide additional context, data indicators for West Monroe are benchmarked against Ouachita Parish, the State of Louisiana, and the United States. Comparison areas are intended to provide context and perspective on West Monroe trends but did not influence the goals, strategies, and actions for each focus area.

guiding principles

Guiding principles reflect core values of the community, and they are developed through substantial citizen involvement to ensure the goals, actions and priorities identified in the master plan reflect their collective desires for the future of West Monroe. Understanding these guiding principles will help ensure that, if implemented, the master plan will move the city towards these collective goals.

The following guiding principles are grouped into six topic areas: Community Character and Land Use, Housing and Neighborhoods, Transportation, Parks and Recreation, Economic Development, and Public Infrastructure. Each guiding principle speaks to a specific component of the community and as such they are not presented in any particular order of importance. When viewed together, these guiding principles illustrate the vision for West Monroe now, over the next five years, and into the future.

01. *Community Character and Land Use*

- Promote quality new development that is balanced to cultivate a healthy, livable community
- Protect and improve existing neighborhoods
- Maintain consistent, equitable, and transparent land use decisions
- Preserve and enhance downtown cultural and historic districts
- Foster a safe and clean environment

02. *Housing and Neighborhoods*

- Offer diverse housing types for people of all socioeconomic backgrounds
- Maintain design standards for quality residential development
- Develop walkable neighborhoods with connectivity to public amenities
- Ensure residential properties and neighborhoods are properly maintained
- Proactively prepare for residential growth

03. *Transportation*

- Ensure streets are safe and navigable to accommodate all modes of transportation
- Improve traffic flow and vehicular mobility throughout the community
- Maintain and enhance existing road infrastructure
- Increase pedestrian facilities throughout the existing road network

04. *Parks and Recreation*

- Maintain and enhance existing parks, trails, and recreation facilities
- Design new and improved recreational amenities on and along the Ouachita River
- Expand opportunities for youth sports and other forms of recreation
- Improve connectivity between parks and recreation facilities throughout the community

05. *Economic Development*

- Promote and support local small businesses
- Create and retain high quality jobs for working-age individuals
- Provide job training opportunities for job seekers, incumbent workers, and new entrants to the workforce
- Foster a business friendly environment for existing industry and new prospects
- Strengthen partnerships between government, industry/businesses, and academic institutions to align and collectively pursue strategic priorities

06. *Public Infrastructure*

- Maintain and improve existing water, wastewater, and drainage systems throughout the community
- Maintain and enhance the existing road network and bridges
- Prepare for anticipated capital improvements
- Increase investment in disaster mitigation efforts

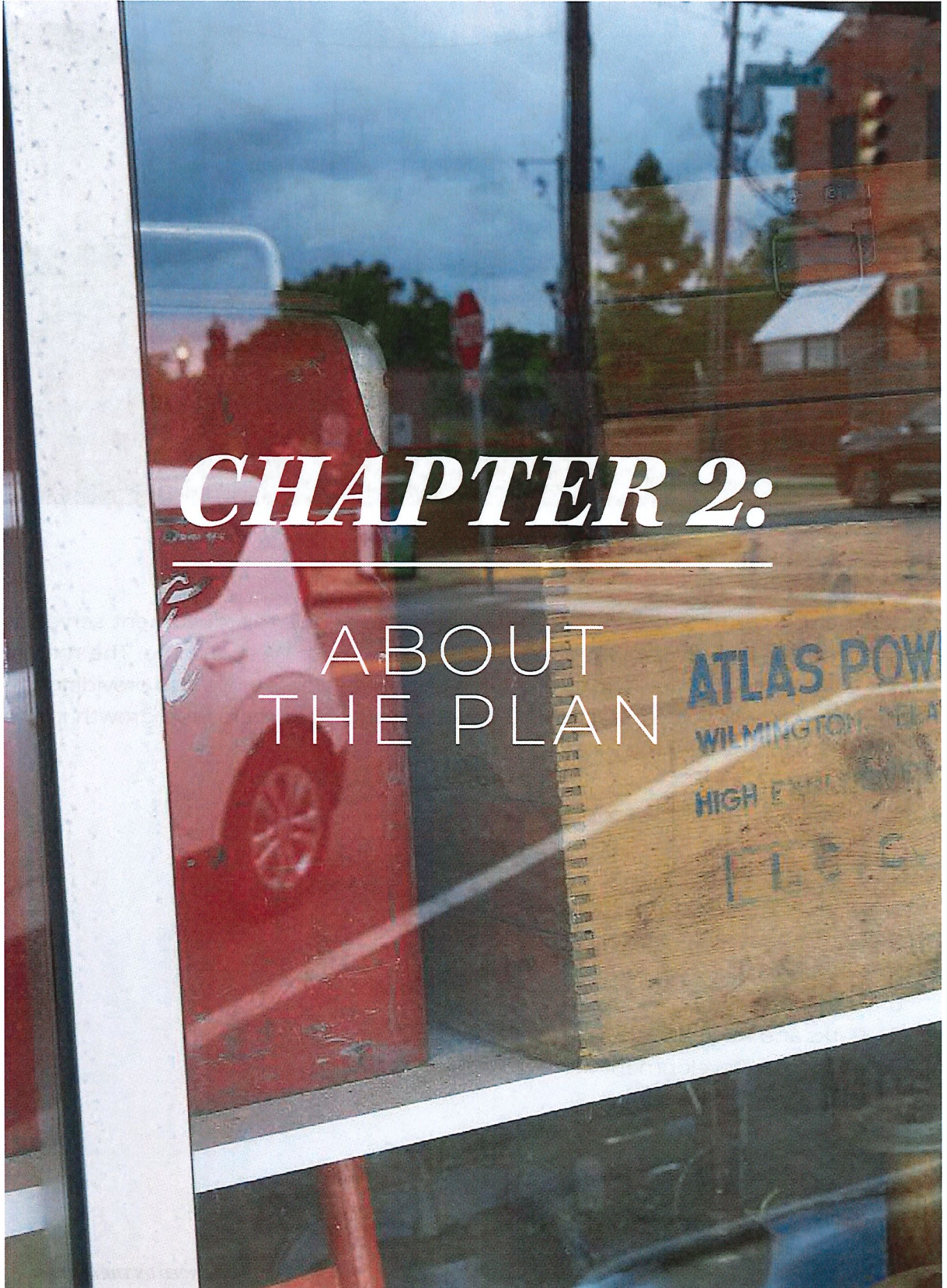


the future of west monroe

The purpose of West Monroe's vision statement is to inform and shape future investment, policies, programs, and planning efforts to ensure the will of its residents is represented in the decision-making process.

During the entirety of the master planning process, the public was provided the opportunity to share their perspectives on future development and growth of the community. As supported by the collective sentiment of its citizens, the City of West Monroe adopted the following vision statement:

West Monroe exemplifies progress, innovation, and resiliency to ensure its residents and visitors experience a community that is culturally diverse and economically viable.





summary

Under the administration of Mayor Staci Albritton Mitchell, this document serves as the first master plan ever to be developed for the City of West Monroe. The master plan was designed to reflect the future vision of local residents while also providing the framework that will guide public policy, development, investment, and growth in the City of West Monroe over the next ten years.

The Citywide Master Plan is organized into the following chapters:

1. Vision
2. About the Plan
3. Historic Trends & Projections
4. Community Character and Land Use
5. Housing and Neighborhoods
6. Transportation
7. Parks and Recreation
8. Economic Development
9. Public Infrastructure
10. Strategic Implementation Plan

How to use the plan

According to the American Planning Association (APA), a master plan is the foundational policy document for local governments. It establishes a framework to guide public and private decisions about future growth, preservation, and change within a municipality for one to three decades. A master plan is an important resource for coordinating local decision making, and legitimizes development and regulatory decisions. Most importantly, the master plan represents the collective vision and goals of local residents.

Ultimately, the City of West Monroe will use the goals, objectives, and strategies identified in the master plan to inform future decisions as it relates to community character and land use, housing and neighborhoods, transportation, parks and recreation, economic development, and public infrastructure. Each year, the City of West Monroe will reevaluate the master plan, and as strategic initiatives are completed, the city will incorporate new initiatives that align with the master plan's vision and goals. Every five years, the City of West Monroe will revise the master plan to ensure its contents are relevant and appropriate for the present day.

Goals, Objectives, and Strategies

Each chapter identifies Goals that reflect the community's overall vision for the future. Additionally, each goal is followed by Objectives and Strategies that, if followed, will move West Monroe towards this vision in the years to come.

Goals are the big ideas that support the community's vision.

Objectives are specific and measurable, contextualize the community's goals, and guide implementation.

Strategies delineate the actions and tasks needed to fiscally or physically implement the objectives that achieve the community's goals.

strategic initiatives

The following strategic initiatives are derived from the City of West Monroe's guiding principles as well as its goals, objectives, and strategies described throughout the master plan. Each year, the City of West Monroe will revisit each initiative to assess its progress towards achievement.

The City of West Monroe recognizes the limitations of its municipal budget and human capital. To advance many of the strategic initiatives listed below, the City of West Monroe will have to pursue federal and state grants, solicit private capital investment, and build a regional coalition of public and private partners who are committed to taking West Monroe to the next level.

Note: The strategic initiatives are not listed in order of priority.

Community Character and Land Use

1. Improve existing city zoning ordinance
2. Revise land use map to align with future vision map
3. Establish ordinance to regulate short-term rentals (ex. Airbnb)
4. Establish architectural and landscaping standards for commercial properties and newly constructed residential units
5. Pursue annexation of nearby areas when and where the majority of residents support it
6. Develop a Parks and Recreation master plan

Housing and Neighborhoods

1. Establish a home ownership program in the South Riverbend Cultural District and throughout other parts of the city
2. Leverage private funding to develop incentive program(s) that catalyze rehabilitation of residential structures within West Monroe's two cultural districts



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3. Capitalize a Revolving Loan Fund (RLF) for new housing development and/or rehabilitation of existing units
4. Develop new residential area in Highland Park
5. Establish a land bank program to stimulate development throughout the city

Transportation

1. Complete the multimodal transportation improvements as identified by the multicomponent [Trenton Street Corridor Project](#), including:
 - a. Highland Park
 - b. Trenton Street Corridor
 - c. Downtown (as identified in the [Downtown West Monroe Streetscape Master Plan](#))
 - d. Stella/Mill Gateway
 - e. Natchitoches Street
 - f. Coleman Corridor
2. Complete multimodal connectivity projects at:
 - a. Highland Park, including walking trails and parking areas
 - b. Kiroli Park (i.e. Kiroli Road/Kiroli Road Bridge), including bridge replacement, new sidewalks along Kiroli Road from Post Oak Apartments to Arkansas Road, and installation of pedestrian crossing (signals, signs, and striping) at Kiroli Elementary School
3. Develop a multimodal connectivity plan for the entire city to identify specific locations for shared use paths and wider sidewalks for pedestrians, cyclists, and other non-vehicular traffic
4. Improve transportation infrastructure throughout the city, including the following projects:

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- a. Realignment of Coleman Avenue at the Endom Bridge intersection
- b. Otis Street: mill and overlay and bike/pedestrian path
- c. Natchitoches Street: mill and overlay, drainage, and bike lane
- d. Downtown: additional parking spaces and central garbage drop location
- e. Coleman Avenue and Montgomery Avenue: new railroad signals
- f. Mane Street: mill and overlay from Downing Pines to interchange
- g. Constitution Drive: pulverize and rebuild road base and pavement
- h. Arlene Street: construct sidewalks near Highland Elementary School area
- i. Tupawek Drive: construct sidewalks near Kiroli Elementary School area

Parks and Recreation

1. Develop downtown riverfront park
 - a. Install a marina
 - b. Build a fishing dock
 - c. Facilitate river activities, such as kayaking and stand up paddle boarding
 - d. Rehabilitate existing structure on site to incentivize private enterprise on the riverfront
 - e. Construct an amphitheater for events
2. Make improvements to Kiroli Park
 - a. Repave trails
 - b. Enhance conservatory
 - c. Renovate dog park
 - d. Construct additional park entrance
3. Continue development of Highland Park
 - a. Construct a parking lot, install public bathroom facilities, and build more recreational amenities surrounding the wetland trails
4. Make improvements to Lazarre Park
 - a. Leverage the South Riverfront Cultural District to explore various uses and programming at Lazarre Park
5. Make improvements to Gator Park
 - a. Install additional lights and cameras
 - b. Develop and facilitate recreational programming, such as the addition of basketball hoops
6. In collaboration with community champions, make improvements to all neighborhood parks, including:
 - a. A.C. Facen Memorial Park
 - b. Brian Smith Memorial Park
7. Make improvements to Brady Field
 - a. Enhance existing facilities
 - b. Construct more practice fields for soccer and baseball

8. Offer new recreational programming (indoor and outdoor) for people of all ages and abilities

Economic Development

1. Improve land to catalyze new commercial development in Highland Park
2. Develop Pointe West to incentivize development of new businesses
3. Complete construction of the indoor sports complex
4. Partner with the West Monroe-West Ouachita Chamber of Commerce to develop a one-stop shop for small businesses and entrepreneurs
5. Promote available incentives online to catalyze industrial and commercial development
6. Establish a fast track permitting program.
7. Partner with economic development organizations and institutions of higher education to support job seekers and dislocated workers with workforce training and job opportunities
8. Construct gateway signage to attract more customers to shop and dine downtown

Public Infrastructure

1. Develop a Capital Improvement Plan (CIP) to prepare for the construction, maintenance, and replacement of public infrastructure and facilities
2. Improve water, sewer, and drainage infrastructure throughout the city, including the following projects:
 - a. Update data in city's water system model for use in fire rating analysis
 - b. Rehabilitate the sanitary sewer lift stations on Drago Street and Austin Street
 - c. Make improvements to the Black Bayou Canal (including cleaning, widening, and armoring portions of the canal south of I-20)
 - d. Improve drainage (including cross drains, piping, and ditches) at the industrial park
3. Enhance the city's existing street overlay program
4. Implement the ADA Sidewalk Transition Plan
5. Complete the utility improvements as identified by the multicomponent [Trenton Street Corridor Project](#), including:
 - a. Highland Park
 - b. Trenton Street Corridor
 - c. Downtown (as identified in the [Downtown West Monroe Streetscape Master Plan](#))
 - d. Stella/Mill Gateway
 - e. Natchitoches Street
 - f. Coleman Corridor
6. Develop a broadband deployment and connectivity plan

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CHAPTER 3:

HISTORICAL TRENDS & PROJECTIONS



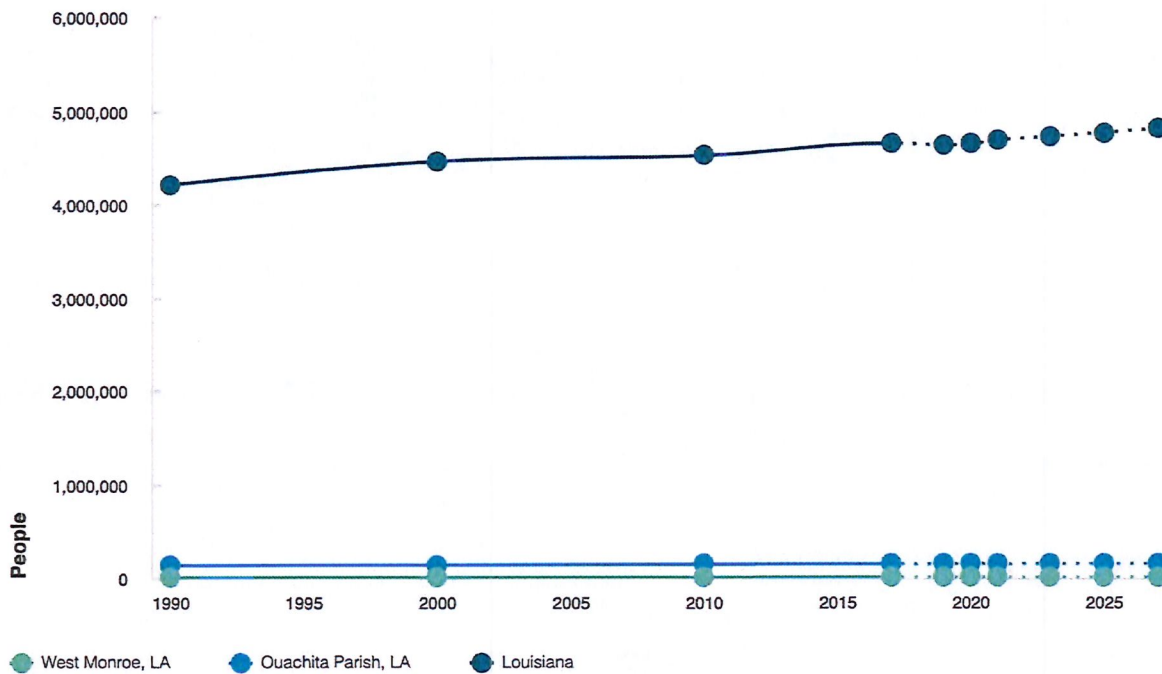
overview

To better understand West Monroe's current position and how the city might change in the future, this chapter provides an analysis of demographic and socioeconomic indicators compared to regional (i.e. parish), state, and national trends. Ultimately, these factors will affect West Monroe's land use, housing, transportation, and infrastructure now and into the future.

population

Total Population

West Monroe has a declining population. According to the U.S. Census Bureau there are 12,583 people living in West Monroe as shown in the 2015-2019 American Community Survey 5-year estimates. Between 1990 and 2019, West Monroe's population decreased by 1,132 people or 8.25 percent. During this period, West Monroe's average annual growth rate was -0.28 percent; however, Ouachita Parish (0.32 percent) and Louisiana (0.36 percent) both experienced slight annual growth during this same period and all lagged behind the United States (1.05 percent) as a whole.



