

## CITY OF MONROE MASTER PLAN



**CITY OF MONROE**

PHASE 1  
JANUARY 3, 2022  
MAYOR FRIDAY ELLIS

## STAFF CONTACT

For questions or comments regarding the Monroe Master Plan, please contact:

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Development Officer

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Photos courtesy of Brian Davis



Sources: Photograph above: courtesy of Brian Davis  
Image below: Sanborn Fire Insurance Map from Monroe, Ouachita Parish, Louisiana, May 1926

The Downtown Monroe Master Plan is the culmination of many meetings, visioning sessions, and constituent input from across our community on what they see as the future of Downtown Monroe. We've been fortunate to benefit from Campo Architects to help guide the research, including a survey that had both digital and in-person components to capture feedback from citizens on how they would like the area to grow in the future. Based on the responses, Campo Architects will take the things people want to see in Downtown Monroe and map out a plan to accomplish those things.

The City of Monroe is home to two of the state's 115+ cultural districts; the most recent certification was announced in October 2021. Certification as a Cultural District allows the area to benefit from two, targeted tax incentives – rehabilitation of older buildings may qualify for state historic tax credits and the sale of qualifying works of original art sold within the district are exempt from local sales tax.

The City of Monroe is also home to three TIFF Districts. We are currently in talks with an organization to create a fourth TIFF District that will impact at least half the City. Additionally, Monroe's four Opportunity Zones allow for investment in distressed areas across the City, including Downtown.

Why invest in downtown? A vibrant downtown signifies a healthy economy in a community. Downtowns are economic opportunities for small businesses which are the backbone of our community. More money is recirculated within a community when spent with locally owned small businesses, whose owners are our neighbors, family and friends who have a vested interest in seeing our community succeed and grow.

This plan could not have happened without tremendous community involvement. Thank you to the Monroe Chamber of Commerce and the Monroe Regional Black Chamber of Commerce for sharing the survey and encouraging citizen participation. I'd also like to extend thanks to the Downtown business owners, local community leaders, and City of Monroe residents who shared and completed the survey. Your feedback was invaluable.

The completion of Phase 1 of the Downtown Monroe Master Plan is a true example of community-based economic development and placemaking. This plan will provide the foundation needed to make Downtown Monroe an even more exciting and inviting place for the community to gather and a true destination for visitors.

Friday Ellis,  
City of Monroe Mayor



Following his first year in office, Mayor Friday Ellis announced the kick-off of the **Downtown Monroe Master Plan** with the goal to revitalize and capitalize on Monroe's assets. This Master Plan intends to identify specific initiatives designed to increase downtown livability, encourage private sector investment and job creation, spur public interactions that contribute to a unified vision, and become a catalyst for the continued growth for many years to come.

Since August 2021, Campo Architects has worked with the City to listen and collaborate with the community and its stakeholders in the development of a shared vision for the future of Monroe. The master plan is divided into 3 phases: Phase 1 - Inventory & Analysis, Phase 2 - Assessment, and Phase 3 - Implementation. This document concludes phase 1 of the master plan.



***In partnership with the City's dedicated staff and community members who helped provide resources and historical context to better understand Monroe, its strengths, its weaknesses, and its unique characteristics, Campo has prepared a summary of findings.***

***This study introduces the people and departments involved, analyzes previous research and data, maps out Monroe's current urban environment, and reports findings from the community surveying.***

## Phase 1 - Inventory & Analysis

- 1.1 Identify and meet with Owner liaison to discuss roles, tasks and gather information.
- 1.2 Collect and review previous studies, data, and base information.
- 1.3 Analyze current City of Monroe zoning codes and ordinances affecting development in the catchment area defined on page iii.
- 1.4 Site visit after reviewing data to get a general understanding and impression of the catchment area.
- 1.5 Develop vision boards for specific sample properties.
- 1.6 Develop one (1) Current Building Use study for catchment area defined on page iii.
- 1.7 Develop one (1) Current Circulation study including current neighborhood vehicular, pedestrian, and biking circulation patterns.
- 1.8 Prepare for Community Outreach & Consultant Team Workshop in Phase 2.

## CATCHMENT AREA

The area of concentrated study for the Monroe Master Plan phase 1 was determined by market potential, historical significance, and the unique opportunity to address the riverfront area. The Monroe Master Plan study area encompasses approximately 210 acres of urban land between I-20, Lea Joyner Bridge, N. 5th St and the Ouachita River.

“The Survey was necessary to get an overview of all races, creeds, cultures in our City to find out **what downtown needs** and lacks, to be able to increase the overall quality of life for the entire City of Monroe. The information was needed to find out exactly what the needs and desires of the **community are as a whole.**”

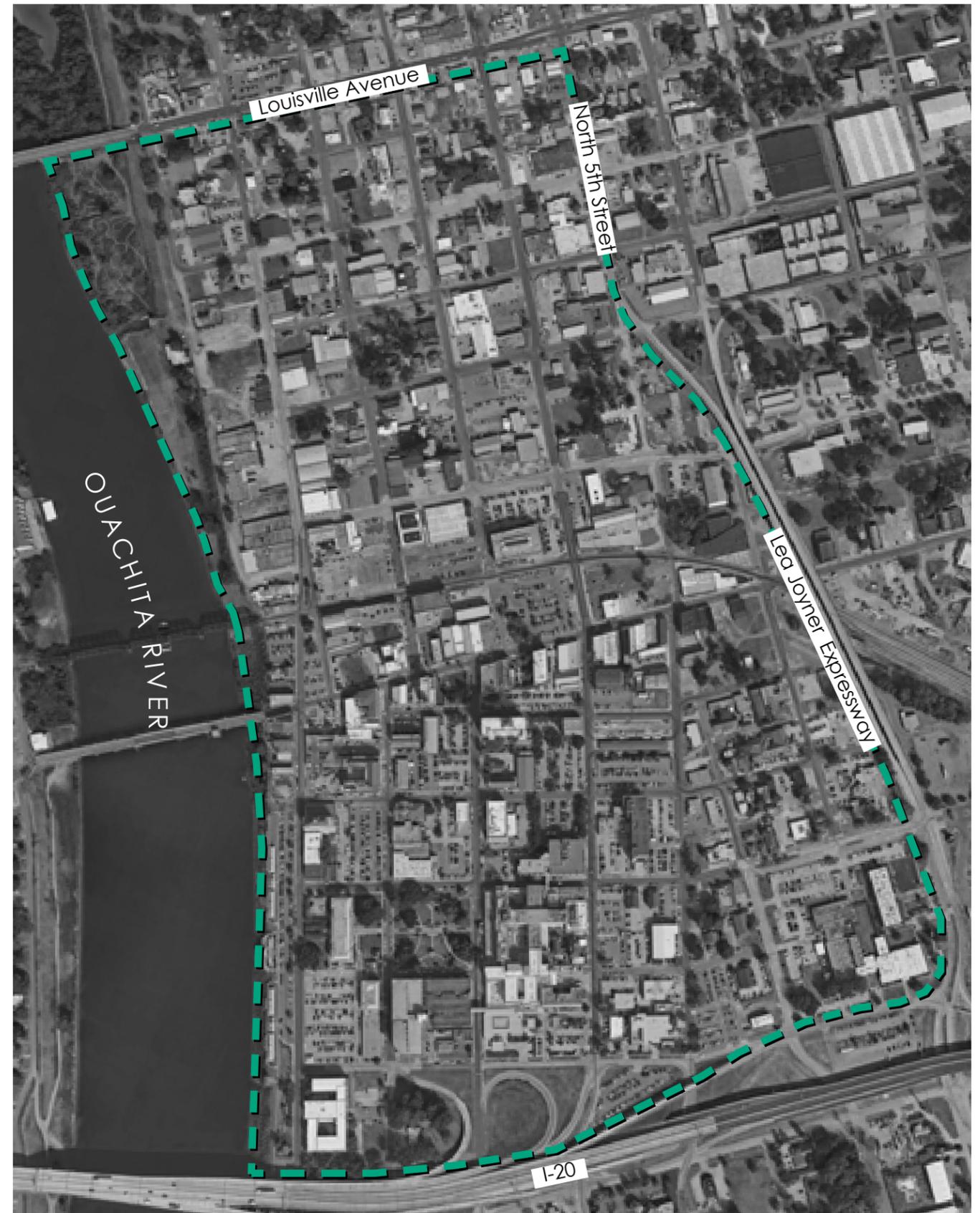
**Councilman Carday Marshall (District 4)**

“I think it is important for the City to have a downtown master plan. It will help **improve overall quality of life**, assist in workforce recruitment and retention, support economic and housing development, and create a focus of pride. I believe that if you don't have a road map and a plan, you may never get where you want to go. St. Francis has developed a facility master plan strategically focused on our downtown main acute care campus. This will set a clear direction for our future **growth and development** and will help us to engage the community in our future plans. Knowing that our plans are a part of a larger downtown plan will assist all of us and reflect a united front when it comes to overall economic and business development.”

