

# community character & land use

		TO BE EVALUATED AND REVISED ANNUALLY		
Goal/Objective/ Strategy	Description	Timing	Responsibility	Funding Source
<b>Goal 1</b>	<b>WEST MONROE CREATES AND MAINTAINS UNIFIED ZONING DISTRICTS THAT PROTECT THE INTENDED, DISTINCT CHARACTER OF EACH DISTRICT.</b>			
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*.			
<b>Goal 2</b>	<b>WEST MONROE LEVERAGES ITS CULTURAL AND HISTORIC DISTRICTS TO PROMOTE SIMILAR DEVELOPMENT AND GROWTH IN NEIGHBORHOODS THROUGHOUT THE CITY.</b>			
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.			
<b>Strategy 2</b>	<b>Identify opportunities of development and amenities needed in other areas of the city to support the Cultural and Historic Districts.</b>			
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.			
<b>Strategy 3</b>	<b>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.</b>			
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.			

# housing & neighborhoods

		TO BE EVALUATED AND REVISED ANNUALLY		
Goal/Objective/ Strategy	Description	Timing	Responsibility	Funding Source
<b>Goal 1</b>	<b>West Monroe offers a variety of housing options for all people.</b>			
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 banking institutions to establish and offer home ownership resources for current and future residents.			
<b>Goal 2</b>	<b>West Monroe neighborhoods are safe, connected, and well maintained.</b>			
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.			
<b>Goal 3</b>	<b>Housing Development in West Monroe is consistent with its future vision map and accommodates residential growth.</b>			
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.			

# transportation

		TO BE EVALUATED AND REVISED ANNUALLY		
Goal/Objective/ Strategy	Description	Timing	Responsibility	Funding Source
<b>Goal 1</b>	<b>West Monroe offers safe and reliable transportation options to accommodate all users.</b>			
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).			
<b>Goal 2</b>	<b>West Monroe maintains and maximizes its existing transportation system.</b>			
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.			
<b>Goal 3</b>	<b>West Monroe plans, designs, and constructs transportation infrastructure to accommodate projected development and growth consistent with its future vision map.</b>			
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.			

# parks & recreation

		TO BE EVALUATED AND REVISED ANNUALLY		
Goal/Objective/ Strategy	Description	Timing	Responsibility	Funding Source
<b>Goal 1</b>	<b>West Monroe offers a wide range of outdoor and indoor recreation amenities.</b>			
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	Collaborate with the Ouachita Parish Police Jury and West Ouachita Recreation District to determine potential locations for new recreational facilities, such as soccer, baseball, and football fields.			
Strategy 4	Collaborate with the Ouachita Parish Police Jury and West Ouachita Recreation District to promote local leagues to expand participation in youth sports.			

<b>Goal 2</b>	<b>West Monroe leverages the Ouachita River as a unique recreational asset.</b>			
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.			
<b>Goal 3</b>	<b>West Monroe provides equitable access to a family-friendly parks and recreation system.</b>			
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.			



# economic development

		TO BE EVALUATED AND REVISED ANNUALLY		
Goal/Objective/ Strategy	Description	Timing	Responsibility	Funding Source
<b>Goal 1</b>	<b>West Monroe's economy is strategically diversified.</b>			
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.			
<b>Goal 2</b>	<b>West Monroe offers a business-friendly environment.</b>			
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.			

<b>Goal 3</b>	<b>West Monroe catalyzes and sustains partnerships that strengthen regional economic development.</b>			
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.			
<b>Goal 4</b>	<b>New commercial and industrial development in West Monroe is consistent with its future vision map and economic development priorities.</b>			
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.			

# public infrastructure

		TO BE EVALUATED AND REVISED ANNUALLY		
Goal/Objective/ Strategy	Description	Timing	Responsibility	Funding Source
<b>Goal 1</b>	<b>West Monroe maintains its existing public infrastructure network.</b>			
Objective 1	Continue to assess existing public infrastructure network and identify deficiencies.			
Strategy 1	In collaboration with Public Works and municipally-contracted civil engineers, continue to regularly 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			

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<b>Goal 2</b>	<b>West Monroe plans, designs, and constructs infrastructure improvements consistent with projected development and growth.</b>			
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.			
<b>Goal 3</b>	<b>West Monroe administers quality community services and maintains modern municipal facilities.</b>			
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.			