Sources: US Census Bureau; US Census Bureau ACS 5-year

Median Age

West Monroe has a higher median age than the parish and state. According to the U.S. Census Bureau's 2015-2019 American Community Survey 5-year estimates West Monroe's median age is 38.5, which is higher than Ouachita Parish (35.7), Louisiana (36.9), and United States (38.1).

Median Age

39.7**Years**

West Monroe, LA

36.2**Years**

Ouachita Parish, LA

37.2**Years**

Louisiana

38.2**Years**

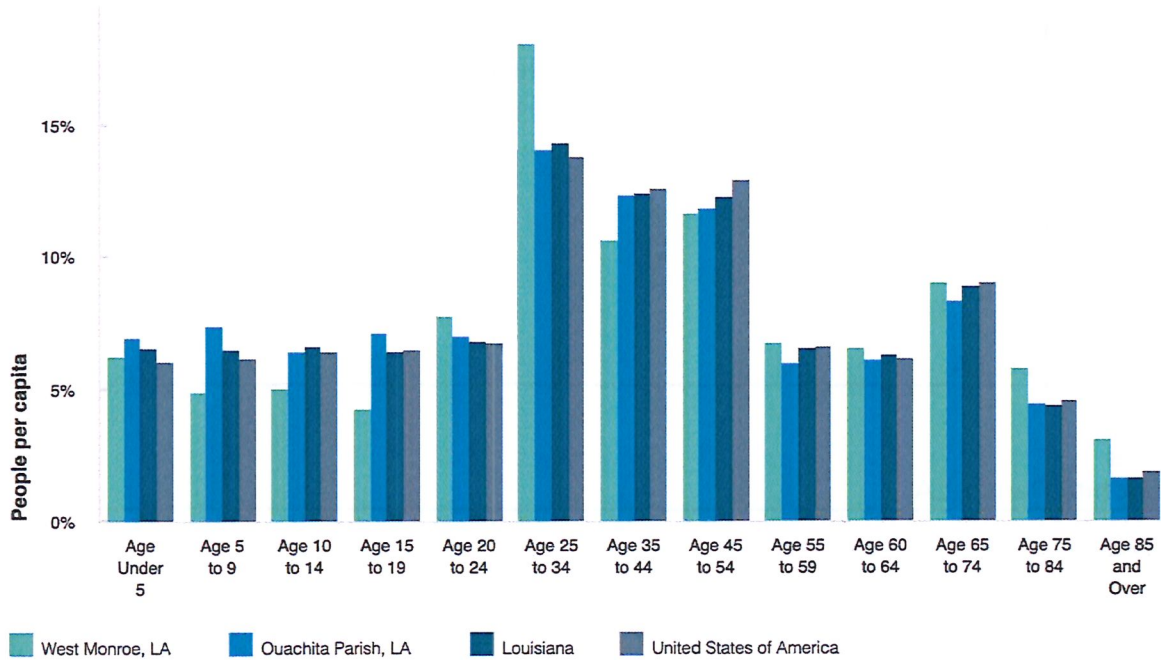
United States of America

Sources: US Census Bureau ACS 5-year 2016-2020

Population by Age

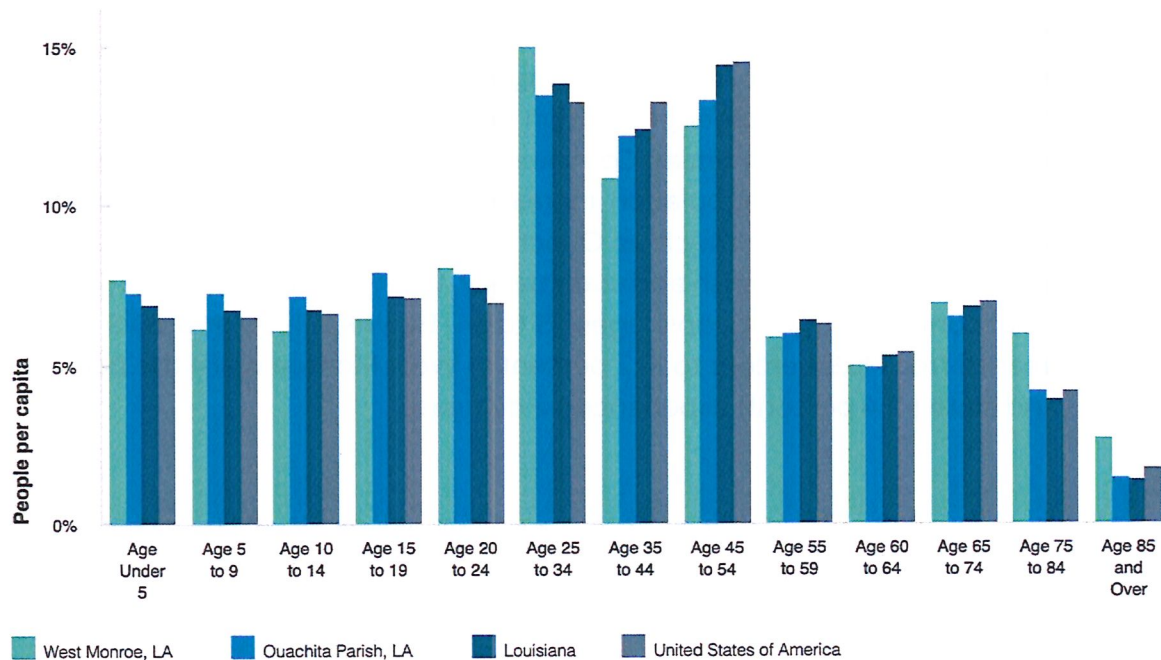
West Monroe's population is slowly growing older. According to the U.S. Census Bureau West Monroe's 55 and older population increased from 27.7 percent in 1990 to 31.3 percent in the 2015-2019 American Community Survey 5-year estimates. Although West Monroe's 55 and older population increased slightly (3.6 percent) during this period, it didn't grow nearly as much as Ouachita Parish (7.3 percent) and Louisiana (8.5 percent). Consistent with parish and state trends, West Monroe's largest age cohort has been and continues to be people ages 25 to 34. Between 1990 and 2019 this age group increased from 15.9 percent to 18.2 percent in West Monroe while the parish (-1.6 percent) and state (-2.4 percent) experienced a decrease.

Age Totals



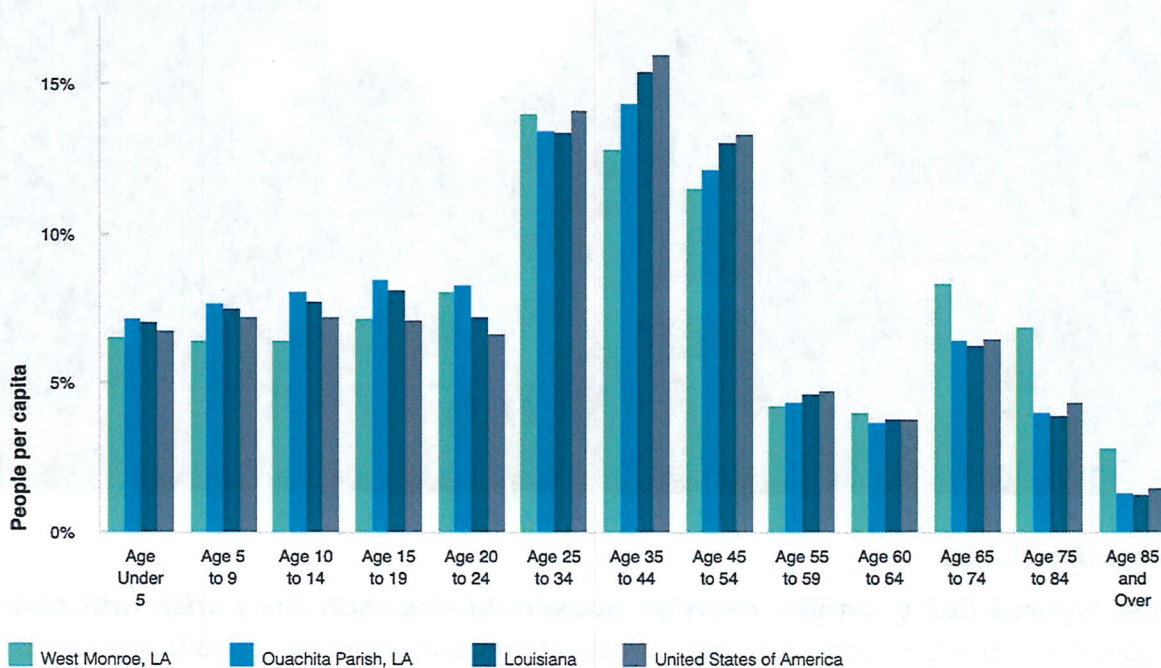
Sources: US Census Bureau ACS 5-year 2016-2020

Age Totals



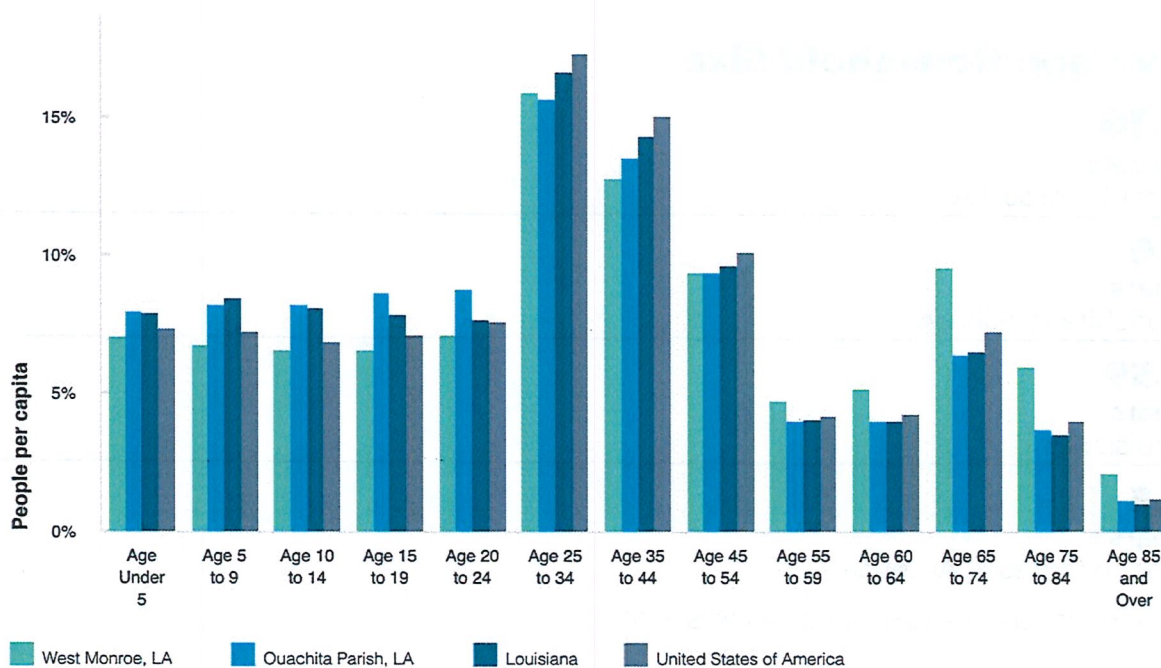
Sources: US Census Bureau 2010

Age Totals



Sources: US Census Bureau 2000

Age Totals



Sources: US Census Bureau 1990



Household Size

West Monroe has a smaller average household size than the parish and state.

According to the U.S. Census Bureau West Monroe's average household size was 2.17 in the 2015-2019 American Community Survey 5-year estimates, which is substantially lower than Ouachita Parish (2.63), Louisiana (2.61), and the United States (2.62). Between 1990 and 2019 West Monroe's average household size decreased from 2.36 people in 1990 to 2.17 in 2019. During this same period, the average household size in the parish and state remained relatively stable.

Average Household Size

2.16

People

West Monroe, LA

2.6

Years

Ouachita Parish, LA

2.59

Years

Louisiana

2.6

Years

United States of America

Sources: US Census Bureau ACS 5-year 2016-2020

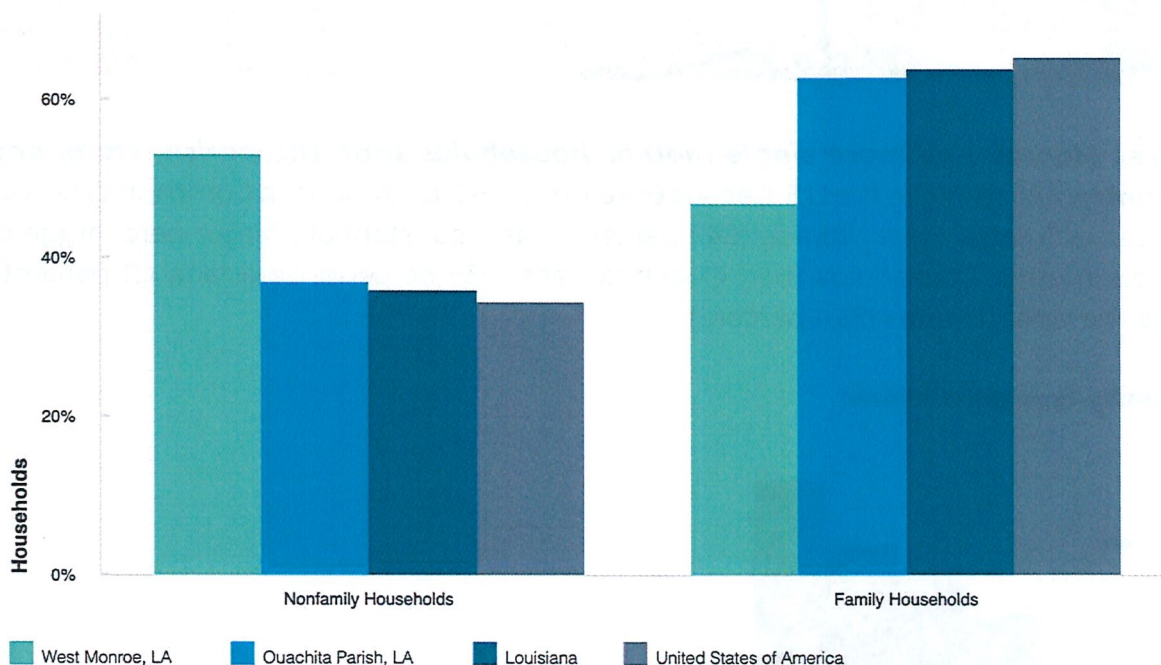
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Household Type

West Monroe has more non-family households than the parish, state, and country.

According to the U.S. Census Bureau's 2016-2020 American Community Survey 5-year estimates West Monroe (51.9 percent) has a substantially larger percentage of non-family households than Ouachita Parish (38.2 percent), Louisiana (36.3 percent), and the United States (34.7 percent). A family household has at least two people and is defined by the U.S. Census Bureau as "a householder and one or more other people related to the householder by birth, marriage, or adoption". A non-family household may be either a single person or unrelated people living together.

Family vs Nonfamily Households



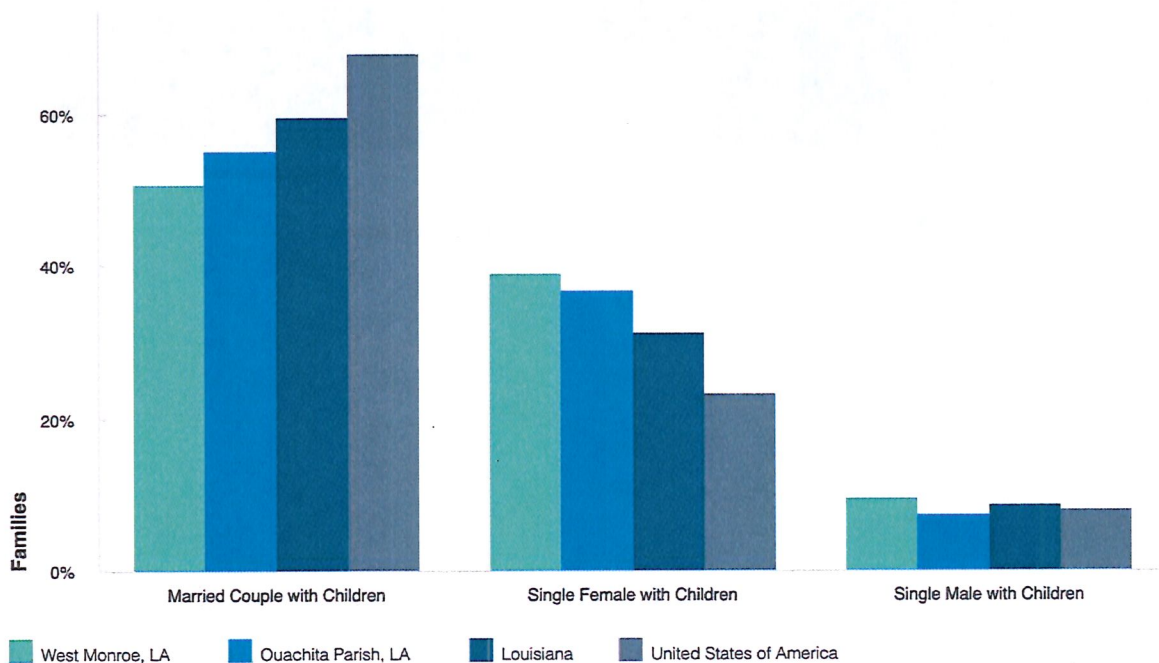
Sources: US Census Bureau ACS 5-year 2016-2020

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West Monroe has more single-mother households than the parish, state, and country. According to the U.S. Census Bureau's 2016-2020 American Community Survey 5-year estimates West Monroe (54.1 percent) has a substantially larger percentage of single-mother households than Ouachita Parish (35 percent), Louisiana (31 percent), and the United States (23.4 percent).