**Kristin Wolkart (St. Francis Medical Center CEO)**

“A rising tide raises all ships. A **vibrant downtown** will have a positive impact on the City and all of the entities therein.”

**Dr. Randy Esters (LA Delta CC)**



**WHO**

## Mayor & Executive Staff

Friday Ellis, City of Monroe Mayor  
Lynda McMahan, Executive Assistant to Mayor  
Kelsea McCrary, Economic & Cultural Development Officer  
DJ Fortenberry, Executive & Economic Development Liaison  
Jimmie Bryant, Chief Operations Officer  
Meghan Risinger, Executive Grant Writer  
Mitchelli Martin, Communications Director

## City Departments

Alyeasha C. Clay, Senior Planner  
Ellen Hill, Planning & Urban Development Director  
Terry Williams, Fire Chief  
Jairus Thomas, Fire Dept.  
Jake Grandon, Bldg. Inspector  
Kevin Crosby, Civil Engineer  
Stacey Rowell, CFO City  
Angie Sturdivant, Monroe City Attorney  
Ray Wright, Director of Parks  
Stacey Rowell, Director of Administration  
Doug Harvey, Councilman District 1  
Gretchen Ezernack, Councilwoman District 2  
Juanita Woods, Councilwoman District 3  
Carday Marshall, Sr. Councilman District 4  
Kema Dawson, Councilwoman District 5

## Project Team

John T. Campo Jr., Principal  
Miriam Salas, Studio Director  
Mary Gilmore, Director of Interior Designer  
Janina Scalfano, Senior Architect, Project Lead  
Isabella Zannier, Designer  
Veronika Suarez, Designer

## Community Stakeholders

Melissa Saye, Director of Children's Museum  
Stefan Nodarse, Curator at Masur Museum  
Ralph Calhoun, Biedenharn Museum Director  
Evelyn Stewart, Director, Masur Museum  
Barry Stevens, Northeast LA Arts Council President & CEO  
Vitus Shell, Artist & ULM & Tech Art Professor  
Brooke Foy, ULM Art Professor and Downtown Arts Alliance President  
Jason Byron Nelson, TrickButton  
Jarod Stokes, Downtown Arts Alliance Vice President  
Sheteria Laye-Webb, Duke's Bar & Grill  
Chris Williams, ULM Fraternity & Sorority Life Advisor  
Michael Echols, Vantage Health Care  
Christie Echols, Echo Design  
Pam Parsons Dupuy, Layton Castle  
Alana Cooper, Monroe-West Monroe Convention & Visitors Bureau  
Sheila Snow, Monroe-West Monroe Convention & Visitors Bureau  
Nell Calloway, Chennault Aviation Museum  
Ross Slacks, NELA African American Heritage Museum  
Abigail Handy, Northeast LA Arts Council  
Aimee Kane, St. Francis Medical Center  
Chef Cory Bahr  
Ron Berry, ULM President

Ashley Ellis, BESE District 5 Representative Monroe City & School District Principal Neville Jr High School  
Brian Davis, Executive Director, LA Trust for Historic Preservation. Provided Phase 1 drone photos.  
Chap Breard, President at MoeBiz, Board Chairman NLEP  
Jasmyne McConnell, Bayou Title  
Joe Holyfield, Holyfield Construction President  
John Jones, Former SVP Public Policy / GR for CenturyLink  
John Rea, Realtor, John Rea Realty  
Michael Jordan, Marketing  
Roy Heatherly, Chamber of Commerce President  
Seth Hall, Chief Strategy Officer, ULM  
Simran Emaus, Downtown Economic Development District (DEDD)



*Community and city stakeholder meetings were held in September to begin the process of surveying and discussion that will be further developed in Phase 2.*

“Part of ULM’s strategic plan is to develop and strengthen our identity as a family and a **close-knit community**. To truly embrace and maximize our mission, we know that we must collaborate with the City of Monroe and our greater Northeast Louisiana region. Mayor Friday has been quoted as saying, ‘we are not a town with a college, but we are a college town.’ He’s right! **Monroe is a college town**. We want to serve the **community of Monroe and beyond**, because we know that Monroe offers a reciprocal relationship. We believe this study will set us up to be more impactful than we knew possible. The quality of life for our faculty, staff, and students will be greatly enhanced by downtown development.”

- Seth Hall (ULM)

“I think the study is extremely important because it helps the current businesses and future businesses, including the City, to know what the people want and how to accommodate the public better. It’ll **draw more people and new businesses downtown**, and in return keep us small businesses around for a much longer period of time. That in itself will help the City generate more sales tax dollars. This study also shows that **the City genuinely cares.**”

- Tommy Stuart (Papi Loco, Brass Monkey, 519 Tapas)

“For too long we’ve overlooked downtown. It’s right off the river and is **prime real estate for economic development**. In the past it was the main thoroughfare of getting things in and out of the City. The importance of that still stands true to this day. History has shown us that when we let downtown die, our community started to die. Since we started pumping business and activity back into downtown, it has allowed other areas of the City to see growth as well. Downtown is a very crucial and vital organ that powers the **growth of our entire community.**”

- Jasmyne McConnell (Cajun Title Agency, LLC)

“This downtown study highlights what makes a downtown special: great dining, shopping, arts and culture, and recreation. We had the opportunity the night of the Gallery Crawl to go downtown and experience a **vibrant atmosphere** with people walking from gallery to gallery, coffee shops, bars and restaurants full of patrons. There is excitement in the area. The plans on both banks of the river highlight the emphasis of development on our most precious resource. **The recreational opportunities are unbounded.** We are just beginning the intentional development of an area where citizens from north, south, east, and west can come and enjoy our downtown areas.”

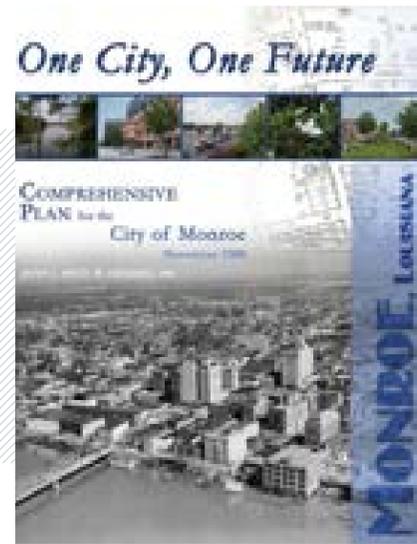
- OP Police Juror Larry Bratton (DEDD President)

“The redevelopment [of downtown] will help keep students here over the weekend and their semester breaks, since it will be providing them with more attractions, stores, and shops. Also, it can provide them with a reason to stay after graduation and help build on some of the **small businesses** that are downtown.”

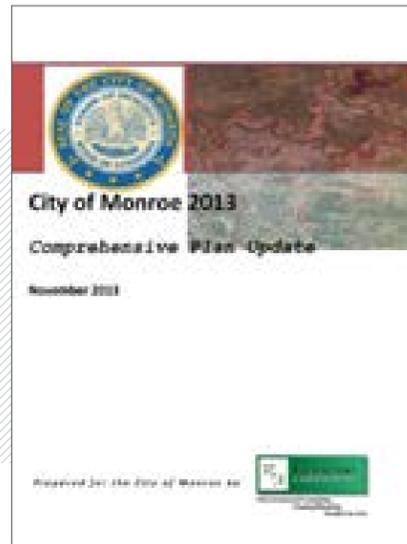
- Chris Williams (ULM Greek Life)

## PREVIOUS STUDIES ON MONROE

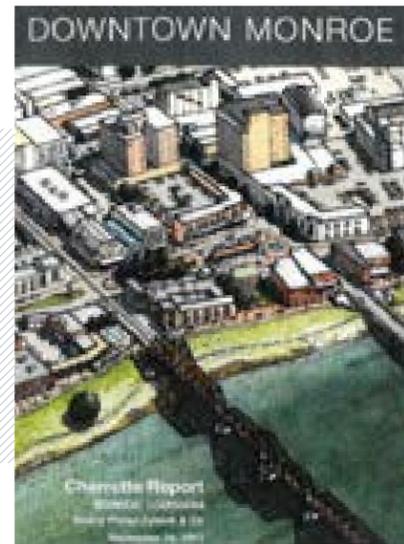
Understanding previous challenges and opportunities that might remain today is vital to determine the success of a new Master Plan. Acknowledging past efforts on development is key to building an empowered relationship with today's community. The design team carefully reviewed studies and reports previously conducted on the City of Monroe, to get a better understanding of the city.



Comprehensive Plan for the City of Monroe 2008



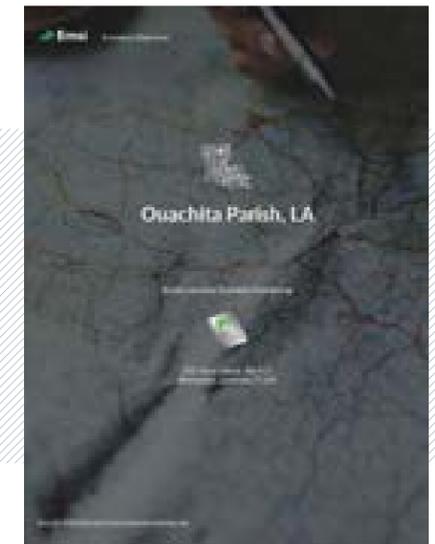
City of Monroe Comprehensive Plan Update 2013



Downtown Monroe Charrette Report 2013



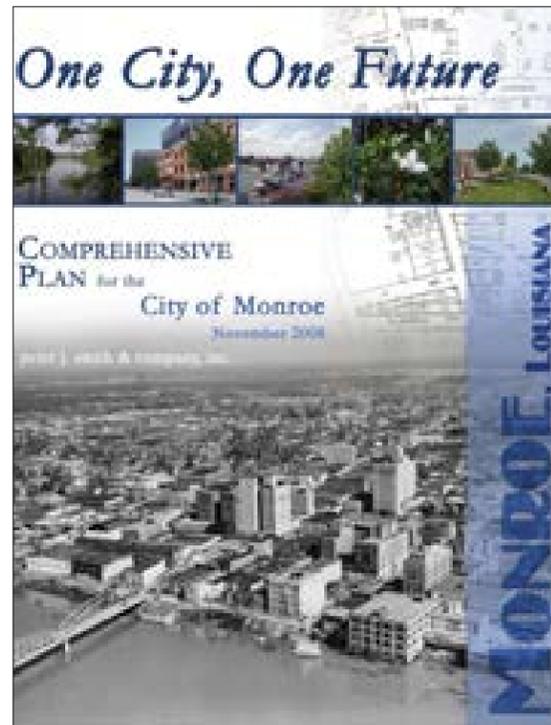
Transition Committee Report 2021



Ouachita Parish Economic Overview 2020

After a review of previous plans, it was found that their recommendations fall in line with Phase 1 findings from the Downtown Master Plan. This indicates that **the strength of downtown is necessary for the health of the City as a whole.**

## 2008 COMPREHENSIVE PLAN



### VISION:

1. Engage in building a globally competitive community.
2. Continue to retain and attract social, intellectual community resources to initiate, improve and complete projects.
3. Advance Monroe and region in the 21st century.

### GOALS:

1. Foster inclusivity & spirit of cooperation & collaboration among residents and government
2. Build a strong education foundation
3. Waterway restoration as to reestablish the river a source of pride & enjoyment
4. Provide safety and security by standards of: housing, man-made & natural disasters, and public safety

Source: Peter J. Smith & Company, Inc. *One City, One Future. Comprehensive Plan For The City Of Monroe.* Monroe, Louisiana, 2008. Accessed Nov 2021.

## Priorities

Priorities that guide the possible projects:

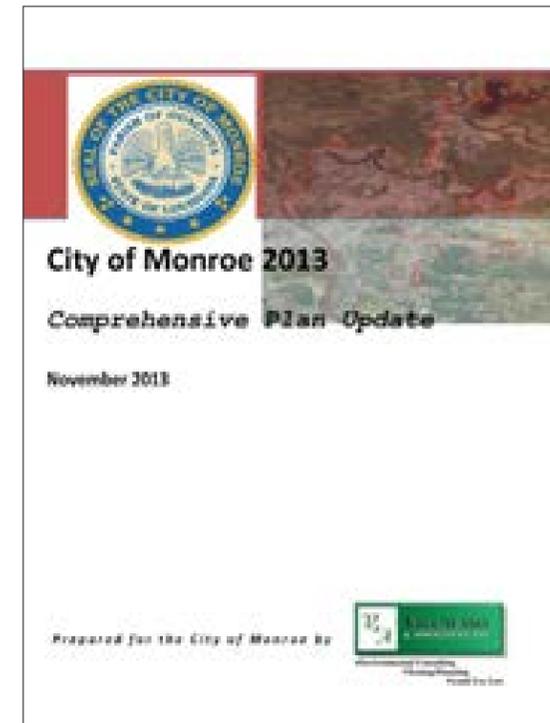
- Economic Development
- Education
- Waterfront Access & Enjoyment
- Downtown & Neighborhood Revitalization

## Findings

Amongst the findings in the study, the community wanted to address the following: lack of unity, racial and economic division, and dissatisfaction with community leaders.

- University area could be enhanced as a community with streetscape design and design standards
- Historic elements of quality neighborhoods should be used to develop design standards to maintain character of Monroe. Most neighborhoods lack sidewalks and safe pedestrian circulation
- Riverfront has always been designated for potential economic development
- Airport industrial area lacks organization and connectivity to the community. Older commercial districts need streetscape improvements & design standards. Interstate corridor lacks organization and character
- Downtown Monroe is underutilized and neglected. Business area have scattered vacant parcels throughout

## 2013 COMPREHENSIVE PLAN UPDATE



### GOALS:

1. Orient / Preserve / Accentuate relationship with the river
2. Balanced & Strategic Infill Development, including mixed-use
3. Development should reinforce and be guided by the character of existing land use & architectural styles

## Areas of Concentration

2013 comprehensive plan is intended to supplement the information presented in the 2008 plan.

### Land Use

- Encourage new development and redevelopment opportunities, protect natural resources, provide open space and recreational opportunities and support sustainable infrastructure appropriate to the needs of a changing community.

### Resiliency

- Continue to be a sustainable community. Use strategies to guide development and redevelopment that meets the citizens needs without undermining the natural resources and environmental quality.

### Economic Development

- Continue to function as the economic center of Northeast Louisiana by supporting downtown development and expanding partnerships with local, regional and state entities.