Family Type with Children

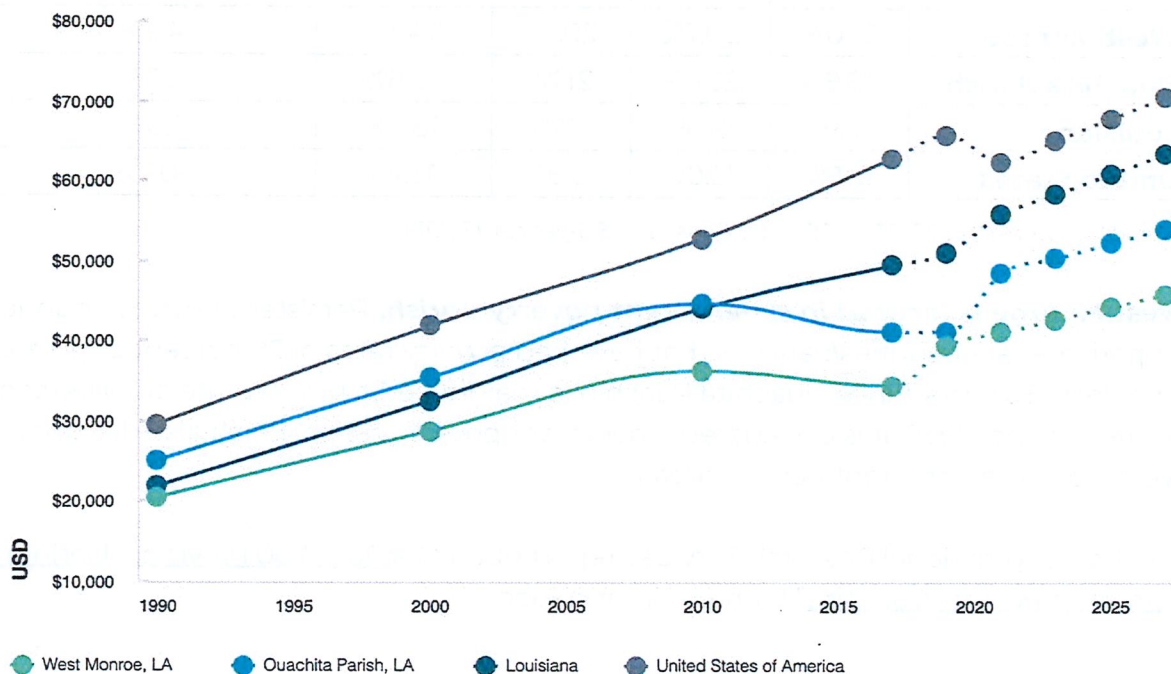


Sources: US Census Bureau ACS 5-year 2016-2020

income

Median Household Income

West Monroe's median household income is substantially lower compared to the parish and state. According to the U.S. Census Bureau West Monroe's median household income has increased from \$20,530 in 1990 to \$34,454 in 2019. However, Ouachita Parish (\$25,129 in 1990 to \$41,121 in 2019) and Louisiana (\$21,949 in 1990 to \$49,469 in 2019) experienced significantly greater growth during this same period. Between 2010 and 2019, West Monroe's median household income decreased 5.34 percent, yet the state's grew 10.88 percent during the same period.



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Poverty

West Monroe has more residents living at or below the poverty line than the parish and state. According to the U.S. Census Bureau nearly a quarter (24.3 percent) of West Monroe's population is living at or below the poverty line, which is \$12,880 for a single individual and \$26,500 for a family of four. Between 2010 and 2019, West Monroe realized a 4.2 percent increase in this population segment at a greater rate than Ouachita Parish (2.5 percent) and Louisiana (1 percent) during the same period.

	People Below Poverty Line				
	1990	2000	2010	2015-2019	Percent Change (2010 to 2019)
West Monroe	21.0%	20.7%	20.1%	24.3%	4.2%
Ouachita Parish	23.8%	20.0%	21.1%	23.6%	2.5%
Louisiana	22.9%	19.0%	17.7%	18.7%	1.0%
United States	12.8%	12.0%	13.8%	13.1%	-0.7%

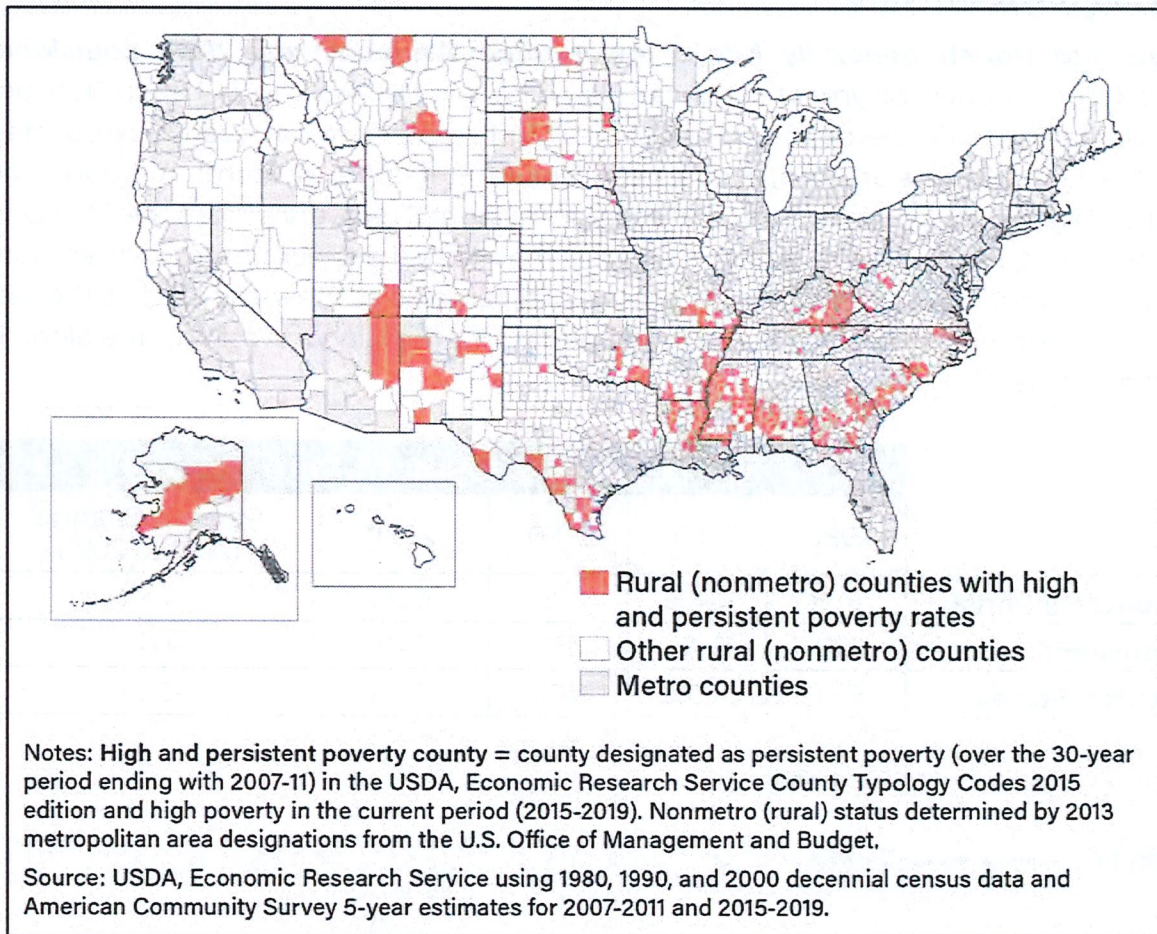
Sources: US Census 1990, 2000, 2010; US Census ACS 5-year 2015-2019

West Monroe is located in a persistent poverty parish. Persistent poverty counties (or parishes) are counties/parishes that have had poverty rates of 20 percent or greater for at least 30 years. Since Ouachita Parish has maintained a poverty rate of 20 percent or greater since 1990, it is considered a persistent poverty parish which also designates West Monroe a persistent poverty area.

See the Congressional Research Service's report titled "[The 10-20-30 Provision: Defining Persistent Poverty Counties](#)" for more information.

High and persistent poverty rates in U.S. rural counties, 2019

USDA Economic Research Service
U.S. DEPARTMENT OF AGRICULTURE



employment

Unemployment Rate

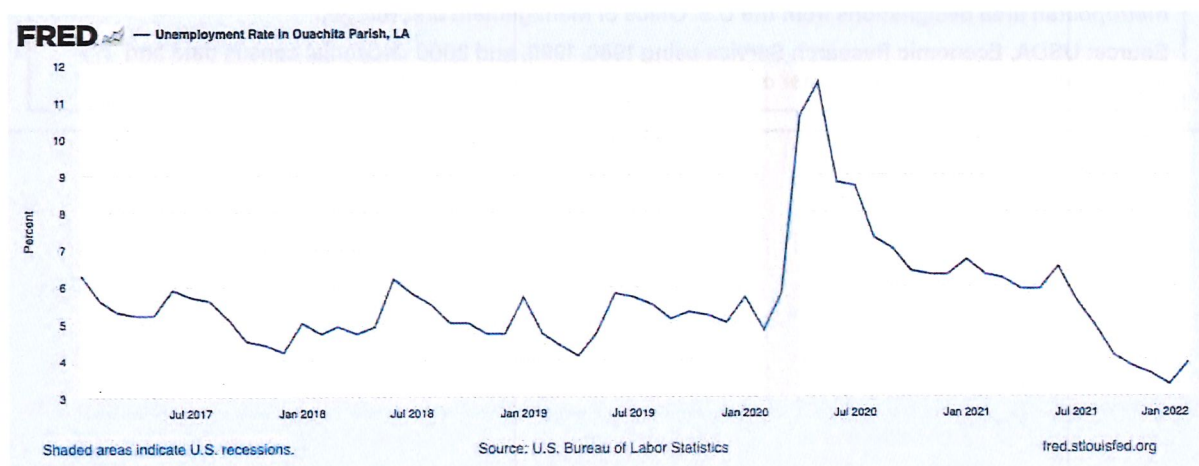
Ouachita Parish generally has a lower unemployment rate than Louisiana.

According to unemployment rates calculated by the U.S. Bureau of Labor Statistics Ouachita Parish (7.7 percent) and Louisiana (7.5 percent) were not nearly as impacted by the Great Recession compared to the United States (9.6 percent). Although the national economy and state and local economies are still recovering from the COVID-19 pandemic, Ouachita Parish (6.3 percent) has maintained a lower unemployment rate than Louisiana (7.4 percent) and, as of May 2021, remains at the same level as the rest of the country (6.3 percent). Unemployment data for the City of West Monroe alone is not available.

	Unemployment Rate				
	1990	2000	2010	2021*	Percent Change (2010 to 2021)
Ouachita Parish	5.5%	4.6%	7.7%	6.3%	-1.4%
Louisiana	6.2%	5.2%	7.5%	7.4%	-0.1%
United States	5.6%	4.0%	9.6%	6.3%	-3.3%

**Data includes January-April 2021 only based on availability*

Sources: US Bureau of Labor Statistics

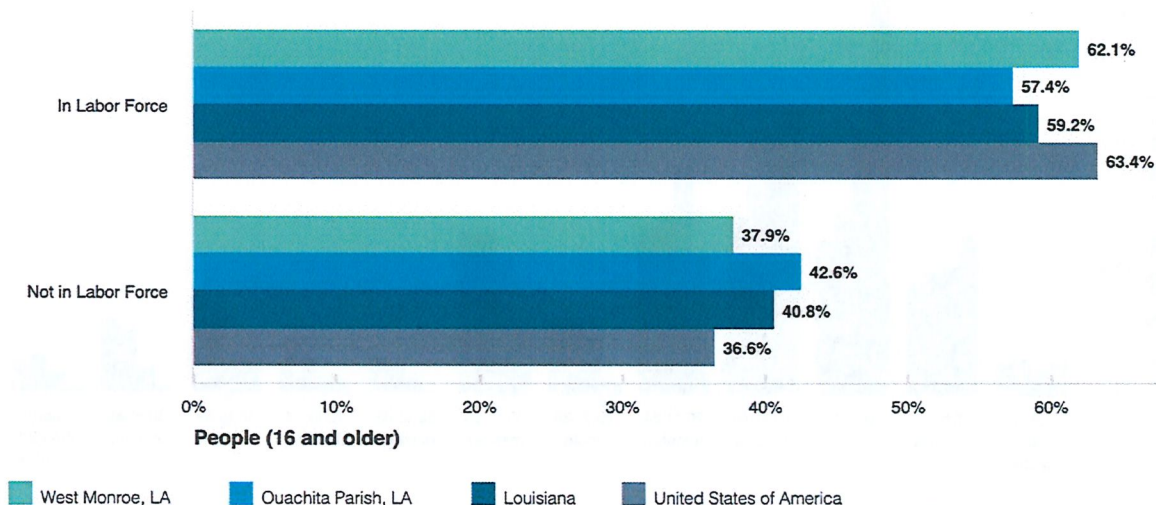


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Labor Force Participation Rate

West Monroe's labor force participation rate is nearly on par with the rest of the country. According to the U.S. Bureau of Labor Statistics (BLS), the labor force participation rate is defined as "the percentage of the civilian non-institutional population 16 years and older that is working or actively looking for work". It is an important labor market measure because it represents the relative amount of labor resources available for the production of goods and services. In comparison to Ouachita Parish (57.4 percent) and the state (59.2 percent), West Monroe has the highest labor force participation rate with 62.1 percent of its population (16 years and older) either working or actively looking for work. However, West Monroe's labor force participation rate falls below the nation (63.4 percent) slightly which demonstrates some inefficiencies in the local labor market.

Participation in Labor Force



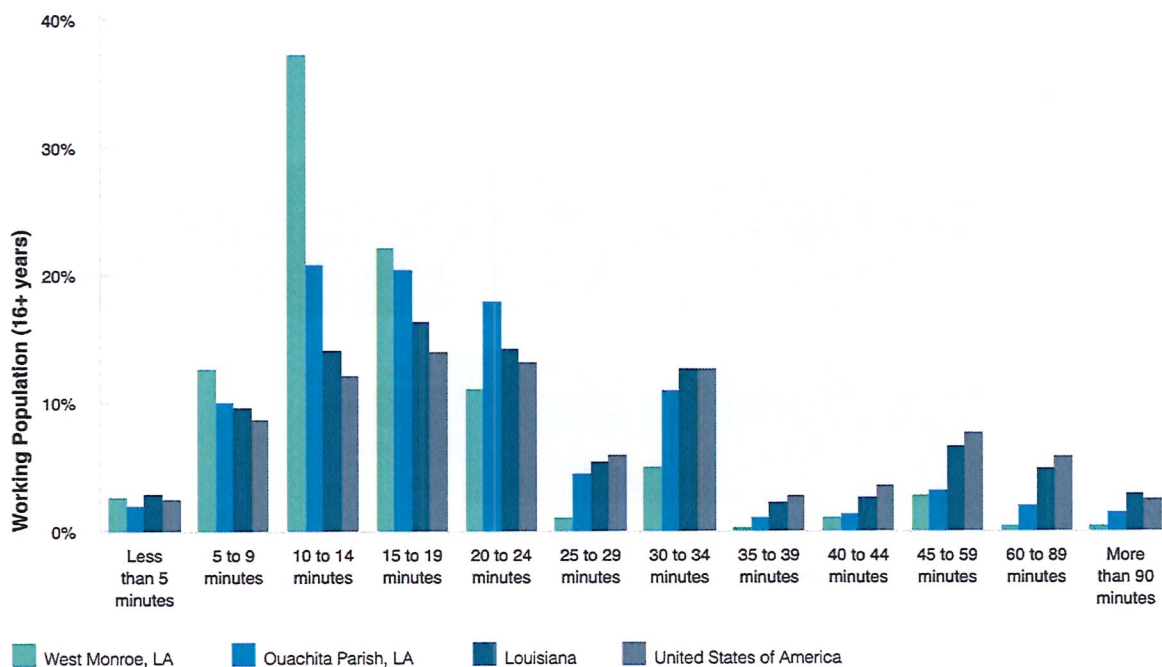
Sources: US Census Bureau ACS 5-year 2016-2020

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Commute Times

West Monroe residents experience shorter commutes to work than those who live in the parish and state. More than half of West Monroe's working population commutes less than 15 minutes to their workplace, which is significantly more than the parish (33.2 percent), state (26.9 percent), and country (23.7 percent). Only four percent of West Monroe's working population commutes to work for 45 minutes or longer, which is substantially less compared to the parish (6.9 percent), state (14.7 percent), and country (16.3 percent).