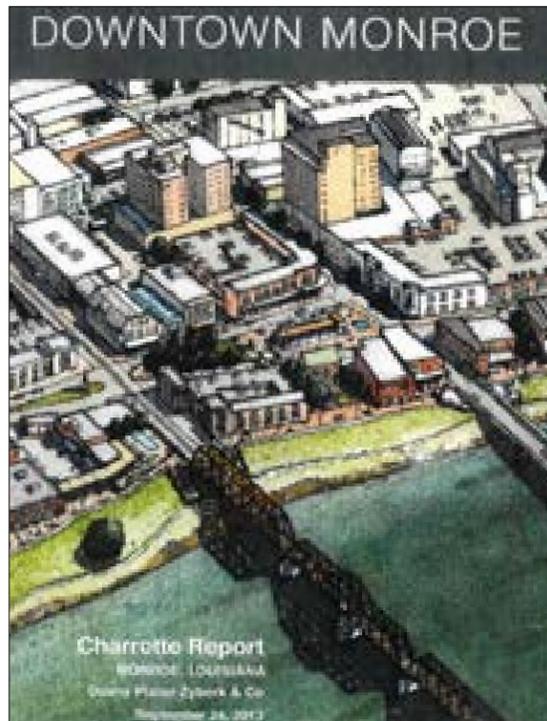
### Housing

- Encourage and promote policies that create and preserve quality, affordable housing and ensure that a wide range of housing options are available for all residents.

*Note: Both of these studies are available to the public on the City's website*

SUMMARY OF FINDINGS FROM PRIOR DATA  
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## Areas of Concentration

The Charrette Report reviewed and summarized proposed opportunity projects and provided its own recommendations for Downtown Monroe.

### Throughfare

- ▶ Balance network of streets to prioritize pedestrian, bicycle, and vehicular access within study area. Three priority modes: high, low, and neighborhood to program and design of the throughfare.

### Pedestrian Experience

- ▶ Invest in areas for a positive pedestrian experience. Connect nodes of positive experience. Areas identified: parking-los and structures, vacant properties, automobile-oriented conditions, and non-contributing buildings.

### Parking

- ▶ Create balance in program supporting parking, clearly mark parking areas and use clear signage for directing traffic to parking areas. Invest in strategically located parking structures.

### Civic Spaces

- ▶ City should secure spaces for development that will be central to the initial revitalization of downtown. These spaces should build off of existing Civic spaces.

### Policy

- ▶ Align policy for the implementation of the goals defined. 1. Parking lot screening. 2. Shopfront glazing. 3. Downtown land bank. 4. Noise management.

## Downtown Programming

**The first step in revitalizing downtown Monroe is in its programming of activities and businesses.**

Programming understands current condition, missing elements, opportunities, and means of organizing businesses and programming empty spaces while vacant.

Program businesses to infill areas, create areas of concentration and attraction between to anchor store or activities.

Program of vacant lots and storefronts for community uses and artisanal spaces to continuous increase foot traffic and exposure.

## Design Intervention

**Select locations and use were chosen for design interventions in order to amplify public activity. Areas chosen to reenvision:**

- Riverside
- Parking Structures
- Parking Surface Lots
- Unprogrammed Public Plazas
- Dead end Streets at Railroad crossing

Potential interventions accentuate existing activities in phases. Short-term interventions allow for immediate action and use, mid-term and long-term interventions require further programming and coordination that can offer permanent positive investment and create a catalyst for other interventions.

# 2021 TRANSITION COMMITTEE REPORT



The 2021 Transition Committee identified assets & opportunities for growth and assessed the community for feedback on these categories. This process led to a set of top priorities outlined for the City of Monroe.

Top priority categories are as follow:

## **Operations**

- › Create greater City efficiencies in practices, operations, and budget. Standardize, modernize, and professionalize City's business practices.

## **Healthcare**

- › Expand access to care, increase mental health awareness. Recruit & retrain medical and healthcare professionals, lead innovations in healthcare research and care, encourage prevention and active healthier lifestyles for residents.

## **Economic Development**

- › Prioritize Economic Development with a new hired lead for the City. Ensure seamless processes and high-quality service to businesses seeking to do business in Monroe, ensure quality infrastructure to support trade & business travel through airport, river and roadway. Identify & leverage assets to create a competitive edge over other cities.

## **Workforce**

- › Establish a workforce committee to address workforce needs, develop a workforce opportunities and growth page on the City of Monroe website, assess availability, gaps, and cost barriers of access to quality early care and education.

## **Infrastructure**

- › Improve all core infrastructure components, create central coordination of sewer and storm water collection, identify funding sources for infrastructure updates, improve City services and ensure quality maintenance.

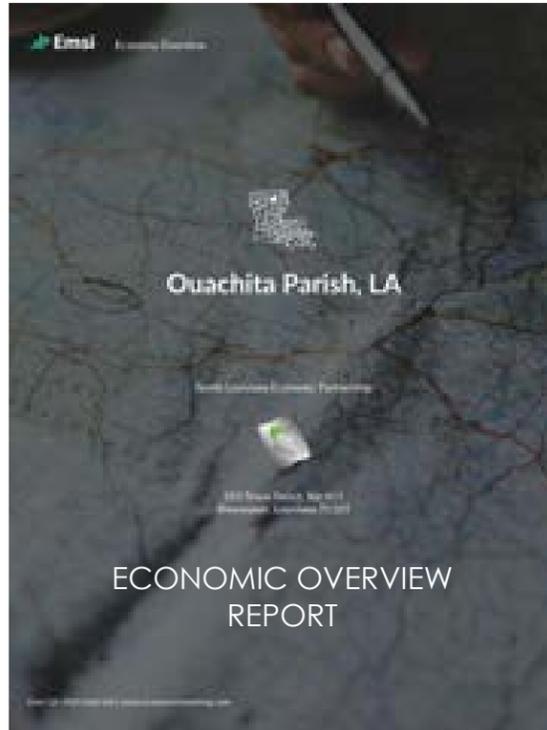
## **Quality of Life**

- › Beautify City streets, parks, and neighborhoods, improve number & quality of recreational activities for citizens & families, ensure every citizen feels safe & well served, valued & welcome.

## **Crime**

- › Create police dept. leadership, staffing, and training; create police & community relations, trust, and transparency; increase family & youth programming; increase career pathways, training, and opportunities for economic development.

# NORTH LOUISIANA ECONOMIC PARTNERSHIP ECONOMIC OVERVIEW



**7.78%**  
Unemployment in Ouachita Parish

**45%**  
of jobs require a high school diploma

**22%**  
of jobs require a bachelor's degree

**20%**  
no formal education

**153,066**

Population (2020)

Population decreased by 3,818 over the last 5 years and is projected to decrease by 2,135 over the next 5 years.

**77,281**

Total Regional Employment

Jobs decreased by 1,510 over the last 5 years but are projected to grow by 1,288 over the next 5 years.

**\$41.3K**

Median Household Income (2018)

Median household income is \$19.0K below the national median household income of \$60.3K.

## TAKEAWAYS

As of 2020 the region's population declined by 2.4% since 2015, falling by 3,818. Population is expected to decrease by 1.4% between 2020 and 2025, losing 2,135.

From 2015 to 2020, jobs declined by 1.9% in Ouachita Parish, LA from 78,791 to 77,281. This change fell short of the national growth rate of 6.2% by 8.1%. As the number of jobs declined, the labor force participation rate increased from 58.2% to 60.6% between 2015 and 2020.

Concerning educational attainment, 15.7% of Ouachita Parish, LA residents possess a Bachelor's Degree (3.4% below the national average), and 5.1% hold an Associate's Degree (3.0% below the national average).

The top three industries in 2020 are Restaurants and Other Eating Places, Educational and Hospitals, and Local Government Excluding Education and Hospitals.

## POPULATION CHARACTERISTICS



Ouachita Parish, LA has 31,477 millennials (ages 25-39). The national average for an area this size is 31,504.

Retirement risk is about average in Ouachita Parish, LA. The national average for an area this size is 45,067 people 55 or older, while there are 42,430 here.

Racial diversity is about average in Ouachita Parish, LA. The national average for an area this size is 61,141 racially diverse people, while there are 64,601 here.

**WHAT**

# COUNCIL DISTRICTS

## Council District 1

Councilman Douglas "Doug" Harvey



Councilman Douglas is an advocate for community college systems. He states that manufacturing jobs are key for Monroe. He is an active volunteer at Food Bank of NELA, Friends of Forsythe Park, and a board member of NE LA Boys and Girls Club, LA Catalyst, and Monroe Chamber of Commerce.

## Council District 2

Councilwoman Gretchen Ezernack



Councilwoman Gretchen is the Real Estate Director at NAI Faulk and Foster. Gretchen is an active member of Monroe Jr. League, board member of Boys and Girls Club of West Monroe, and Louisiana Realtors Association leader. She serves on the LA Real Estate Commission and supports the development of the City.

## Council District 3

Councilwoman Juanita G. Woods



Councilwoman Juanita is the Director of Programs and Participant Services at NOVA of Workforce Institute of NE Louisiana, Zion Traveler Baptist Church/Co-Director of Youth Dept., and member of Jr. League of Monroe. She states that if you can educate a person and put them to work, this will set the foundation for an economically sound community.

## Council District 4

Councilman Carday Marshall, Sr.



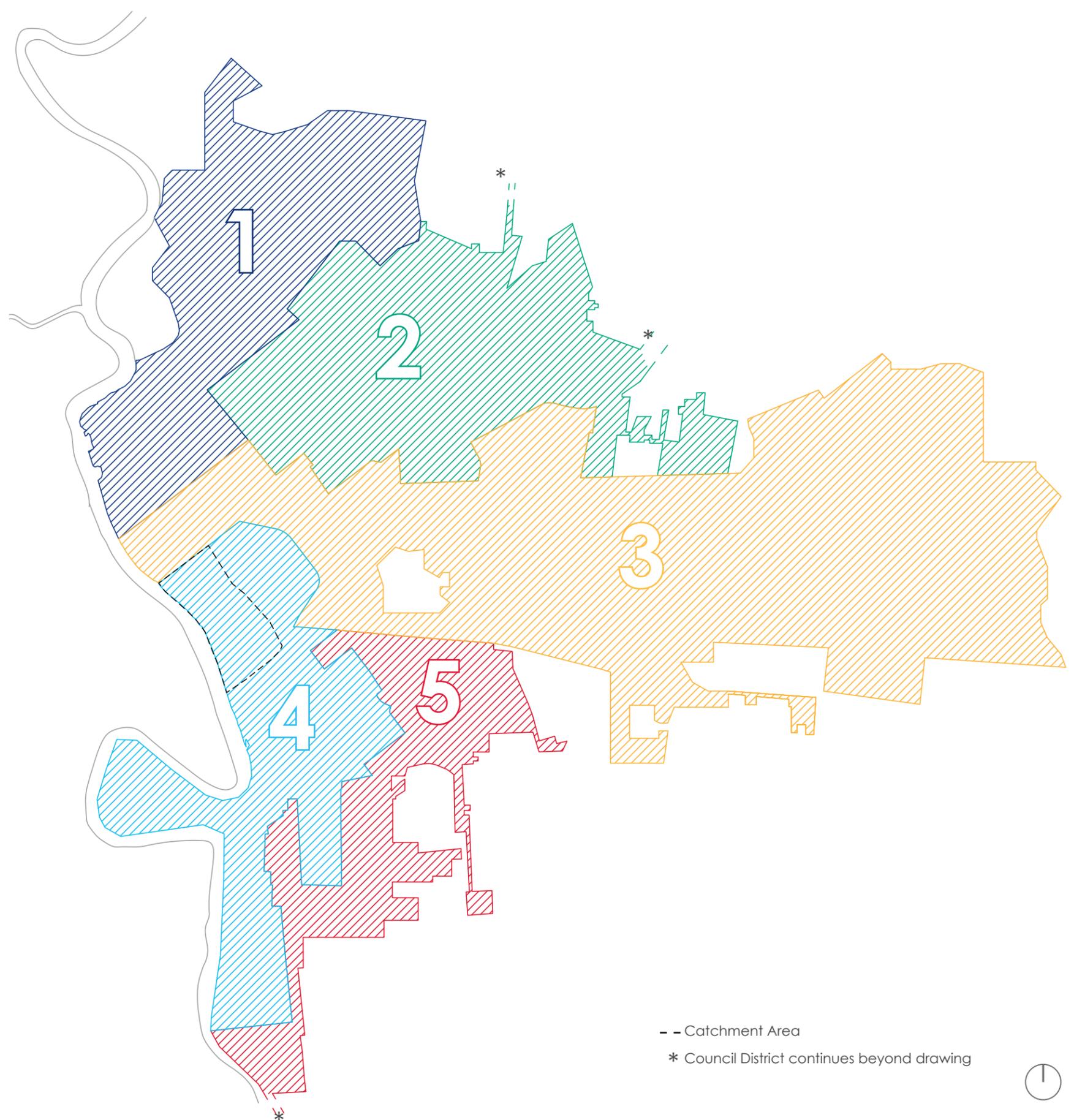
Councilman Carday is a native to Council District 4 of Monroe. He serves as Assistant Food Service Director at Grambling State University for Aramark, is currently the Residential Manager at ULM, and has served as Second Vice Chairman of the Monroe Planning Commission since 2016. Carday is an active leader in youth sports programs.

## Council District 5

Councilwoman Kema Dawson



Councilwoman Kema is the Executive Director of the Ouachita Multi-Purpose Community Action Program (OMCAP). She is an activist for the Louisiana Purchase Gardens & Zoo and is currently enrolled in Andersonville Theological Seminary with her father. She was included in Northeast Louisiana Young Professionals Top 20-Under 40 2019.



Source: City of Monroe, Louisiana. City Council. [ci.Monroe.la.us/government/Monroe-city-council](http://ci.Monroe.la.us/government/Monroe-city-council). Accessed Nov 2021



## COMMUNITY DESTINATION POINTS

The most successful public spaces in a City are those that facilitate interaction between people - Streets, Parks, and Squares.

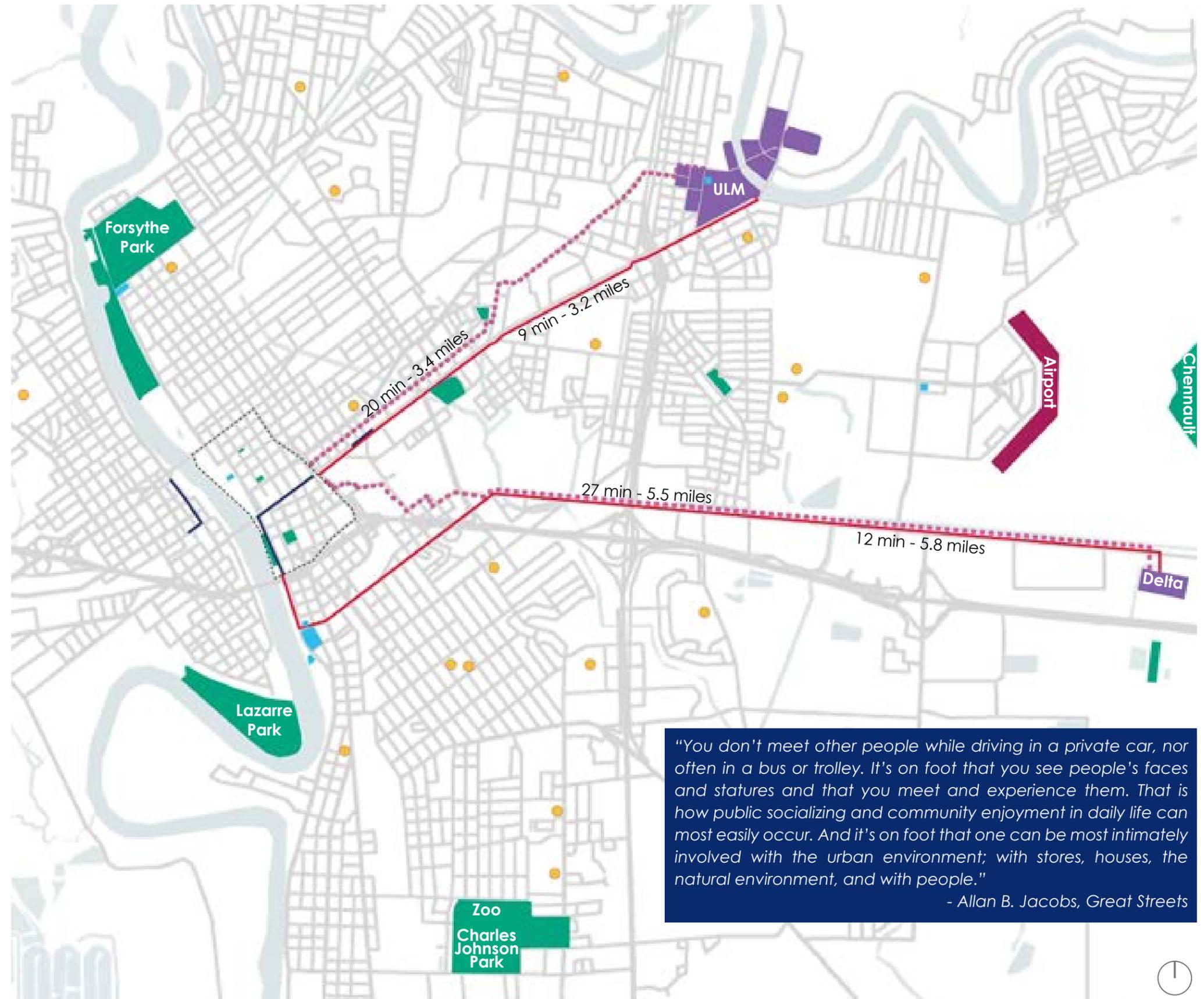
These are the places that foster a sense of community and attachment to place.