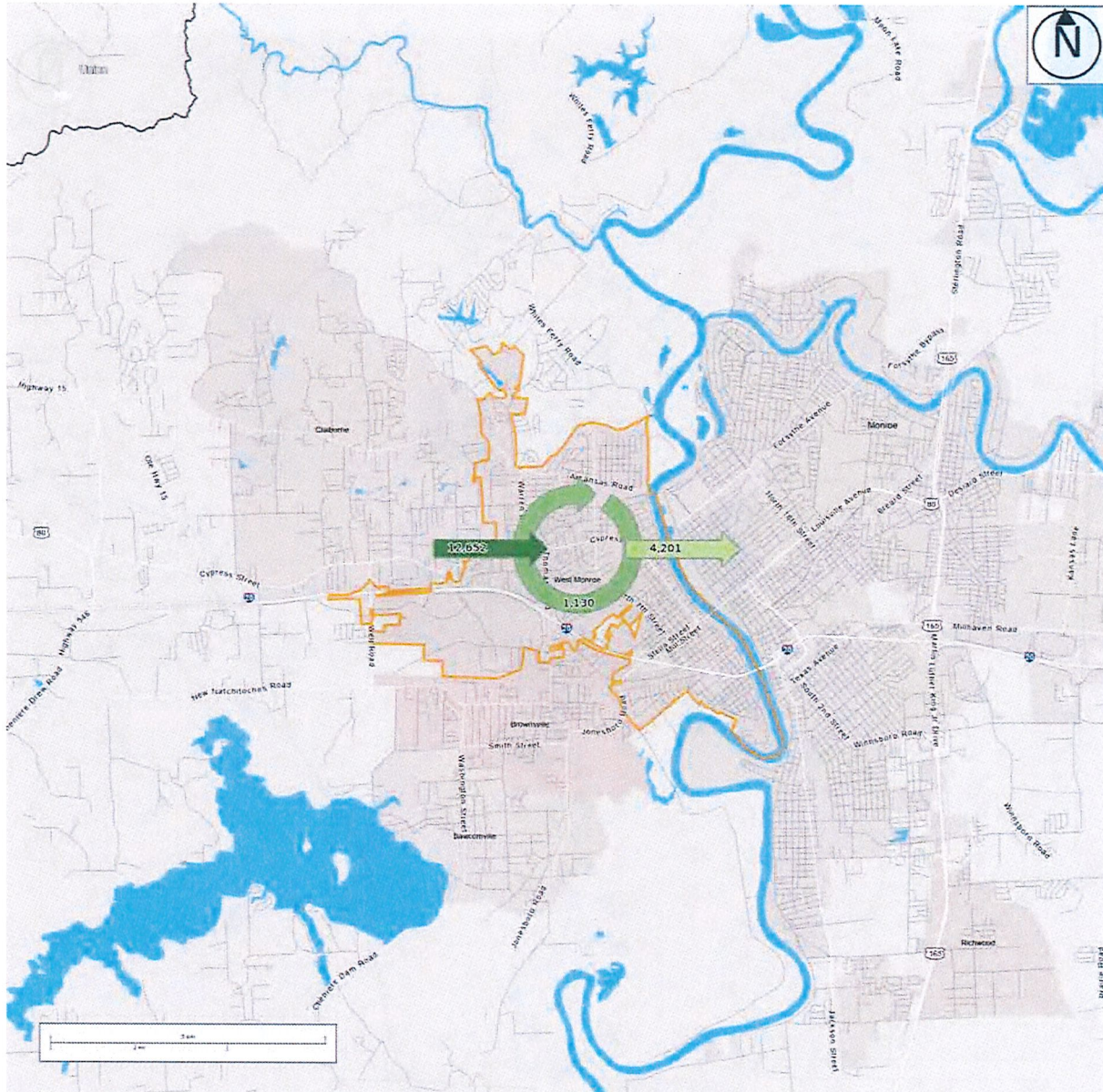
Commute Time to Work



Sources: US Census Bureau ACS 5-year 2016-2020

Inflow and Outflow

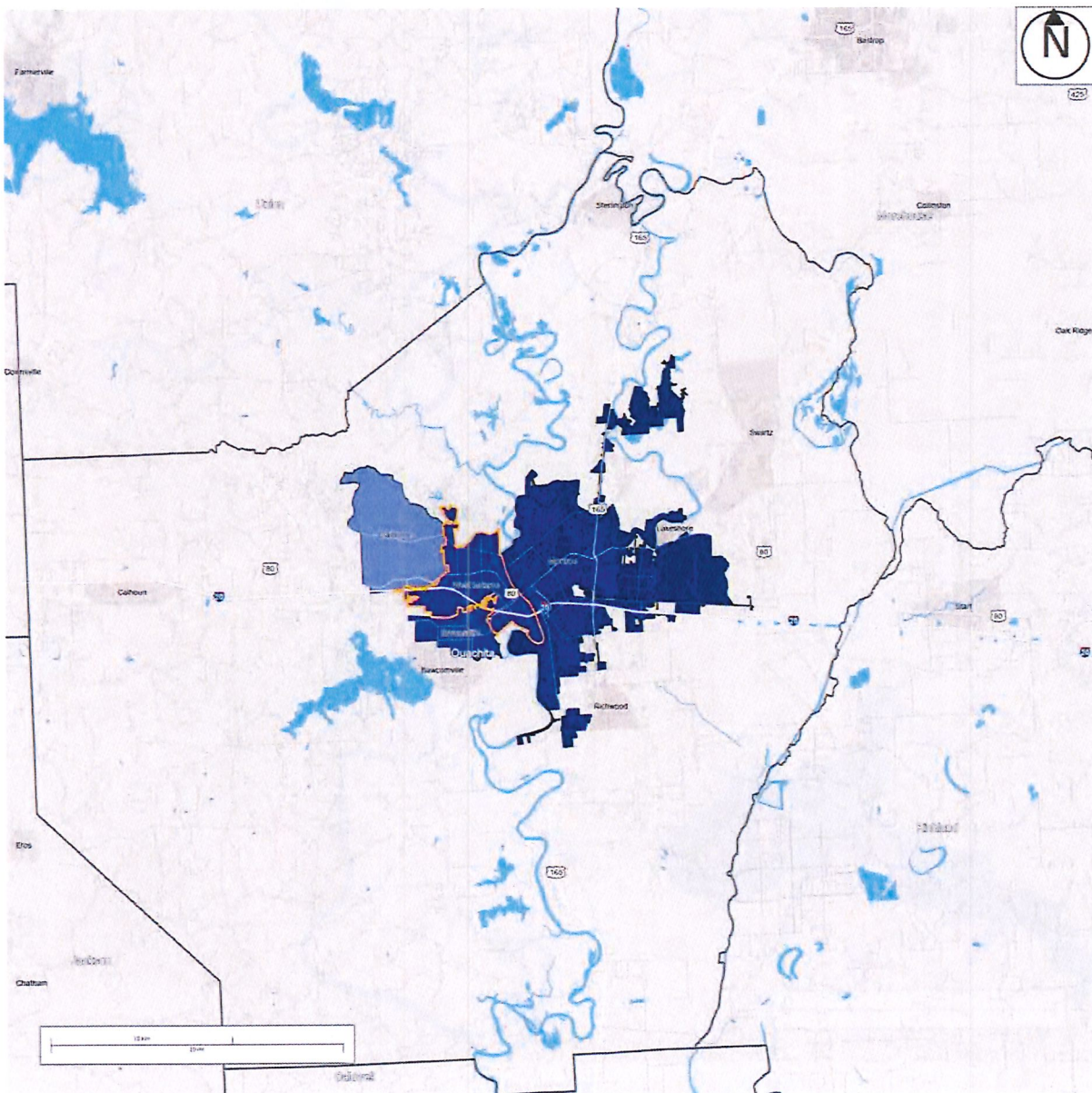
West Monroe has more people that commute to work in the city than leave to work elsewhere. According to the U.S. Census Bureau's OnTheMap tool West Monroe has a net inflow of workers. 12,652 people that live outside of West Monroe are employed in the city, and an additional 1,130 people are both living and employed in West Monroe. There are only 4,201 people who live in West Monroe but are employed elsewhere.



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Work Destinations

West Monroe residents work primarily in Ouachita Parish. According to the U.S. Census Bureau's OnTheMap tool 72.8 percent of West Monroe residents who work do so in Ouachita Parish. Approximately 38.6 percent of those residents work in the City of Monroe and 21.2 percent work in the City of West Monroe. Additionally 13 percent of West Monroe residents work in other counties/parishes and 27 percent work in other cities beyond the top 10 listed, respectively.



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Work Destinations by County/Parish (2018)		
County/Parish	Number	Percent
Ouachita Parish, LA	3,878	72.8%
Lincoln Parish, LA	170	3.2%
Caddo Parish, LA	122	2.3%
East Baton Rouge Parish, LA	117	2.2%
Richland Parish, LA	70	1.3%
Bossier Parish, LA	60	1.1%
Morehouse Parish, LA	57	1.1%
Lafayette Parish, LA	55	1.0%
Harris County, TX	55	1.0%
Jefferson Parish, LA	52	1.0%
All Other Counties/ Parishes	695	13.0%
Total	5,331	100.0%

Work Destinations by City		
County/Parish	Number	Percent
Monroe, LA	2,055	38.6%
West Monroe, LA	1,130	21.2%
Brownsville CDP, LA	154	2.9%
Ruston, LA	135	2.5%
Shreveport, LA	115	2.2%
Claiborne CDP, LA	96	1.8%
Baton Rouge, LA	77	1.4%
Bossier City, LA	50	0.9%
Lafayette, LA	44	0.8%
Houston, TX	35	0.7%
All other cities	1,440	27.0%
Total	5,331	100.0%

housing

Owner vs. Renter Occupied

Homeownership has decreased substantially in West Monroe since 1990. According to the U.S. Census Bureau's 2015-2019 American Community Survey 5-year estimates, 39.7% of West Monroe residents own their home and 60.3% of residents rent their dwelling. These figures are vastly different in comparison to Ouachita Parish (58.4% owner / 41.6% renter), Louisiana (65.6% owner / 34.4% renter), and the United States (64.0% owner / 36.0% renter) overall.

	Renter vs. Owner Occupancy							
	Owner (1990)	Renter (1990)	Owner (2000)	Renter (2000)	Owner (2010)	Renter (2010)	Owner (2015-2019)	Renter (2015-2019)
West Monroe	58.3%	42.3%	57.2%	47.9%	46.7%	53.7%	39.7%	60.3%
Ouachita Parish	64.8%	35.2%	64.1%	35.9%	61.2%	38.8%	58.4%	41.6%
Louisiana	65.9%	34.1%	67.9%	32.1%	67.2%	32.8%	65.6%	34.4%
United States	64.2%	35.8%	66.2%	33.8%	65.1%	34.9%	64.0%	36.0%

Median Home Value

West Monroe's median home value is less than the parish, state, and country.

According to the U.S. Census Bureau's 2015-2019 American Community Survey 5-year estimates, West Monroe's median home value is \$133,100. In the 2010 Census, West Monroe's median home value was \$106,285, which is a 20.15 percent increase compared to the 2015-2019 estimates. West Monroe realized the greatest percentage change in median home value between 2010 and 2019 compared to the state and country, and was only behind Ouachita Parish by 1.67 percent.

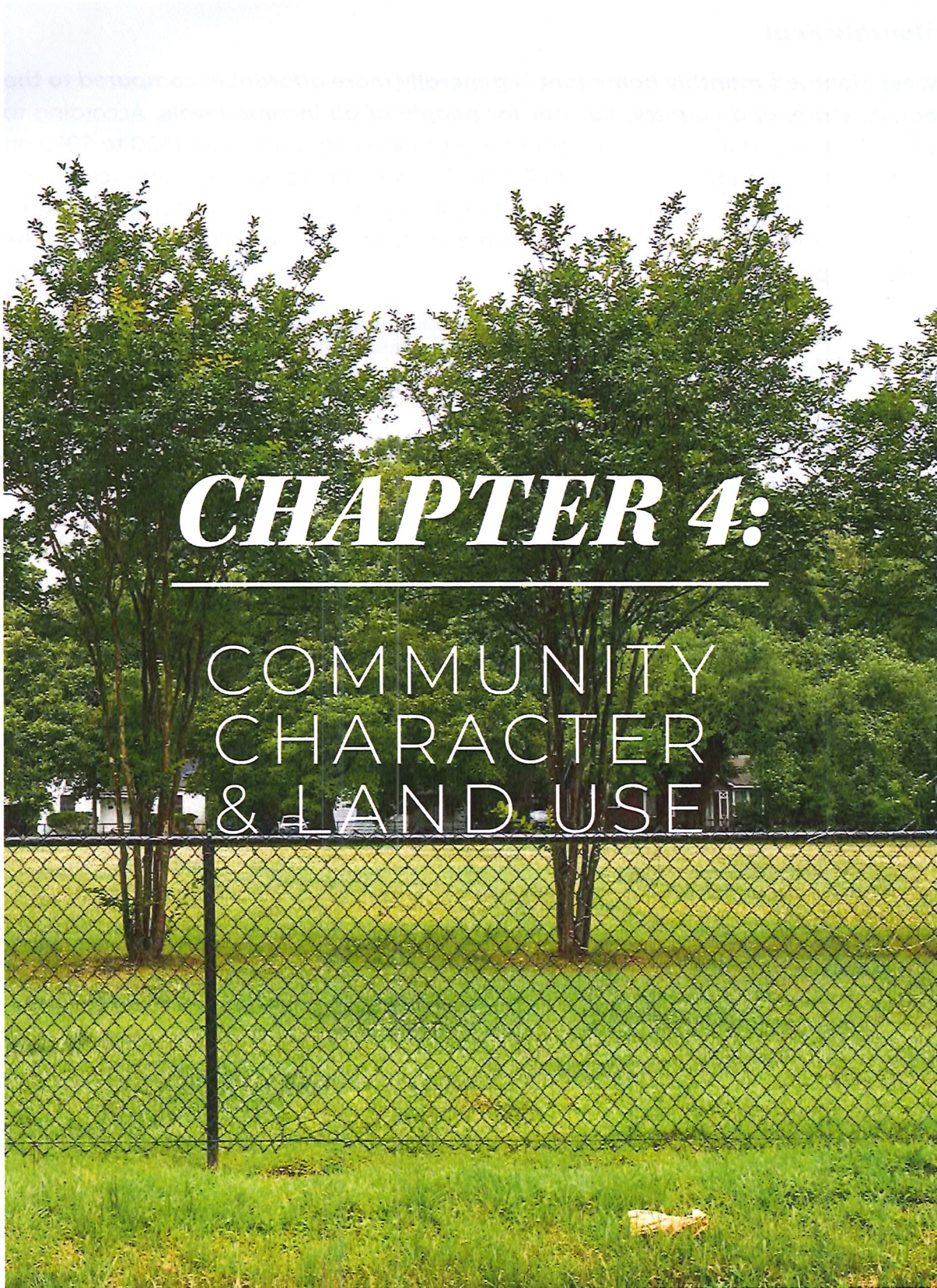
	Renter vs. Owner Occupancy				
	1990	2000	2010	2015-2019	Percent Change (2010 to 2019)
West Monroe	\$48,991.00	\$74,549.00	\$106,285.00	\$133,100.00	20.15%
Ouachita Parish	\$54,987.00	\$82,799.00	\$114,695.00	\$146,700.00	21.82%
Louisiana	\$58,000.00	\$85,000.00	\$135,400.00	\$163,100.00	16.98%
United States	\$79,100.00	\$111,800.00	\$186,200.00	\$217,500.00	14.39%

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Monthly Rent

West Monroe's monthly home rent is generally more affordable compared to the parish, state, and country, but not for people of all income levels. According to the U.S. Census Bureau 64.5 percent of West Monroe residents pay \$500 to \$999 on monthly rent, compared to Ouachita Parish (55.6 percent), Louisiana (45.9 percent), and the United States (34.4 percent). However, only 11.4 percent of West Monroe residents pay \$499 or less on monthly rent compared to Ouachita Parish (17.4 percent) and the state (12.5 percent).

	Renter vs. Owner Occupancy							
	\$200 or less	\$200 to \$299	\$300 to \$499	\$500 to \$749	\$750 to \$999	\$1,000 to \$1,499	\$1,500 to \$1,999	\$2,000 or more
West Monroe	0.0%	1.7%	9.4%	36.7%	27.8%	12.3%	2.1%	3.7%
Ouachita Parish	1.0%	3.7%	12.7%	26.1%	29.5%	15.9%	1.0%	1.4%
Louisiana	1.2%	3.7%	7.6%	19.2%	26.7%	23.2%	5.5%	2.0%
United States	1.0%	2.7%	5.2%	14.3%	20.1%	28.5%	13.3%	9.9%





guiding principles

- Promote quality new development that is balanced to cultivate a healthy, livable community
- Protect and improve existing neighborhoods
- Maintain consistent, equitable, and transparent land use decisions
- Preserve and enhance downtown cultural and historic districts
- Foster a safe and clean environment

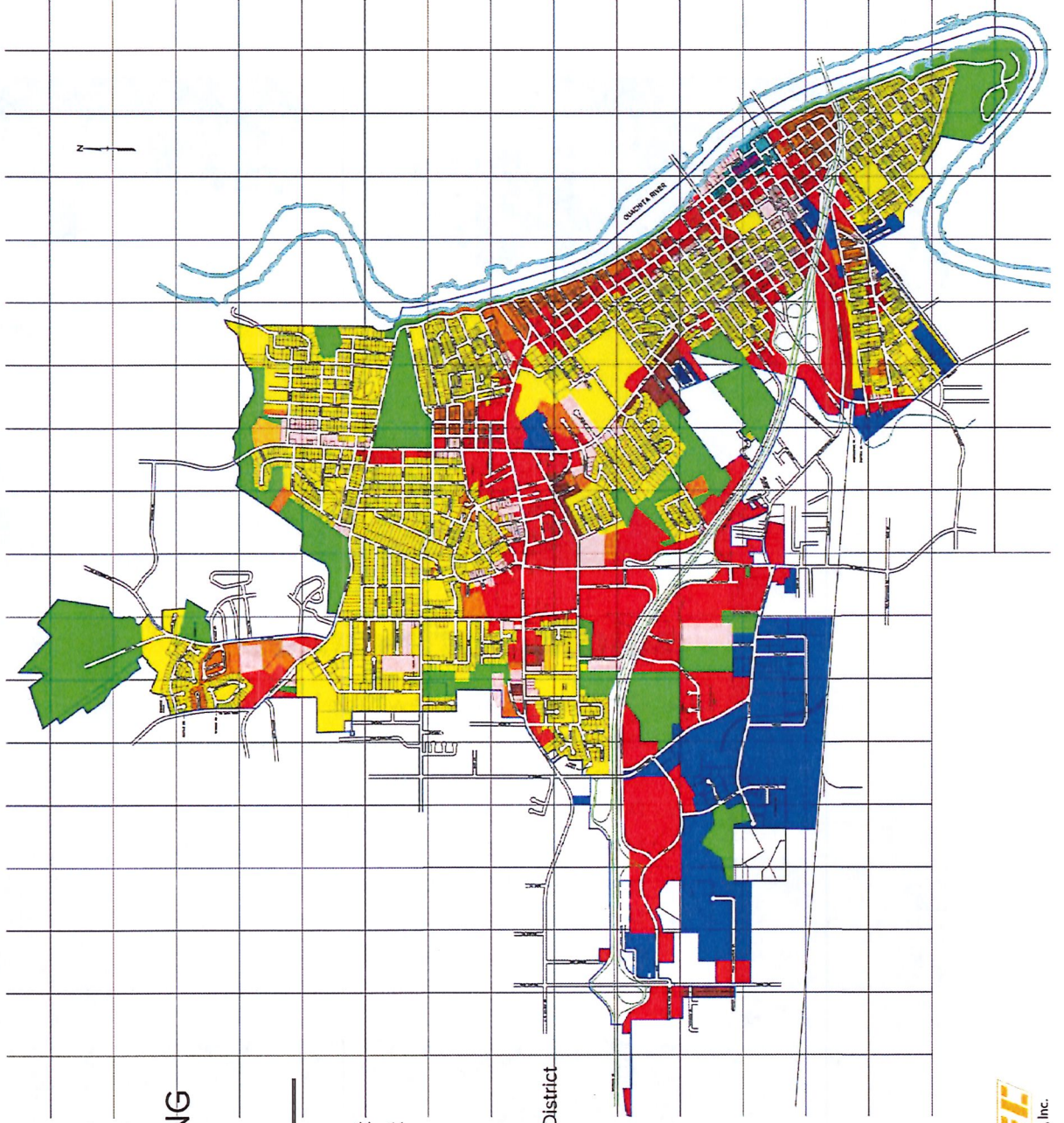
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existing land use map



**EXISTING LAND USE AND ZONING
PLAN, JULY 2021**

MAP LEGEND

	R-1 One Family Residential District
	R-2 Multiple Family Residential District
	R-1H Higher Density Residential District
	B-1 Traditional Business District
	B-2 Business Park District
	B-3 General Business District
	B-4 Downtown Development District
	CB-4 Central Downtown Development District
	I-1 Light to Heavy Industrial District
	O-L Open Land Districts




















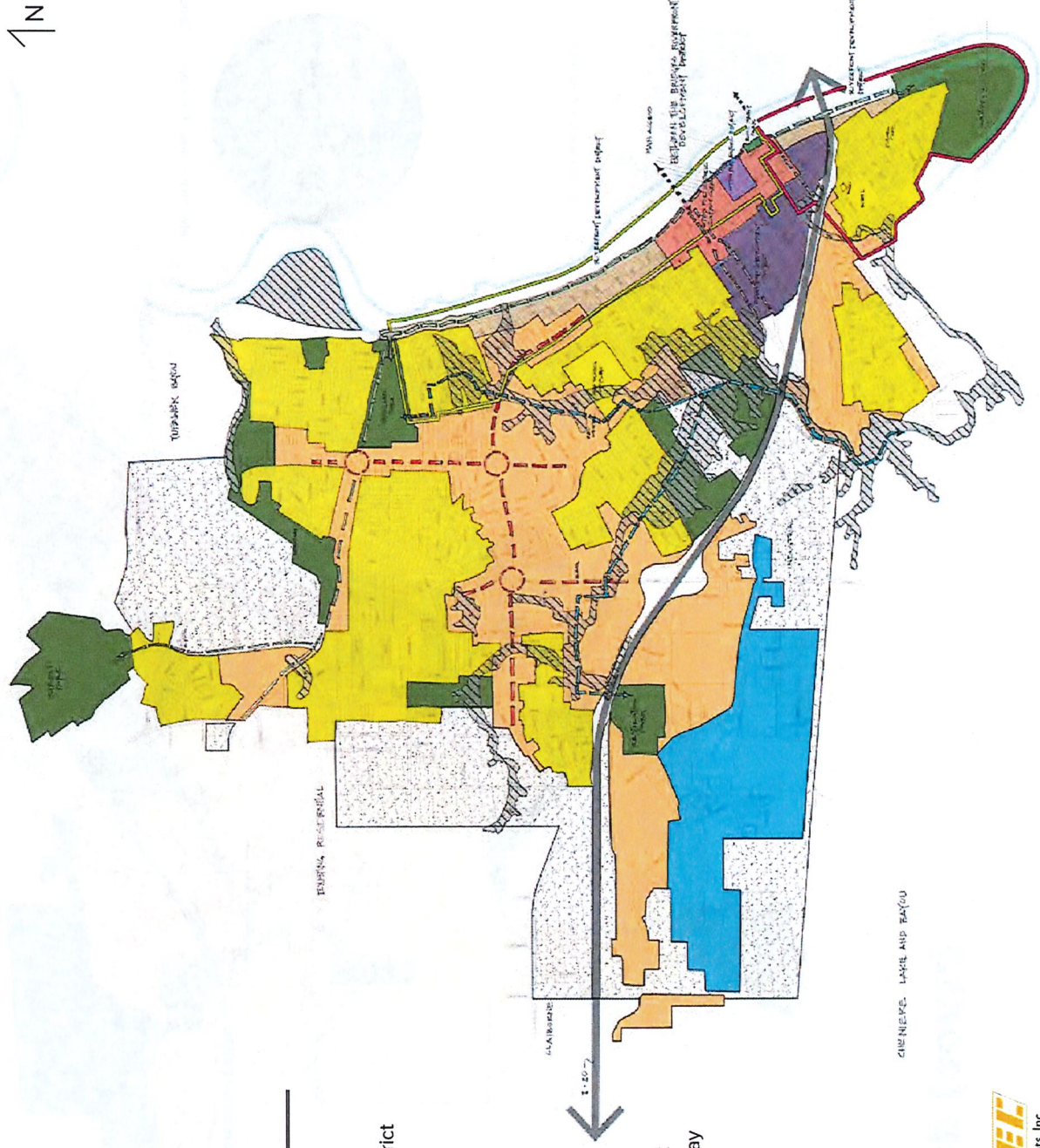
DRAFT future vision map



PROPOSED LAND USE AND ZONING CONCEPT

MAP LEGEND

-  Cotton Port Historic District
-  Cotton Port Historic District Overlay
-  Between the Rivers Development District
-  Downtown Development District
-  Riverfront Development District
-  Commercial Districts
-  Neighborhoods
-  Industrial District
-  Park and Pedestrian Bike Linkages
-  Floodplain / Floodzone
-  Opportunities for Future Growth
-  Central Business Development District
-  South Riverfront Cultural District Overlay
-  West Monroe Cultural District Overlay
-  Proposed Pedestrian Linkage
-  Proposed Black Bayou Canal
-  Recreation Trail



DRAFT future vision map (cont.)



LAND USE AND ZONING CONCEPT
PREPARED FOR WEST MONROE, LA



Cotton Port Historic District



Residential Neighborhoods



Downtown Development District



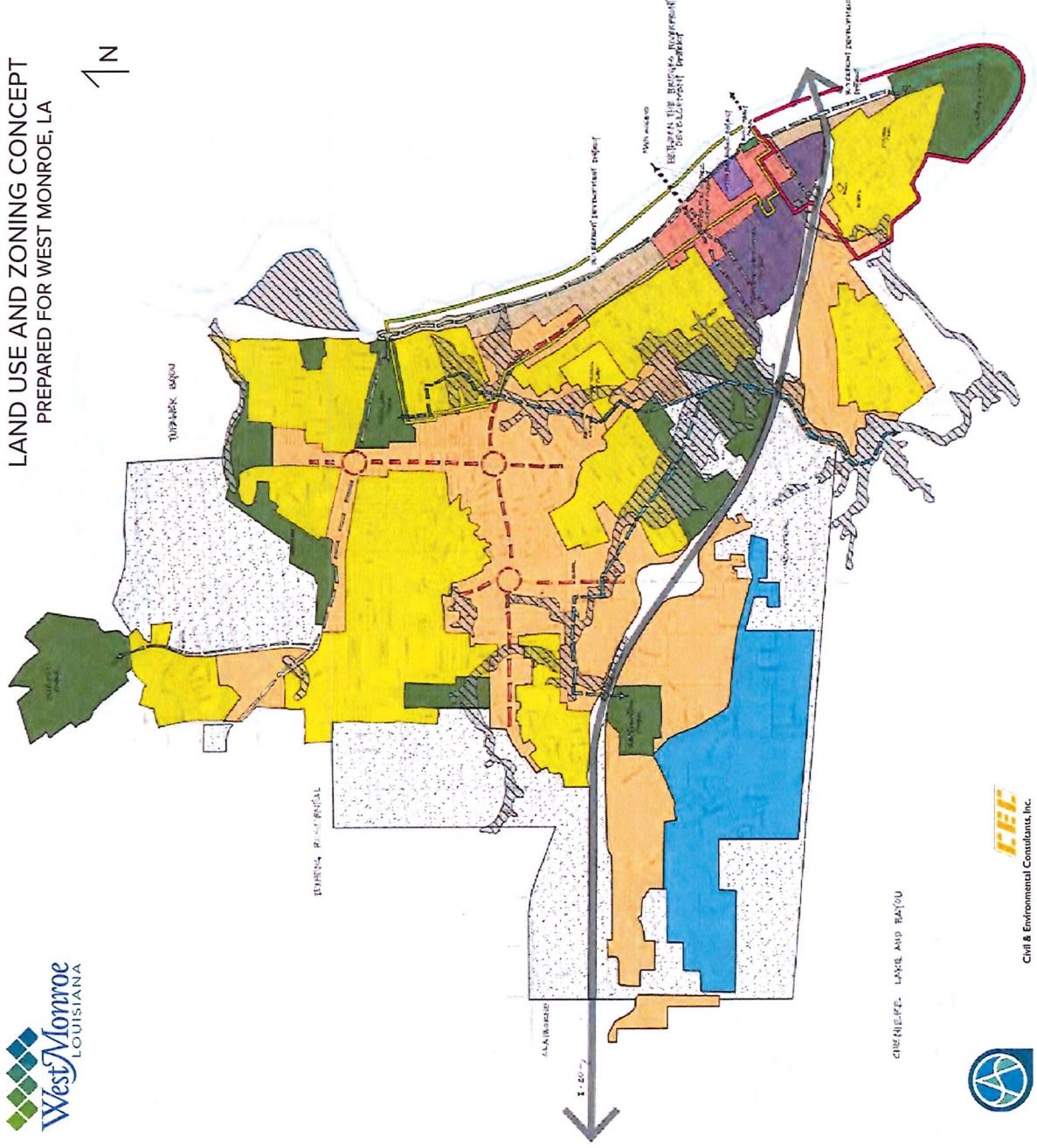
Between the Rivers Development Zone



Transitional Commercial District



Proposed Black Bayou Canal Recreation Trail



F&E
Civil & Environmental Consultants, Inc.

goals, objectives & strategies

Goal 1: West Monroe creates and maintains unified zoning districts that protect the intended, distinct character of each district.

Objective 1: Clarify and refine the existing land use plan to align with the collective needs of the public and city.

- **Strategy 1:** Analyze the existing land use and zoning plan to identify areas needing further clarification from both a government and public perspective.
- **Strategy 2:** Create a revised land use and zoning plan containing unified zoning districts*.

**The boundaries of these districts must be clearly defined and permitted land uses within each district expanded upon.*



Goal 2: West Monroe leverages its cultural and historic districts to promote similar development and growth in neighborhoods throughout the city.

Objective 1: Develop and sustain vibrant and unique Cultural and Historic Districts that attract visitors and foster economic development.

- **Strategy 1:** In phases, implement the downtown and riverfront park master plans to revitalize the historic downtown area and add unique attractions.
- **Strategy 2:** Analyze existing public amenities (i.e. roads, sidewalks, lighting, plantings, parks, etc.) and identify strategic improvements to support the Cultural and Historic Districts.

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- **Strategy 3:** Implement identified improvements from the previous Strategy 2.
- **Strategy 4:** Collaborate with appropriate organizations to organize new and existing public events to further promote the Cultural and Historic Districts.

Objective 2: Capitalize on the development occurring within the Cultural and Historic Districts to support other areas of the city.

- **Strategy 1:** Create a unified architectural theme throughout West Monroe that draws upon the Cultural and Historic Districts; encourage new development to follow this identified theme.
- **Strategy 2:** Identify opportunities of development and amenities needed in other areas of the city to support the Cultural and Historic Districts.
- **Strategy 3:** Work with appropriate organizations to create an action plan around the opportunities identified in the previous Strategy 2 to sustain an integrated system of development and amenities that support and expand upon activity occurring in the Cultural and Historic Districts.

Goal 3: West Monroe uses its available natural resources to foster and sustain a multimodal trail network connecting residential neighborhoods to recreational amenities and the rest of the city.

Objective 1: Assess the existing pedestrian circulation network and address deficiencies in the system.

- **Strategy 1:** Conduct an analysis of the existing pedestrian circulation routes in the city, being sure to identify any barriers that prevent pedestrian use, such as safety concerns.
- **Strategy 2:** Based on the existing circulation analysis, investigate missed connection opportunities to essential locations within the city and identify areas where a new pedestrian path would be feasible and beneficial.
- **Strategy 3:** As needed, continually update and revise the city's Bicycle and Pedestrian Plan to address areas of concern (identified in Strategy 1) and the implementation of new pedestrian-centric routes (identified in Strategy 2).

Objective 2: Develop and maintain a system of water recreational opportunities to support the pedestrian circulation network.

- **Strategy 1:** Conduct an analysis of possible recreational opportunities along the Ouachita River, based on ideas discovered during past community visioning meetings.
- **Strategy 2:** Collaborate with appropriate organizations to implement and maintain desired water recreation activities.
- **Strategy 3:** Integrate the water recreation network with the pedestrian circulation network to create a fully integrated transportation system that emphasizes safety and connects residential neighborhoods to key locations within the city.

Objective 3: Develop and maintain a system of parks throughout the city that are integrated within the pedestrian circulation system.

- **Strategy 1:** Conduct an analysis of existing parks and identify opportunities for improvements, including new park development.
- **Strategy 2:** Collaborate with appropriate organizations to create a Parks and Recreation master plan for the city, including public input and professional recommendations.
- **Strategy 3:** Identify strategic priorities within the Parks and Recreation master plan and collaborate with appropriate organizations to implement these projects throughout the city.

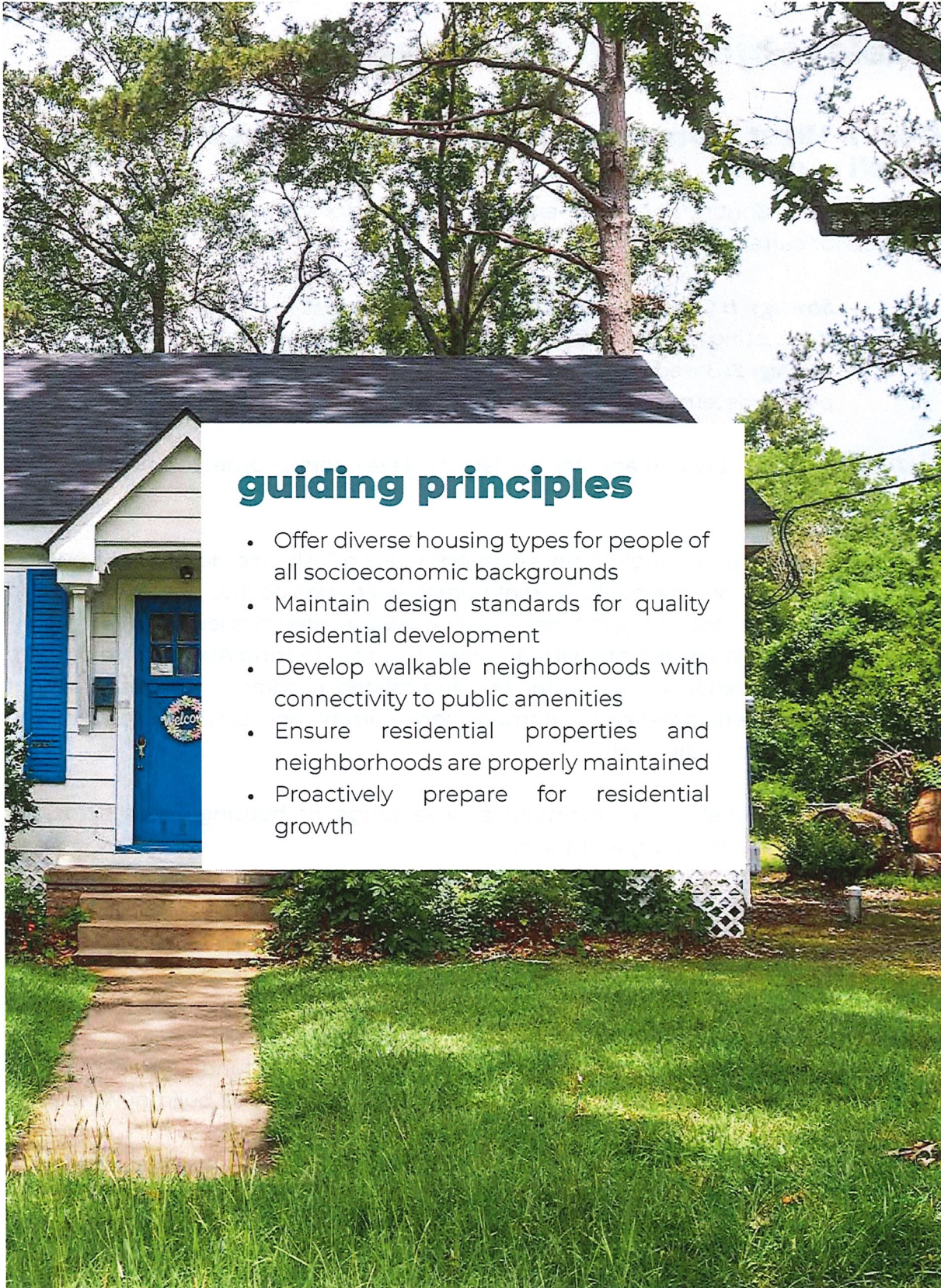
strategic initiatives

- Improve existing city zoning ordinance
- Revise land use map to align with future vision map
- Establish ordinance to regulate short-term rentals (ex. Airbnb)
- Establish architectural and landscaping standards for commercial properties and newly constructed residential units
- Pursue annexation of nearby areas when and where the majority of residents support it
- Develop a Parks and Recreation master plan



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guiding principles

- Offer diverse housing types for people of all socioeconomic backgrounds
- Maintain design standards for quality residential development
- Develop walkable neighborhoods with connectivity to public amenities
- Ensure residential properties and neighborhoods are properly maintained
- Proactively prepare for residential growth

goals, objectives & strategies

Goal 1: West Monroe offers a variety of housing options for all people.