*"Great streets are meeting grounds of local society - where people of different ages, ethnicities, and income levels intersect and interact."* - Project for Public Spaces

When diverse destinations are easily accessible by different forms of transit, it is inviting and amenable to everyone.

Shown in the corresponding diagram are some of the meeting grounds for the surrounding community of Monroe. When considering these locations, ask yourself, How accessible are these places? Have I visited them, if not, why? What can I imagine myself doing here? Who would I bring along or possibly meet?

- Catchment Area
- Museums
- Airport
- Higher Education
- Schools
- Parks
- Commercial Corridors
- Bike Ride
- Car Ride



*"You don't meet other people while driving in a private car, nor often in a bus or trolley. It's on foot that you see people's faces and statures and that you meet and experience them. That is how public socializing and community enjoyment in daily life can most easily occur. And it's on foot that one can be most intimately involved with the urban environment; with stores, houses, the natural environment, and with people."*  
 - Allan B. Jacobs, *Great Streets*

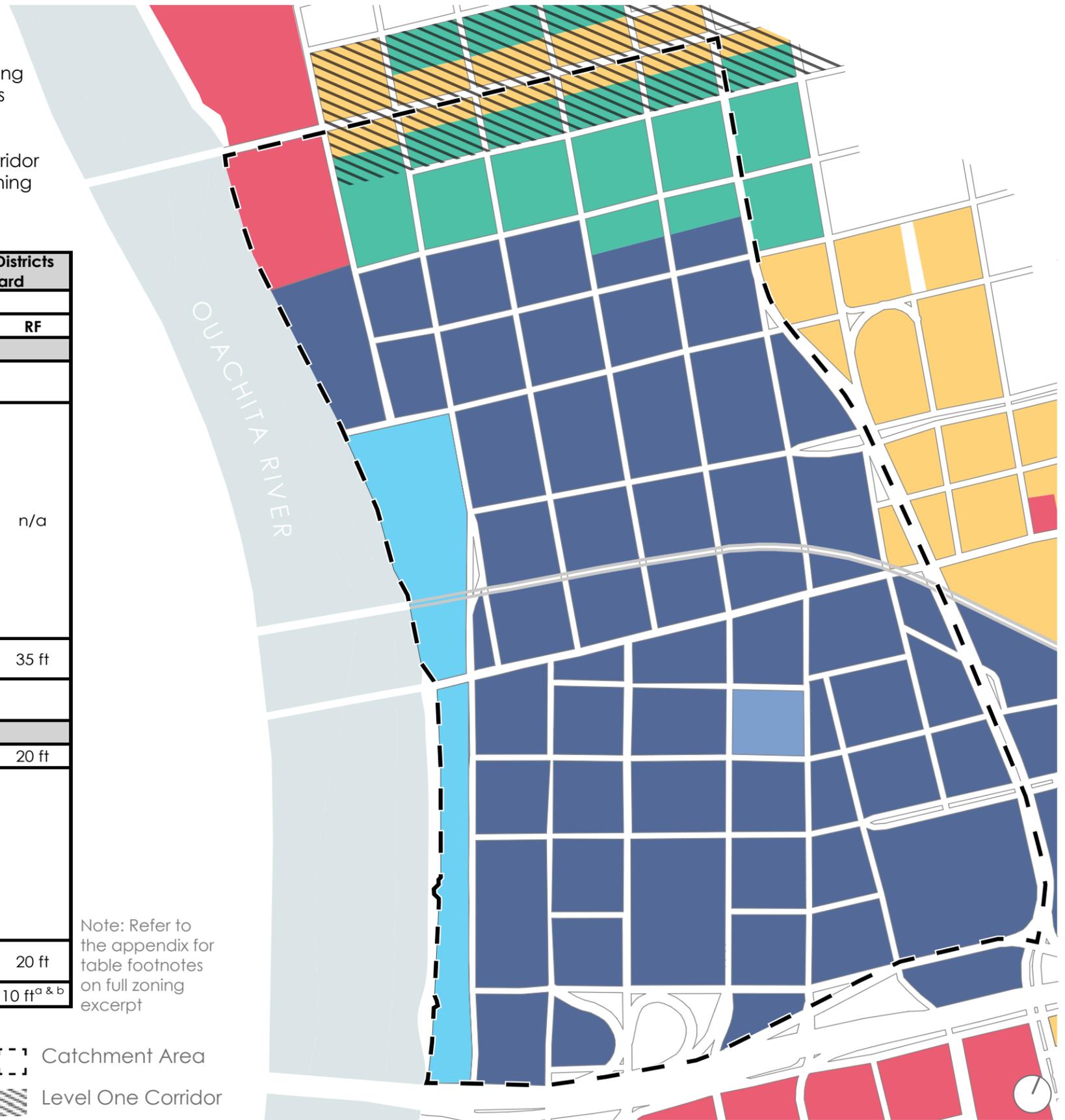
# CATCHMENT AREA ZONING

The City of Monroe bears a Comprehensive Zoning Ordinance, where regulations for developments and renovations are listed and made available to the public. Considering the area of study for Phase 1, several sections of the ordinance are relevant for citizens and entrepreneurs that seek development opportunities within the downtown area. In the ordinance, Monroe has identified major commercial corridors with specific design standards concerning the appearance and function of development. A level one corridor is identified at the edge of the catchment area. Refer to the appendix for relevant zoning excerpts within the current area of study.

Table 3.4: Commercial Use Bulk and Yard Regulations				Table 3.8: Special Districts Use Bulk and Yard		
	Districts					
	B-1	B-2	B-3	CBD	C	RF
<b>Bulk Regulations</b>						
Minimum District Size	3 Acres	3 Acres	3 Acres	3 Acres		
Minimum Lot Area	SFD: 7,200 sf SFA: 6,000 sf 2F: 8,000 sf Townhouse: 2,500 sf <sup>a</sup> Other: 10,000 sf	MF ≤10 unit: 20,000 sf MF 11-12 unit: 1,700 sf MF 13-14 unit: 1,600 sf MF 15-16 unit: 1,500 sf MF 17+ unit: 1,700 sf Other: 10,000 sf	n/a	n/a	SFD: 7,100 sf SFA: 6,000 sf 2F: 7,100 sf MF 3+ unit: 7,100 + 2,000 sf/unit Other: 7,100 sf	n/a
Max. Building Height	35 ft	35 ft	35 ft	100 ft	100 ft	35 ft
Max. Sq. Footage	5,000 sf	10,000 sf	n/a	n/a		
<b>Minimum Yard Requirements</b>						
Front Yard	20 ft	20 ft	25 ft	n/a	20 ft	20 ft
Interior Side Yard	SFD: 5 ft SFA: none Townhouse: none Other: 5 ft	MF 1-story: 5 ft MF 2-story: 10 ft MF 3-story +: 20 ft Other: 5 ft	n/a	n/a	SFD: 10 ft SFA: none Townhouse: none Other: 10 ft Dormitory 1-2 story: 25 ft Dormitory 3+ story: 50 ft	
Corner Side Yard	20 ft	20 ft	20 ft	n/a	20 ft	20 ft
Rear Yard	20 ft	10 ft <sup>c &amp; d</sup>	10 ft <sup>c &amp; d</sup>	n/a	20 ft <sup>a &amp; b</sup>	10 ft <sup>a &amp; b</sup>

Note: Refer to the appendix for table footnotes on full zoning excerpt

- B-1 - Neighborhood Mixed-Use Dist.
- B-2 - Neighborhood Business Dist.
- B-3 - General Business/Commercial Dist.
- C - Campus Dist.
- CBD - Central Business Dist.
- RF - Riverfront Dist.
- Catchment Area
- Level One Corridor



Source: City of Monroe, Louisiana. Planning and Zoning. [monroela.us/government/departments-divisions/planning-urban-development/planning-zoning](http://monroela.us/government/departments-divisions/planning-urban-development/planning-zoning). Accessed Nov 2021



ZONING

DEFINITION

USES

MASSING

B-1 NEIGHBORHOOD MIXED-USE DISTRICT



This district is intended for limited-sized professional and business offices in close proximity to purely residential uses. Moderate density multiple-family residential is permitted. The district is not commercial in character; however, certain limited commercial uses are permitted.

**PERMITTED USES:** Adult Day Care, Small; Art Gallery; Arts Studio; Bed and Breakfast; Child Day Care, Small; Community Garden; Dwelling, Single-Family, Townhouse, Single-Family Attached, Two-Family; Emergency Services; Farmer's Market; Group/Community Home, Small; House of Worship, Small; Library; Medical/Dental Clinic; Museum; Office; Park or Playground; Personal Services Establishment; Pet Grooming; Restaurant, Specialty; Retail Goods Establishment; Christmas Tree Lots; Construction Trailers; Tent Sales.
**CONDITIONAL USES:** Caterer, Cemetery; Community Center; Financial Institution; Group/Community Home, Large; House of Worship, Large; Residential Care Center; Veterinary Hospital; Columbarium; Crematorium.

**MINIMUM DISTRICT SIZE:** 3 Acres
**MINIMUM LOT AREA:** SFD: 7,200 sf; SFA: 6,000 sf; 2F: 8,000 sf; Townhouse: 2,500 sf; Other: 10,000 sf
**MAXIMUM BUILDING HEIGHT:** 35 ft
**MAXIMUM COMMERCIAL SQUARE FOOTAGE:** 5,000 sf
**MINIMUM FRONT YARD:** 20 ft
**MINIMUM INTERIOR SIDE YARD:** SFD: 5 ft; SFA: none; Townhouse: none; Other: 5 ft
**MINIMUM CORNER SIDE YARD:** 20 ft
**MINIMUM REAR YARD:** 10 ft<sup>c&d</sup>

B-2 NEIGHBORHOOD BUSINESS DISTRICT



The purpose of a B-2 neighborhood business district is to provide for the location and grouping of sites for small-scale office, professional services, and retail establishments to support adjacent residential neighborhoods. This district includes establishments that conduct all business operations within an enclosed facility, and which have a limited impact on adjacent residential areas especially in terms of lighting, signage, traffic, odor, noise, and hours of operation.

**PERMITTED USES:** Adult Day Care, Small, Large; Art Gallery; Arts Studio; Brewpub; Car Wash; Caterer; Child Day Care, Small, Large; Community Center; Community Garden; Convalescent Center; Dwelling, Multi-Family, Owner/Proprietor; Elderly Housing, Continuing Care, Nursing Home, Retirement Housing; Emergency Services; Farmer's Market; Financial Institution; Fraternity/Sorority House; Gas Station; Government Facility; Group/Community Home, Large; House of Worship, Small; Independent Living Facility; Kennel; Library; Maintenance/Repair Services; Medical/Dental Clinic; Museum; Office; Park or Playground; Personal Services Establishment; Pet Care Facility; Pet Day Care; Pet Grooming; Reception/Banquet Hall; Residential Care Center; Restaurant, Carry-Out, Fast Food, Full-Service, Specialty; Retail Goods Establishment; Tattoo Parlor; Taxidermy; Veterinary Hospital; Christmas Tree Lots; Construction Trailers; Tent Sales.
**CONDITIONAL USES:** Automotive Repair, Major; Automotive Repair, Minor; Bar; Cemetery; House of Worship, Large; Mini-Warehouse; Off-Premises Advertising Sign; Radio/Television Antennae/Towers; Retail Manufacturing; Social Club/Lodge; Storage, Small; Tire Store; Traditional Housing; Alcohol Beverage Sales, Off-Premises, On-Premises; Columbarium; Crematorium; Drive-Through.

**MINIMUM DISTRICT SIZE:** 3 Acres
**MINIMUM LOT AREA:** MF ≤10 unit: 20,000 sf; MF 11-12 unit: 1,700 sf; MF 13-14 unit: 1,600 sf; MF 15-16 unit: 1,500 sf; MF 17+ unit: 1,700 sf; Other: 10,000 sf
**MAXIMUM BUILDING HEIGHT:** 35 ft
**MAXIMUM COMMERCIAL SQUARE FOOTAGE:** 10,000 sf
**MINIMUM FRONT YARD:** 20 ft
**MINIMUM INTERIOR SIDE YARD:** MF 1-story: 5 ft; MF 2-story: 10 ft; MF 3-story+: 20 ft; Other: 5 ft
**MINIMUM CORNER SIDE YARD:** 20 ft
**MINIMUM REAR YARD:** 10 ft<sup>c&d</sup>

B-3 GENERAL BUSINESS/COMMERCIAL DISTRICT



The B-3 general business/commercial district is intended to provide sufficient space in appropriate locations for a wide variety of commercial and miscellaneous service activities, generally serving a wide area and located along major arterials. The B-3 district is intended for medium to large-scale, auto or pedestrian-oriented commercial uses and strip commercial developments that require significant parking.

**PERMITTED USES:** Adult Day Care, Small, Large, Commercial; Art Gallery; Arts Studio; Automobile/Vehicle Dealership; Automobile Rental; Automotive Repair, Major, Minor; Bar; Bingo Hall; Boarding House; Brewpub; Car Wash; Caterer; Child Day Care, Small, Large, Commercial; Community Center; Community Garden; Convalescent Center; Elderly Housing, Continuing Care, Nursing Home, Retirement Housing; Emergency Services; Farmer's Market; Financial Institution; Funeral Home/Mortuary; Gas Station; Government Facility; Hospital; Hotel/Motel, Kennel, Laboratory; Library; Maintenance/Repair Services; Manufacturing, Light; Medical/Dental Clinic; Museum; Office; Park or Playground; Passenger Terminal; Personal Services Establishment; Pet Care Facility; Pet Day Care; Pet Grooming; Reception/Banquet Hall; Recreational Facility, Indoor; Recreational Vehicle Park; Residential Care Center; Restaurant, Carry-Out, Fast Food, Full-Service, Specialty; Retail Goods Establishment; Retail Manufacturing; Social Club/Lodge; Tattoo Parlor; Taxidermy; Tire Store; Veterinary Hospital; Alcohol Beverage Sales, On-Premises; Drive-Through; Live Entertainment; Christmas Tree Lots; Construction Trailers; Tent Sales.
**CONDITIONAL USES:** Cemetery; Check Cashing Facility; Day Shelter/Facility (Homeless); Educational Facility (Vocational); Halfway House; Homeless Shelter; House of Worship, Small, Large; Off-Premises Advertising Sign; Parking Lot, Commercial; Parking Structure; Pay-Day Loan Agency; Radio/Television Antennae/Towers; Rehabilitative Care Center; Shelter; Social Service Agency; Soup Kitchen; Storage, Large, Small; Storage Yard, Vehicle; Substance Abuse Treatment Facility; Warehouse, Wholesale; Alcohol Beverage Sales, Off-Premises; Columbarium; Crematorium; Parking Garage; Cargo Container; Carnival/Fair; Revival Church.