Objective 1: Continually assess existing housing stock and range of affordability levels for current residents.

- **Strategy 1:** Conduct a [housing needs assessment](#) every five years to analyze the existing housing supply and demand and project future needs.
- **Strategy 2:** Based on the housing needs assessment, develop a housing action plan to determine the appropriate strategies to address gaps.

Objective 2: Identify and address barriers for developers, prospective homeowners, and renters.

- **Strategy 1:** Utilizing the city's existing Housing Taskforce, develop and publish a survey for developers, current homeowners, prospective homeowners, and renters, respectively, to assess their housing-related challenges.
- **Strategy 2:** Collaborate with the West Monroe Housing Authority to develop a comprehensive guide for housing-related programs and resources for developers, prospective homeowners, current homeowners, renters, and homeless individuals.

Objective 3: Develop and maintain a wide range of housing types across all affordability levels throughout the city.

- **Strategy 1:** Under certain conditions, allow for the diversification of housing types in select single-family districts to increase density and offer a wider range of residential options.
- **Strategy 2:** Improve city-owned land to encourage new residential development.
- **Strategy 3:** Identify and acquire public and/or private funding to capitalize a Revolving Loan Fund (RLF) to encourage developers to build new housing units and residents to rehabilitate existing units.
- **Strategy 4:** Collaborate with the West Monroe Housing Authority and local lending institutions to establish and offer home ownership resources for current and future residents.



Goal 2: West Monroe neighborhoods are safe, connected, and well maintained.

Objective 1: Build awareness of existing and/or updated municipal code to encourage greater cooperation among residents.

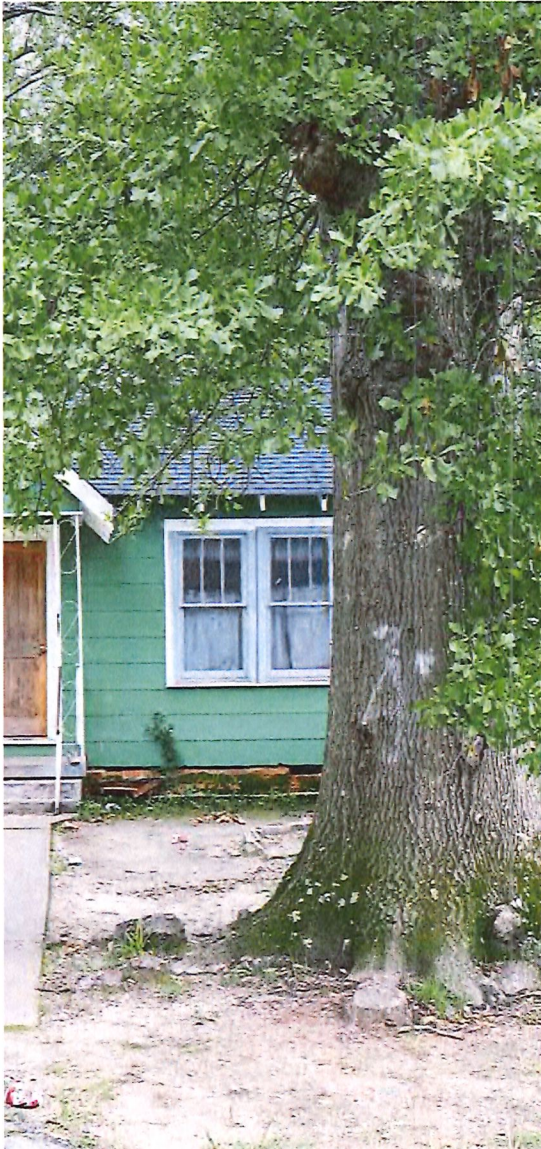
- **Strategy 1:** Develop a webpage for Frequently Asked Questions (FAQ) related to residential zoning.
- **Strategy 2:** Develop and publish an interactive map online with residential districts and their corresponding zoning regulations.
- **Strategy 3:** Host an open house for residents every quarter or semiannually to provide an overview of the existing zoning ordinance, answer related questions, and solicit input for future improvements.

Objective 2: Maintain consistent design standards in residential neighborhoods to preserve and enhance community character.

- **Strategy 1:** Leverage the cultural district program to catalyze investment, revitalization, and preservation of eligible structures.

Objective 3: Expand and promote community policing efforts in all neighborhoods and districts throughout the city.

- **Strategy 1:** Adequately staff and sustain West Monroe Police Department's "Community Police" unit to foster positive relationships with residents and businesses.
- **Strategy 2:** Continue offering the Citizen's Police Academy, with expanded outreach to historically marginalized groups.



Goal 3: Housing development in West Monroe is consistent with its future vision map and accommodates residential growth.

Objective 1: Monitor residential development throughout the city to accommodate short-term and long-term housing needs and supply of land.

- **Strategy 1:** Within the city's Capital Improvement Plan (CIP), ensure public infrastructure and related facilities are accounted for in areas that are anticipated to support future residential development and growth.

strategic initiatives

- Establish a home ownership program in the South Riverbend Cultural District and throughout other parts of the city
- Leverage private funding to develop incentive program(s) that catalyze rehabilitation of residential structures within West Monroe's two cultural districts
- Capitalize a Revolving Loan Fund (RLF) for new housing development and/or rehabilitation of existing units
- Develop new residential area in Highland Park
- Establish a land bank program to stimulate development throughout the city





guiding principles

- Ensure streets are safe and navigable to accommodate all modes of transportation
- Improve traffic flow and vehicular mobility throughout the community
- Maintain and enhance existing road infrastructure
- Increase pedestrian facilities throughout the existing road network

goals, objectives & strategies

Goal 1: West Monroe offers safe and reliable transportation options to accommodate all users.

Objective 1: Assess and address traffic, access, and safety challenges throughout the local transportation network.

- **Strategy 1:** Redesign corridors and areas with existing safety and security needs (Source: 2045 Metropolitan Transportation Plan).
- **Strategy 2:** Reduce roadway congestion and delay by making more areas throughout the city more accessible by non-vehicular modes of transportation.
- **Strategy 3:** Reduce demand for roadway expansion by using technology to efficiently and dynamically manage roadway capacity (Source: 2045 Metropolitan Transportation Plan).
- **Strategy 4:** Coordinate with state and local stakeholders to improve enforcement of traffic regulations, transportation safety education, and emergency response (Source: 2045 Metropolitan Transportation Plan).

Objective 2: Plan, design, and build streets that accommodate both vehicular and non-vehicular modes of transportation.

- **Strategy 1:** Incorporate technology, such as traffic sensors, to accommodate a safer and more efficient transportation network.
- **Strategy 2:** Implement all phases of the Bicycle and Pedestrian Plan.
- **Strategy 3:** When possible, incorporate complete streets elements into the design and construction of future transportation infrastructure projects.

Objective 3: Expand promotion of the West Ouachita Public Transit system to increase ridership among eligible users.

- **Strategy 1:** Collaborate with other public and private partners to promote the city's public transit program and how it works to dispel misinformation about its purpose (i.e. not only for senior citizens).

Goal 2: West Monroe maintains and maximizes its existing transportation system.

Objective 1: Develop and maintain an updated Transportation Asset Management Plan (TAMP) to proactively address local infrastructure needs.



- **Strategy 1:** Collaborate with partner agencies, such as North Delta Regional Planning and Development District, to develop and maintain an updated TAMP to assess evolving changes in the condition, budget, risks, constraints, and strategic priorities of transportation assets.
- **Strategy 2:** Prioritize transportation infrastructure projects based on need and funding availability.

Goal 3: West Monroe plans, designs, and constructs transportation infrastructure to accommodate projected development and growth consistent with its future vision map.

Objective 1: Coordinate regionally-significant transportation improvement projects with the Louisiana Department of Transportation and Development (LDOTD), North Delta Regional Planning and Development District, and other relevant public bodies.

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- **Strategy 1:** Incorporate priority projects in the Metropolitan Transportation Plan.
- **Strategy 2:** Maintain consistent communication with LDOTD to provide updates for ongoing projects and anticipated future project needs.

Objective 2: Adopt a complete streets policy to ensure future transportation infrastructure improvements accommodate all modes of transportation.

- **Strategy 1:** Evaluate the complete streets criteria to ensure the city can meet expectations for future transportation infrastructure projects.
- **Strategy 2:** Authorize the adoption of a complete streets policy during a city council meeting.

strategic initiatives

- Complete the multimodal transportation improvements as identified by the multicomponent [Trenton Street Corridor Project](#), including:
 - Highland Park
 - Trenton Street Corridor
 - Downtown (as identified in the [Downtown West Monroe Streetscape Master Plan](#))
 - Stella/Mill Gateway
 - Natchitoches Street
 - Coleman Corridor
- Complete multimodal connectivity projects at:
 - Highland Park, including walking trails and parking areas
 - Kiroli Park (i.e. Kiroli Road/Kiroli Road Bridge), including bridge replacement, new sidewalks along Kiroli Road from Post Oak Apartments to Arkansas Road, and installation of pedestrian crossing (signals, signs, and striping) at Kiroli Elementary School
- Develop a multimodal connectivity plan for the entire city to identify specific locations for shared use paths and wider sidewalks for pedestrians, cyclists, and other non-vehicular traffic

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- Improve transportation infrastructure throughout the city, including the following projects:
 - Realignment of Coleman Avenue at the Endom Bridge intersection
 - Otis Street: mill and overlay and bike/pedestrian path
 - Natchitoches Street: mill and overlay, drainage, and bike lane
 - Downtown: additional parking spaces and central garbage drop location
 - Coleman Avenue and Montgomery Avenue: new railroad signals
 - Mane Street: mill and overlay from Downing Pines to interchange
 - Constitution Drive: pulverize and rebuild road base and pavement
 - Arlene Street: construct sidewalks near Highland Elementary School area
 - Tupawek Drive: construct sidewalks near Kiroli Elementary School area



CHAPTER 7:

PARKS & RECREATION



guiding principles

- Maintain and enhance existing parks, trails, and recreation facilities
- Design new and improved recreational amenities on and along the Ouachita River
- Expand opportunities for youth sports and other forms of recreation
- Improve connectivity between parks and recreation facilities throughout the community

goals, objectives & strategies

Goal 1: West Monroe offers a wide range of outdoor and indoor recreation amenities.

Objective 1: Develop, maintain, and enhance the existing parks system throughout the city.

- **Strategy 1:** Develop a parks and recreation plan to take inventory of existing assets such as facilities, activities, and programs.
- **Strategy 2:** In the parks and recreation plan, curate a list of safety and accessibility concerns as well as opportunities and needs for each facility.
- **Strategy 3:** Incorporate facility needs such as maintenance, improvements, and new development in the city's Capital Improvement Plan (CIP).

Objective 2: Enhance existing recreation center(s) and develop new indoor facilities in other parts of the city.

- **Strategy 1:** Based on public input, make facility and programming improvements at The Rec at 7th Square.
- **Strategy 2:** Collaborate with other public and private partners to advance the West Monroe Sports Complex development near the Ike Hamilton Exposition Center.
- **Strategy 3:** Incorporate facility needs such as maintenance, improvements, and new development in the city's CIP.

Objective 3: Design new recreational facilities and programs to support popular youth sports.

- **Strategy 1:** Identify recreational facilities and programming gaps throughout the city.
- **Strategy 2:** Solicit feedback from residents to determine new program offerings into the city's parks and recreation system.
- **Strategy 3:** Determine potential locations for new recreational facilities, such as soccer, baseball, and football fields.
- **Strategy 4:** Collaborate with and promote local leagues to expand participation in youth sports.

Goal 2: West Monroe leverages the Ouachita River as a unique recreational asset.

Objective 1: Develop and maintain various access points along the Ouachita River.

- **Strategy 1:** Incorporate potential access points along the Ouachita River in the riverfront master plan, a component of Ouachita Parish's Brownfields Revitalization Plan.
- **Strategy 2:** Ensure river access points are clearly marked and provide adequate safety precautions for consumers.
- **Strategy 3:** Collaborate with private landowners, specifically downtown businesses, to create multiple access points along the river.

Objective 2: Facilitate recreational programming and entertainment on the Ouachita River to attract residents and visitors.

- **Strategy 1:** Advance the development of riverfront park.
- **Strategy 2:** Collaborate with businesses in the outdoor recreation industry (ex. outfitters) to offer a broad range of water-based and river-adjacent activities on the Ouachita River.
- **Strategy 3:** Collaborate with downtown businesses and other key stakeholders to host regular events on and along the Ouachita River.

Goal 3: West Monroe provides equitable access to a family-friendly parks and recreation system.

Objective 1: Design and construct a trails system connecting recreational amenities to neighborhoods throughout the city.

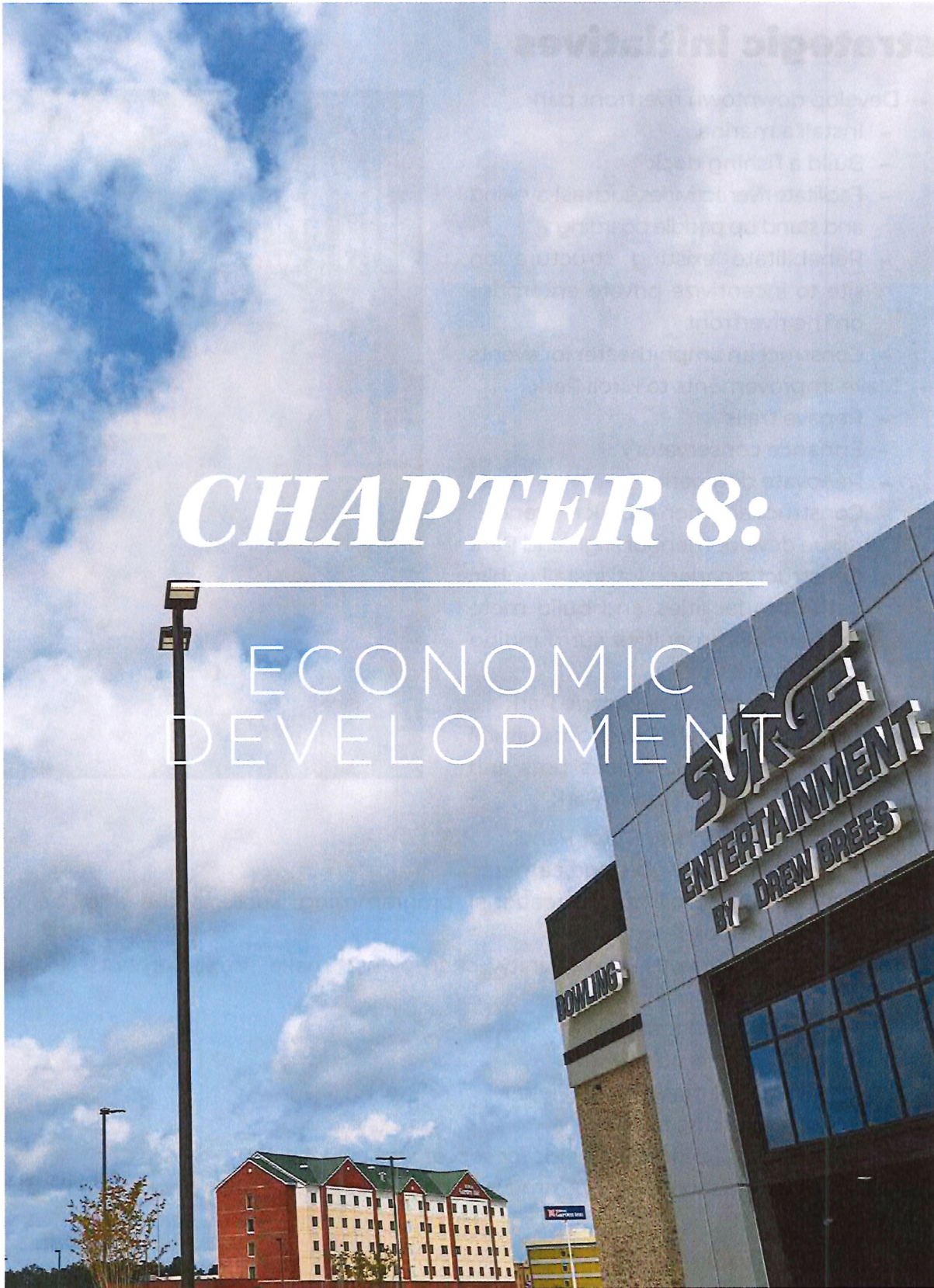
- **Strategy 1:** Continue implementation of the city's Bicycle and Pedestrian Plan.
- **Strategy 2:** Upon completion of the first phase of the city's Bicycle and Pedestrian Plan, establish priorities for the following phase(s) in accordance with the 2045 Metropolitan Transportation Plan.
- **Strategy 3:** Identify connectivity gaps from neighborhoods to recreational amenities, especially in more economically disadvantaged areas.

strategic initiatives

- Develop downtown riverfront park
 - Install a marina
 - Build a fishing dock
 - Facilitate river activities, such as kayaking and stand up paddle boarding
 - Rehabilitate existing structure on site to incentivize private enterprise on the riverfront
 - Construct an amphitheater for events
- Make improvements to Kiroli Park
 - Repave trails
 - Enhance conservatory
 - Renovate dog park
 - Construct additional park entrance
- Continue development of Highland Park
 - Construct a parking lot, install public bathroom facilities, and build more recreational amenities surrounding the wetland trails
- Make improvements to Lazarre Park
 - Leverage the South Riverfront Cultural District to explore various uses and programming at Lazarre Park
- Make improvements to Gator Park
 - Install additional lights and cameras
 - Develop and facilitate recreational programming, such as the addition of basketball hoops
- In collaboration with community champions, make improvements to all neighborhood parks, including:
 - A.C. Facen Memorial Park
 - Brian Smith Memorial Park
- Make improvements to Brady Field
 - Enhance existing facilities
 - Construct more practice fields for soccer and baseball
- Offer new recreational programming (indoor and outdoor) for people of all ages and abilities



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CHAPTER 8:

ECONOMIC DEVELOPMENT



guiding principles

- Promote and support local small businesses
- Create and retain high quality jobs for working-age individuals
- Provide job training opportunities for job seekers, incumbent workers, and new entrants to the workforce
- Foster a business friendly environment for existing industry and new prospects
- Strengthen partnerships between government, industry/businesses, and academic institutions to align and collectively pursue strategic priorities

goals, objectives & strategies

Goal 1: West Monroe's economy is strategically diversified.

Objective 1: Develop and maintain a local economic development strategy consistent with North Delta Regional Planning and Development District's Comprehensive Economic Development Strategy (CEDS).

- **Strategy 1:** Assess key industry sectors, labor market, entrepreneurial ecosystem, and strategic partnerships to strengthen economic development efforts.
- **Strategy 2:** Identify available land and real estate for new business.
- **Strategy 3:** Assess and promote public infrastructure and multimodal assets to industry.
- **Strategy 4:** Formalize the city's business retention and expansion efforts.



Goal 2: West Monroe offers a business-friendly environment.

Objective 1: Establish a central hub of information that offers easy access to programs, resources, and information related to doing business in West Monroe.

- **Strategy 1:** Partner with the West Monroe-West Ouachita Chamber of Commerce and economic development organizations to develop an online-

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based one-stop-shop that can be easily understood and navigated by existing businesses and budding entrepreneurs.

- **Strategy 2:** Encourage cross-promotion on multiple websites to drive small businesses and entrepreneurs to the one-stop-shop.

Objective 2: Reduce regulatory barriers, such as restrictive zoning and permitting processes, for businesses.

- **Strategy 1:** Authorize a “fast track” permitting program to streamline the regulatory and approval process for economically significant projects*.

**Note: all projects should be vetted using a pre-established criteria (ex. job creation, private capital investment, and taxable sales thresholds) and adhere to all municipal standards if approved for “fast track”.*

Objective 3: Promote a suite of potential economic development incentives for desired commercial and/or industrial development.

- **Strategy 1:** Curate a list of federal, state, and local incentives.
- **Strategy 2:** Collaborate with regional economic development organizations to create new and/or locate existing fact sheets for each incentive to provide an overview of the program, including benefits, eligibility, requirements, and a hyperlink to the original source for more information.

Goal 3: West Monroe catalyzes and sustains partnerships that strengthen regional economic development.

Objective 1: Collaborate with public, private, and nonprofit partners in Ouachita Parish and Northeast Louisiana to pursue regional economic development initiatives.

- **Strategy 1:** Establish a collective vision and strategic goals with regional partners.
- **Strategy 2:** Identify regional assets and resources (fiscal and physical).
- **Strategy 3:** Determine an agreed-upon approach for regional economic development initiatives, including anticipated collaborative projects for the next one to five years.
- **Strategy 4:** Expand the Picture This Capital Campaign to leverage private funds with federal and state grant programs, especially those programs requiring a cash match.

- **Strategy 5:** Collaborate with existing partners to sustain the Ouachita Parish Brownfield Coalition to support the redevelopment of abandoned, idle, or underutilized properties.

Goal 4: New commercial and industrial development in West Monroe is consistent with its future vision map and economic development priorities.

Objective 1: Monitor commercial and industrial development to accommodate short-term and long-term supply of land.

- **Strategy 1:** Evaluate opportunities for concentrated commercial and industrial development, in accordance with the city's future vision map, to establish density in areas of commerce.

Objective 2: Advance development and growth downtown.

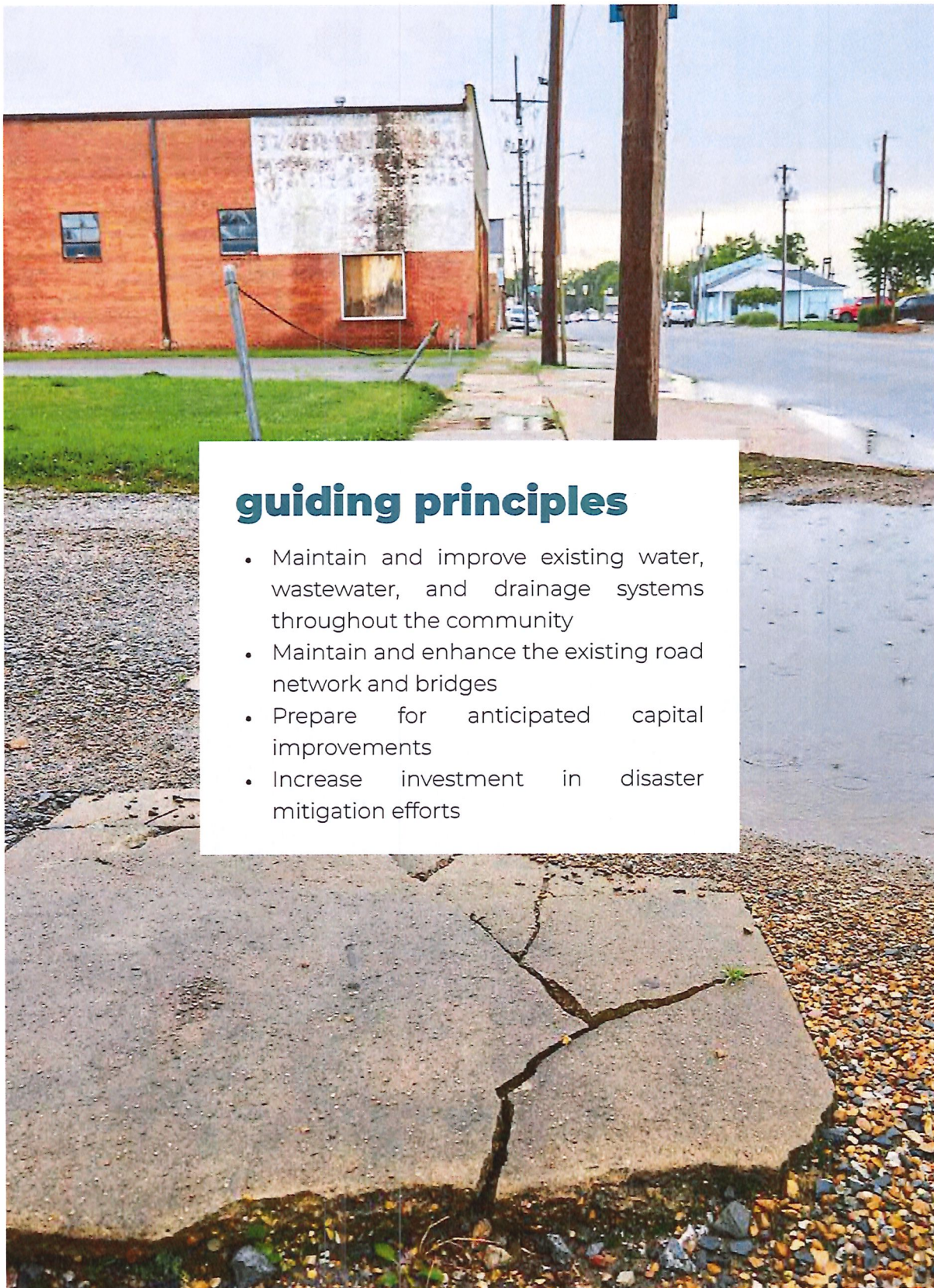
- **Strategy 1:** Continue implementation of priority projects identified in West Monroe's Downtown Master Plan.



strategic initiatives

- Improve land to catalyze new commercial development in Highland Park
- Develop Pointe West to incentivize development of new businesses
- Complete construction of the indoor sports complex
- Partner with the West Monroe-West Ouachita Chamber of Commerce to develop a one-stop shop for small businesses and entrepreneurs
- Promote available incentives online to catalyze industrial and commercial development
- Establish a fast track permitting program
- Partner with economic development organizations and institutions of higher education to support job seekers and dislocated workers with workforce training and job opportunities
- Construct gateway signage to attract more customers to shop and dine downtown





guiding principles

- Maintain and improve existing water, wastewater, and drainage systems throughout the community
- Maintain and enhance the existing road network and bridges
- Prepare for anticipated capital improvements
- Increase investment in disaster mitigation efforts

goals, objectives & strategies

Goal 1: West Monroe maintains its existing public infrastructure network.

Objective 1: Assess existing public infrastructure network and identify deficiencies.

- **Strategy 1:** In collaboration with Public Works and municipally-contracted civil engineers, assess all public infrastructure assets to determine existing conditions and specific deficiencies (if applicable).
- **Strategy 2:** Capture critical information about existing conditions of public infrastructure assets to provide the basis for capital planning, risk management, and operational budgeting.
- **Strategy 3:** In the city's GIS platform, incorporate all anticipated public infrastructure projects (ex. water, sewer, drainage, road, sidewalks, bridge, broadband, etc.) based on priority and need.

Objective 2: Prioritize and budget for short-term and long-term public infrastructure projects.

- **Strategy 1:** For each public infrastructure category (ex. water, sewer, drainage, road, sidewalks, bridge, broadband, etc.), prioritize all anticipated projects based on need, funding availability, and the city's CIP.
- **Strategy 2:** Based on upcoming projects list, estimate total project budgets and timeline (including design, permitting/approvals, bidding, and construction).
- **Strategy 3:** Identify funding sources for each public infrastructure project.
- **Strategy 4:** Estimate the amount of municipal funding needed for each project (ex. local match) and incorporate estimated costs into the city's annual budget.
- **Strategy 5:** Continue to advocate for federal and state funding for high priority projects.

Objective 3: Develop and update the city's CIP every three to five years.

- **Strategy 1:** Assess prior CIPs to determine shortcomings and/or long-term, multi-phased projects to include in the updated CIP.

- **Strategy 2:** Evaluate the city's financial outlook for the next three to five years.
- **Strategy 3:** Engage the public to determine their priorities for public infrastructure improvements.
- **Strategy 4:** Based on prior CIPs, financial constraints, and public priorities, revise the city's CIP with public infrastructure projects that are viable and align with the Citywide Master Plan.
- **Strategy 5:** Formally adopt the CIP each time it is revised (including the first CIP the city develops).

Goal 2: West Monroe plans, designs, and constructs infrastructure improvements consistent with projected development and growth.

Objective 1: Ensure public infrastructure improvements align with West Monroe's future vision map.

- **Strategy 1:** When making decisions about public infrastructure projects, revisit the future vision map to ensure each proposed project is prioritized in accordance with anticipated development and growth.
- **Strategy 2:** Identify future sites for police, fire, and emergency services to serve areas with growing population centers and to ensure efficient and timely deployment of resources.
- **Strategy 3:** Advance public infrastructure projects that consider the impacts of climate change and promote equitable opportunity for all residents.



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Objective 2: Assess environmental vulnerabilities and integrate disaster mitigation strategies into all public infrastructure projects.

- **Strategy 1:** Conduct risk assessments for each public infrastructure project to analyze potential events that could negatively impact residents, businesses, municipal assets, and environment.
- **Strategy 2:** Carefully analyze land use and zoning, flood plain and hazard maps, and other relevant information to assess potential risks and help mitigate disasters from occurring as a result of public infrastructure project(s).
- **Strategy 3:** Review and comply with all applicable federal, state, and local regulations before advancing public infrastructure projects.

Goal 3: West Monroe administers quality community services and maintains modern municipal facilities.

Objective 1: Assess, rehabilitate, and maintain municipal facilities to provide efficient delivery of public services to all residents.

- **Strategy 1:** Incorporate municipal facilities, including parks, community centers, and public transit, into the CIP to plan and budget annually for public service offerings, regular maintenance, and rehabilitation of facilities.
- **Strategy 2:** Each year, evaluate the cost of public services and facilities to determine whether the municipal budget can adequately support these services financially.

Objective 2: Evaluate and improve public service offerings to engage a broader range of residents.

- **Strategy 1:** Conduct regular surveys so residents can provide feedback regarding public service offerings.
- **Strategy 2:** Incorporate public feedback into the delivery of new and improved public services, within the parameters of the city's annual budget.



strategic initiatives

- Develop a CIP to prepare for the construction, maintenance, and replacement of public infrastructure and facilities
- Improve water, sewer, and drainage infrastructure throughout the city, including the following projects:
 - Update data in city's water system model for use in fire rating analysis
 - Rehabilitate the sanitary sewer lift stations on Drago Street and Austin Street
 - Make improvements to the Black Bayou Canal (including cleaning, widening, and armoring portions of the canal south of I-20)
 - Improve drainage (including cross drains, piping, and ditches) at the industrial park
- Enhance the city's existing street overlay program
- Implement the ADA Sidewalk Transition Plan
- Complete the utility improvements as identified by the multicomponent [Trenton Street Corridor Project](#), including:
 - Highland Park
 - Trenton Street Corridor
 - Downtown (as identified in the [Downtown West Monroe Streetscape Master Plan](#))
 - Stella/Mill Gateway
 - Natchitoches Street
 - Coleman Corridor
- Develop a broadband deployment and connectivity plan



The Strategic Implementation Plan provides an overview of all the goals, objectives, and strategies for each focus area (or chapter) in the citywide master plan. As a baseline, the City of West Monroe should determine the anticipated timeline, responsibility, and funding source(s) to carry out each strategy.

Each year, the timing, responsibility, and funding source should be evaluated for each strategy as municipal governance and budgetary abilities evolve.

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community character & land use

Goal/Objective/ Strategy	Description	TO BE EVALUATED AND REVISED ANNUALLY		
		Timing	Responsibility	Funding Source
Goal 1	WEST MONROE CREATES AND MAINTAINS UNIFIED ZONING DISTRICTS THAT PROTECT THE INTENDED, DISTINCT CHARACTER OF EACH DISTRICT.			
Objective 1	Clarify and refine the existing land use plan to align with the collective needs of the public and city.			
Strategy 1	Analyze the existing land use and zoning plan to identify areas needing further clarification from both a government and public perspective.			
Strategy 2	Create a revised land use and zoning plan containing unified zoning districts*.			
Goal 2	WEST MONROE LEVERAGES ITS CULTURAL AND HISTORIC DISTRICTS TO PROMOTE SIMILAR DEVELOPMENT AND GROWTH IN NEIGHBORHOODS THROUGHOUT THE CITY.			
Objective 1	Develop and sustain vibrant and unique Cultural and Historic Districts that attract visitors and foster economic development.			
Strategy 1	In phases, implement the downtown and riverfront park master plans to revitalize the historic downtown area and add unique attractions.			
Strategy 2	Analyze existing public amenities (i.e. roads, sidewalks, lighting, plantings, parks, etc.) and identify strategic improvements to support the Cultural and Historic Districts.			
Strategy 3	Implement identified improvements from the previous Strategy 2.			
Strategy 4	Collaborate with appropriate organizations to organize new and existing public events to further promote the Cultural and Historic Districts.			
Objective 2	Capitalize on the development occurring within the Cultural and Historic Districts to support other areas of the city.			
Strategy 1	Create a unified architectural theme throughout West Monroe that draws upon the Cultural and Historic Districts; encourage new development to follow this identified theme.			
Strategy 2	Identify opportunities of development and amenities needed in other areas of the city to support the Cultural and Historic Districts.			
Strategy 3	Work with appropriate organizations to create an action plan around the opportunities identified in the previous Strategy 2 to sustain an integrated system of development and amenities that support and expand upon activity occurring in the Cultural and Historic Districts.			

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Goal 3	WEST MONROE USES ITS AVAILABLE NATURAL RESOURCES TO FOSTER AND SUSTAIN A MULTIMODAL TRAIL NETWORK, CONNECTING RESIDENTIAL NEIGHBORHOODS TO RECREATIONAL AMENITIES AND THE REST OF THE CITY.			
Objective 1	Assess the existing pedestrian circulation network and address deficiencies in the system.			
Strategy 1	Conduct an analysis of the existing pedestrian circulation routes in the city, being sure to identify any barriers that prevent pedestrian use, such as safety concerns.			
Strategy 2	Based on the existing circulation analysis, investigate missed connection opportunities to essential locations within the city and identify areas where a new pedestrian path would be feasible and beneficial.			
Strategy 3	As needed, continually update and revise the city's Bicycle and Pedestrian Plan to address areas of concern (identified in Strategy 1) and the implementation of new pedestrian-centric routes (identified in Strategy 2).			
Objective 2	Develop and maintain a system of water recreational opportunities to support the pedestrian circulation network.			
Strategy 1	Conduct an analysis of possible recreational opportunities along the Ouachita River, based on ideas discovered during past community visioning meetings.			
Strategy 2	Collaborate with appropriate organizations to implement and maintain desired water recreation activities.			
Strategy 3	Integrate the water recreation network with the pedestrian circulation network to create a fully integrated transportation system that emphasizes safety and connects residential neighborhoods to key locations within the city.			
Objective 3	Develop and maintain a system of parks throughout the city that are integrated within the pedestrian circulation system.			
Strategy 1	Conduct an analysis of existing parks and identify opportunities for improvements, including new park development.			
Strategy 2	Collaborate with appropriate organizations to create a Parks and Recreation master plan for the city, including public input and professional recommendations.			
Strategy 3	Identify strategic priorities within the Parks and Recreation master plan and collaborate with appropriate organizations to implement these projects throughout the city.			

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housing & neighborhoods

Goal/Objective/ Strategy	Description	TO BE EVALUATED AND REVISED ANNUALLY		
		Timing	Responsibility	Funding Source
Goal 1	West Monroe offers a variety of housing options for all people.			
Objective 1	Continually assess existing housing stock and range of affordability levels for current residents.			
Strategy 1	Conduct a housing needs assessment every five years to analyze the existing housing supply and demand and project future needs.	2022		
Strategy 2	Based on the housing needs assessment, develop a housing action plan to determine the appropriate strategies to address gaps.	2023		
Objective 2	Identify and address barriers for developers, prospective homeowners, and renters.			
Strategy 1	Utilizing the city's existing Housing Taskforce, develop and publish a survey for developers, current homeowners, prospective homeowners, and renters, respectively, to assess their housing-related challenges.	2022	City of West Monroe, Housing Taskforce	
Strategy 2	Collaborate with the West Monroe Housing Authority to develop a comprehensive guide for housing-related programs and resources for developers, prospective homeowners, current homeowners, renters, and homeless individuals.	2023	City of West Monroe, West Monroe Housing Authority	
Objective 3	Develop and maintain a wide range of housing types across all affordability levels throughout the city.			
Strategy 1	Under certain conditions, allow for the diversification of housing types in select single-family districts to increase density and offer a wider range of residential options.	2022-2026		
Strategy 2	Improve city-owned land to encourage new residential development.	2022-2026		
Strategy 3	Identify and acquire public and/or private funding to capitalize a Revolving Loan Fund (RLF) to encourage developers to build new housing units and residents to rehabilitate existing units.	2023-2024		
Strategy 4	Collaborate with the West Monroe Housing Authority and local banking institutions to establish and offer home ownership resources for current and future residents.	2023-2024	City of West Monroe, West Monroe Housing Authority	
Goal 2	West Monroe neighborhoods are safe, connected, and well maintained.			
Objective 1	Build awareness of existing and/or updated municipal code to encourage greater cooperation among residents.			
Strategy 1	Develop a webpage for Frequently Asked Questions (FAQ) related to residential zoning.	2022		

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Strategy 2	Develop and publish an interactive map online with residential districts and their corresponding zoning regulations.	2023		
Strategy 3	Host an open house for residents every quarter or semiannually to provide an overview of the existing zoning ordinance, answer related questions, and solicit input for future improvements.	2022-2026		
Objective 2	Maintain consistent design standards in residential neighborhoods to preserve and enhance community character.			
Strategy 1	Leverage the cultural district program to catalyze investment, revitalization, and preservation of eligible structures.			
Objective 3	Expand and promote community policing efforts in all neighborhoods and districts throughout the city.			
Strategy 1	Adequately staff and sustain West Monroe Police Department's "Community Police" unit to foster positive relationships with residents and businesses.			
Strategy 2	Continue offering the Citizen's Police Academy, with expanded outreach to historically marginalized groups.			
Goal 3	Housing Development in West Monroe is consistent with its future vision map and accommodates residential growth.			
Objective 1	Monitor residential development throughout the city to accommodate short-term and long-term housing needs and supply of land.			
Strategy 1	Within the city's Capital Improvement Plan (CIP), ensure public infrastructure and related facilities are accounted for in areas that are anticipated to support future residential development and growth.	2022-2026		

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Goal/Objective/ Strategy	Description	TO BE EVALUATED AND REVISED ANNUALLY		
		Timing	Responsibility	Funding Source
Goal 1	West Monroe offers safe and reliable transportation options to accommodate all users.			
Objective 1	Assess and address traffic, access, and safety challenges throughout the local transportation network.			
Strategy 1	Redesign corridors and areas with existing safety and security needs (Source: 2045 Metropolitan Transportation Plan).			
Strategy 2	Reduce roadway congestion and delay by making more areas throughout the city more accessible by non-vehicular modes of transportation.			
Strategy 3	Reduce demand for roadway expansion by using technology to efficiently and dynamically manage roadway capacity (Source: 2045 Metropolitan Transportation Plan).			
Strategy 4	Coordinate with state and local stakeholders to improve enforcement of traffic regulations, transportation safety education, and emergency response (Source: 2045 Metropolitan Transportation Plan).			
Objective 2	Plan, design, and build streets that accommodate both vehicular and non-vehicular modes of transportation.			
Strategy 1	Incorporate technology, such as traffic sensors, to accommodate a safer and more efficient transportation network.			
Strategy 2	Implement all phases of the Bicycle and Pedestrian Plan.			
Strategy 3	When possible, incorporate complete streets elements into the design and construction of future transportation infrastructure projects.			
Objective 3	Expand promotion of the West Ouachita Public Transit system to increase ridership among eligible users.			
Strategy 1	Collaborate with other public and private partners to promote the city's public transit program and how it works to dispel misinformation about its purpose (ie. not only for senior citizens).			
Goal 2	West Monroe maintains and maximizes its existing transportation system.			
Objective 1	Develop and maintain an updated Transportation Asset Management Plan (TAMP) to proactively address local infrastructure needs.			

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Strategy 1	Collaborate with partner agencies, such as North Delta Regional Planning and Development District, to develop and maintain an updated TAMP to assess evolving changes in the condition, budget, risks, constraints, and strategic priorities of transportation assets.				
Strategy 2	Prioritize transportation infrastructure projects based on need and funding availability.				
Goal 3	West Monroe plans, designs, and constructs transportation infrastructure to accommodate projected development and growth consistent with its future vision map.				
Objective 1	Coordinate regionally-significant transportation improvement projects with the Louisiana Department of Transportation and Development (LDOTD), North Delta Regional Planning and Development District, and other relevant public bodies.				
Strategy 1	Incorporate priority projects in the Metropolitan Transportation Plan.				
Strategy 2	Maintain consistent communication with LDOTD to provide updates for ongoing projects and anticipated future project needs.				
Objective 2	Adopt a complete streets policy to ensure future transportation infrastructure improvements accommodate all modes of transportation.				
Strategy 1	Evaluate the complete streets criteria to ensure the city can meet expectations for future transportation infrastructure projects.				
Strategy 2	Authorize the adoption of a complete streets policy during a city council meeting.				

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parks & recreation

Goal/Objective/ Strategy	Description	TO BE EVALUATED AND REVISED ANNUALLY		
		Timing	Responsibility	Funding Source
Goal 1	West Monroe offers a wide range of outdoor and indoor recreation amenities.			
Objective 1	Develop, maintain, and enhance the existing parks system throughout the city.			
Strategy 1	Develop a parks and recreation plan to take inventory of existing assets such as facilities, activities, and programs.			
Strategy 2	In the parks and recreation plan, curate a list of safety and accessibility concerns as well as opportunities and needs for each facility.			
Strategy 3	Incorporate facility needs such as maintenance, improvements, and new development in the city's Capital Improvement Plan (CIP).			
Objective 2	Enhance existing recreation center(s) and develop new indoor facilities in other parts of the city.			
Strategy 1	Based on public input, make facility and programming improvements at The Rec at 7th Square.			
Strategy 2	Collaborate with other public and private partners to advance the West Monroe Sports Complex development near the Ike Hamilton Exposition Center.			
Strategy 3	Incorporate facility needs such as maintenance, improvements, and new development in the city's CIP.			
Objective 3	Design new recreational facilities and programs to support popular youth sports.			
Strategy 1	Identify recreational facilities and programming gaps throughout the city.			
Strategy 2	Solicit feedback from residents to determine new program offerings into the city's parks and recreation system.			
Strategy 3	Determine potential locations for new recreational facilities, such as soccer, baseball, and football fields.			
Strategy 4	Collaborate with and promote local leagues to expand participation in youth sports.			
Goal 2	West Monroe leverages the Ouachita River as a unique recreational asset.			
Objective 1	Develop and maintain various access points along the Ouachita River.			

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Strategy 1	Incorporate potential access points along the Ouachita River in the riverfront master plan, a component of Ouachita Parish's Brownfields Revitalization Plan.				
Strategy 2	Ensure river access points are clearly marked and provide adequate safety precautions for consumers.				
Strategy 3	Collaborate with private landowners, specifically downtown businesses, to create multiple access points along the river.				
Objective 2	Facilitate recreational programming and entertainment on the Ouachita River to attract residents and visitors.				
Strategy 1	Advance the development of riverfront park.				
Strategy 2	Collaborate with businesses in the outdoor recreation industry (ex. outfitters) to offer a broad range of water-based and river-adjacent activities on the Ouachita River.				
Strategy 3	Collaborate with downtown businesses and other key stakeholders to host regular events on and along the Ouachita River.				
Goal 3	West Monroe provides equitable access to a family-friendly parks and recreation system.				
Objective 1	Design and construct a trails system connecting recreational amenities to neighborhoods throughout the city.				
Strategy 1	Continue implementation of the city's Bicycle and Pedestrian Plan.				
Strategy 2	Upon completion of the first phase of the city's Bicycle and Pedestrian Plan, establish priorities for the following phase(s) in accordance with the 2045 Metropolitan Transportation Plan.				
Strategy 3	Identify connectivity gaps from neighborhoods to recreational amenities, especially in more economically disadvantaged areas.				

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economic development

Goal/Objective/ Strategy	Description	TO BE EVALUATED AND REVISED ANNUALLY		
		Timing	Responsibility	Funding Source
Goal 1	West Monroe's economy is strategically diversified.			
Objective 1	Develop and maintain a local economic development strategy consistent with North Delta Regional Planning and Development District's Comprehensive Economic Development Strategy (CEDS).			
Strategy 1	Assess key industry sectors, labor market, entrepreneurial ecosystem, and strategic partnerships to strengthen economic development efforts.			
Strategy 2	Identify available land and real estate for new business.			
Strategy 3	Assess and promote public infrastructure and multimodal assets to industry.			
Strategy 4	Formalize the city's business retention and expansion efforts.			
Goal 2	West Monroe offers a business-friendly environment.			
Objective 1	Establish a central hub of information that offers easy access to programs, resources, and information related to doing business in West Monroe.			
Strategy 1	Partner with the West Monroe-West Ouachita Chamber of Commerce and economic development organizations to develop an online-based one-stop-shop that can be easily understood and navigated by existing businesses and budding entrepreneurs.			
Strategy 2	Encourage cross-promotion on multiple websites to drive small businesses and entrepreneurs to the one-stop-shop.			
Objective 2	Reduce regulatory barriers, such as restrictive zoning and permitting processes, for businesses.			
Strategy 1	Authorize a "fast track" permitting program to streamline the regulatory and approval process for economically significant projects.			
Objective 3	Promote a suite of potential economic development incentives for desired commercial and/or industrial development.			
Strategy 1	Curate a list of federal, state, and local incentives.			
Strategy 2	Collaborate with regional economic development organizations to create new and/or locate existing fact sheets for each incentive to provide an overview of the program, including benefits, eligibility, requirements, and a hyperlink to the original source for more information.			

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Goal 3	West Monroe catalyzes and sustains partnerships that strengthen regional economic development.			
Objective 1	Collaborate with public, private, and nonprofit partners in Ouachita Parish and Northeast Louisiana to pursue regional economic development initiatives.			
Strategy 1	Establish a collective vision and strategic goals with regional partners.			
Strategy 2	Identify regional assets and resources (fiscal and physical).			
Strategy 3	Determine an agreed-upon approach for regional economic development initiatives, including anticipated collaborative projects for the next one to five years.			
Strategy 4	Expand the Picture This Capital Campaign to leverage private funds with federal and state grant programs, especially those programs requiring a cash match.			
Strategy 5	Collaborate with existing partners to sustain the Ouachita Parish Brownfield Coalition to support the redevelopment of abandoned, idle, or underutilized properties.			
Goal 4	New commercial and industrial development in West Monroe is consistent with its future vision map and economic development priorities.			
Objective 1	Monitor commercial and industrial development to accommodate short-term and long-term supply of land.			
Strategy 1	Evaluate opportunities for concentrated commercial and industrial development, in accordance with the city's future vision map, to establish density in areas of commerce.			
Objective 2	Advance development and growth downtown.			
Strategy 1	Continue implementation of priority projects identified in West Monroe's Downtown Master Plan.			

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public infrastructure

Goal/Objective/ Strategy	Description	TO BE EVALUATED AND REVISED ANNUALLY		
		Timing	Responsibility	Funding Source
Goal 1	West Monroe maintains its existing public infrastructure network.			
Objective 1	Assess existing public infrastructure network and identify deficiencies.			
Strategy 1	In collaboration with Public Works and municipally-contracted civil engineers, assess all public infrastructure assets to determine existing conditions and specific deficiencies (if applicable).			
Strategy 2	Capture critical information about existing conditions of public infrastructure assets to provide the basis for capital planning, risk management, and operational budgeting.			
Strategy 3	In the city's GIS platform, incorporate all anticipated public infrastructure projects (ex. water, sewer, drainage, road, sidewalks, bridge, broadband, etc.) based on priority and need.			
Objective 2	Prioritize and budget for short-term and long-term public infrastructure projects.			
Strategy 1	For each public infrastructure category (ex. water, sewer, drainage, road, sidewalks, bridge, broadband, etc.), prioritize all anticipated projects based on need, funding availability, and the city's Capital Improvement Plan (CIP).			
Strategy 2	Based on upcoming projects list, estimate total project budgets and timeline (including design, permitting/approvals, bidding, and construction).			
Strategy 3	Identify funding sources for each public infrastructure project.			
Strategy 4	Estimate the amount of municipal funding needed for each project (ex. local match) and incorporate estimated costs into the city's annual budget.			
Strategy 5	Continue to advocate for federal and state funding for high priority projects.			
Objective 3	Develop and update the city's CIP every three to five years.			
Strategy 1	Assess prior CIPs to determine shortcomings and/or long-term, multi-phased projects to include in the updated CIP.			
Strategy 2	Evaluate the city's financial outlook for the next three to five years.			
Strategy 3	Engage the public to determine their priorities for public infrastructure improvements.			
Strategy 4	Based on prior CIPs, financial constraints, and public priorities, revise the city's CIP with public infrastructure projects that are viable and align with the Citywide Master Plan.			
Strategy 5	Formally adopt the CIP each time it is revised (including the first CIP the city develops).			

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Goal 2	West Monroe plans, designs, and constructs infrastructure improvements consistent with projected development and growth.			
Objective 1	Ensure public infrastructure improvements align with West Monroe's future vision map.			
Strategy 1	When making decisions about public infrastructure projects, revisit the future vision map to ensure each proposed project is prioritized in accordance with anticipated development and growth.			
Strategy 2	Identify future sites for police, fire, and emergency services to serve areas with growing population centers and to ensure efficient and timely deployment of resources.			
Strategy 3	Advance public infrastructure projects that consider the impacts of climate change and promote equitable opportunity for all residents.			
Objective 2	Assess environmental vulnerabilities and integrate disaster mitigation strategies into all public infrastructure projects.			
Strategy 1	Conduct risk assessments for each public infrastructure project to analyze potential events that could negatively impact residents, businesses, municipal assets, and environment.			
Strategy 2	Carefully analyze land use and zoning, flood plain and hazard maps, and other relevant information to assess potential risks and help mitigate disasters from occurring as a result of public infrastructure project(s).			
Strategy 3	Review and comply with all applicable federal, state, and local regulations before advancing public infrastructure projects.			
Goal 3	West Monroe administers quality community services and maintains modern municipal facilities.			
Objective 1	Assess, rehabilitate, and maintain municipal facilities to provide efficient delivery of public services to all residents.			
Strategy 1	Incorporate municipal facilities, including parks, community centers, and public transit, into the CIP to plan and budget annually for public service offerings, regular maintenance, and rehabilitation of facilities.			
Strategy 2	Each year, evaluate the cost of public services and facilities to determine whether the municipal budget can adequately support these services financially.			
Objective 2	Evaluate and improve public service offerings to engage a broader range of residents.			
Strategy 1	Conduct regular surveys so residents can provide feedback regarding public service offerings.			
Strategy 2	Incorporate public feedback into the delivery of new and improved public services, within the parameters of the city's annual budget.			