**MINIMUM DISTRICT SIZE:** 3 Acres
**MINIMUM LOT AREA:** SFD: 7,200 sf; SFA: 6,000 sf; 2F: 8,000 sf; Townhouse: 2,500 sfa; Other: 10,000 sf
**MAXIMUM BUILDING HEIGHT:** 35 ft
**MAXIMUM COMMERCIAL SQUARE FOOTAGE:** 5,000 sf
**MINIMUM FRONT YARD:** 20 ft
**MINIMUM INTERIOR SIDE YARD:** SFD: 5 ft; SFA: none; Townhouse: none; Other: 5 ft
**MINIMUM CORNER SIDE YARD:** 20 ft
**MINIMUM REAR YARD:** 10 ft<sup>c&d</sup>

<sup>a</sup> Not to exceed 4 attached dwellings
<sup>b</sup> Not to exceed 8 attached dwellings
<sup>c</sup> A rear yard abutting a publicly-dedicated alley need only be five feet (5') in depth
<sup>d</sup> A rear yard abutting a lot in a residential or B-1 district shall have the same minimum depth as the abutting district



ZONING

DEFINITION

USES

MASSING

C CAMPUS DISTRICT



The C institutional campus district is intended for large educational or medical campus developments to facilitate an orderly and efficient regulation process for these types of uses. The district establishes a process that is flexible enough to accommodate evolving changes and expansions in campus plans, and creates the proper transitions between campus activities and adjacent neighborhoods. Within the district, development will proceed in accordance with an approved campus master plan.

**PERMITTED USES:** Adult Day Care, Commercial, Large, Small; Amphitheater/Outdoor Performance Venue; Child Day Care, Commercial, Large, Small; Children’s Residential Facility; Convalescent Center; Dwelling, Single-Family Detached, Single-Family Attached, Two-Family, Multi-Family, Caretaker; Educational Facility College/University, Elementary, Secondary, Vocational; Elderly Housing, Assisted Living, Continuing Care, Nursing Home, Retirement Housing; Emergency Services; Fraternity/Sorority House; Government Facility; Hospital; House of Worship, Small, Large; Laboratory; Library; Marina; Office; Medical/Dental Clinic; Museum; Park or Playground; Personal Services Establishment; Recreational Facility, Indoor; Substance Abuse Treatment Facility; Theater; Clubhouse; Live Entertainment; Parking Garage.  
**CONDITIONAL USES:** Funeral Home/Mortuary; Halfway House; Recreational Facility, Outdoor; Restaurant/Reception Facility; Stadium; Transitional Housing; Alcohol Beverage Sales, On-Premises; Medical Evacuation Heliport.

**MINIMUM LOT AREA:** SFD: 7,100 sf; SFA: 6,000 sf; 2F: 7,100 sf; MF 3+ unit: 7,100 + 2,000 sf/unit; Other: 7,100sf  
**MAXIMUM BUILDING HEIGHT:** 100 ft  
**MINIMUM FRONT YARD:** 20 ft  
**MINIMUM SIDE YARD:** SFD: 10 ft; SFA: none; Townhouse: none; Other: 10 ft; Dormitory 1-2 story: 25ft; Dormitory 3+ story: 50 ft  
**MINIMUM CORNER SIDE YARD:** 20 ft  
**MINIMUM REAR YARD:** 20 ft<sup>a&b</sup>  
<sup>a</sup> A rear yard abutting a publicly dedicated alley need only be five feet (5') in depth  
<sup>b</sup> A rear yard abutting a lot in a residential or BX district shall have the same minimum depth as the abutting district

CBD CENTRAL BUSINESS DISTRICT



The CBD central business district is representative of the core downtown business and retail area. The intent of the district is to recognize the unique and historic character of downtown and the pedestrian orientation of the neighborhood by combining residential uses with commercial, service and office establishments. Lot sizes, setbacks, parking and landscaping requirements shall be more flexible to address the characteristics of an area substantially developed as a commercial district with smaller lots and greater development densities than newer areas of the City.

**PERMITTED USES:** Adult Day Care, Commercial; Art Gallery; Arts Studio; Automotive Repair, Major; Bar; Bingo Hall; Boarding House; Brewpub; Car Wash; Caterer; Check Cashing Facility; Child Care, Large, Commercial; Community Center; Dwelling, Multi-Family, Owner/Proprietor; Emergency Services; Farmer’s Market; Financial Institution; Gas Station; Government Facility; Hospital; Hotel/Motel; Laboratory; Library; Maintenance/Repair Services; Medical/Dental Clinic; Museum; Office; Park or Playground; Parking Lot, Commercial; Parking Structure; Passenger Terminal; Pay-Day Loan Agency; Personal Services Establishment; Pet Care Facility; Pet Day Care; Pet Grooming; Reception/Banquet Hall; Recreational Facility, Indoor; Restaurant, Carry-Out; Restaurant, Fast Food; Restaurant, Full-Service; Restaurant, Specialty; Retail Goods Establishment; Social Club/Lodge; Alcohol Beverage Sales, Off-Premises; Alcohol Beverage Sales, On-Premises; Drive-Through; Live Entertainment; Parking Garage; Christmas Tree Lots; Construction Trailers; Tent Sales.  
**CONDITIONAL USES:** Automotive Repair, Minor; Cemetery; Craft Brewery; Day Shelter/Facility (Homeless Shelter; Manufacturing, Light; Mini-Warehouse; Off-Premises Advertising Sign; Radio/Television Antennae/Towers; Recreational Vehicle Park; Shelter; Social Service Agency; Soup Kitchen; Tire Store; Transitional Housing; Columbarium; Crematorium; Carnival/Fair; Revival Church.

**MINIMUM DISTRICT SIZE:** 3 Acres  
**MAXIMUM BUILDING HEIGHT:** 100 ft  
**MINIMUM SIDE YARD:** In any district where side yards are not required by the district regulations, if side yard is provided it shall have a width of at least five feet (5')

RF RIVERFRONT DISTRICT



The purpose of the RF riverfront district is to establish development standards that will enhance redevelopment opportunities along the Ouachita River. The district is intended to encourage and promote the revitalization of the waterfront area, to protect and preserve appropriate areas for public use, and to maintain the unique characteristics of the area.

**PERMITTED USES:** Amphitheater/Outdoor Performance Venue; Bar; Dwelling, Multi-Family; Dwelling, Owner/Proprietor; Emergency Services; Farmer’s Market; Hotel; Library; Marina; Office; Museum; Park or Playground; Personal Services Establishment; Public Pier; Restaurant/ Reception Facility; Retail Goods Establishment; Theater; Alcohol Beverage Sales, On-Premises; Live Entertainment.  
**CONDITIONAL USES:** House of Worship, Small, Large; Off-Premises Advertising Sign; Parking Garage.

**MAXIMUM BUILDING HEIGHT:** 35 ft  
**MINIMUM FRONT YARD:** 20 ft  
**MINIMUM SIDE YARD:** In any district where side yards are not required by the district regulations, if side yard is provided it shall have a width of at least five feet (5')  
**MINIMUM CORNER SIDE YARD:** 20 ft  
**MINIMUM REAR YARD:** 10 ft<sup>a&b</sup>  
<sup>a</sup> A rear yard abutting a publicly dedicated alley need only be five feet (5') in depth  
<sup>b</sup> A rear yard abutting a lot in a residential or BX district shall have the same minimum depth as the abutting district.



# CATCHMENT AREA PARKING

Downtown Monroe's surface, street and parking structures dominate much of the urban fabric. Because of this, pedestrians are unmotivated to enjoy the City at the street level. As it stands, there is a wide perception that the downtown area lacks sufficient parking and thus is a deterrent to visitors. This is partly due to a lack of way-finding, comprehensive street design and the perception of walkability versus safety. Below are the ratios of parking to built footprint area in the catchment area.

\*Refer to the full Zoning Ordinance sections noted below for Monroe's regulations on parking.

**\* Sec. 37-79. - OFF-STREET PARKING AND LOADING REQUIREMENTS:**

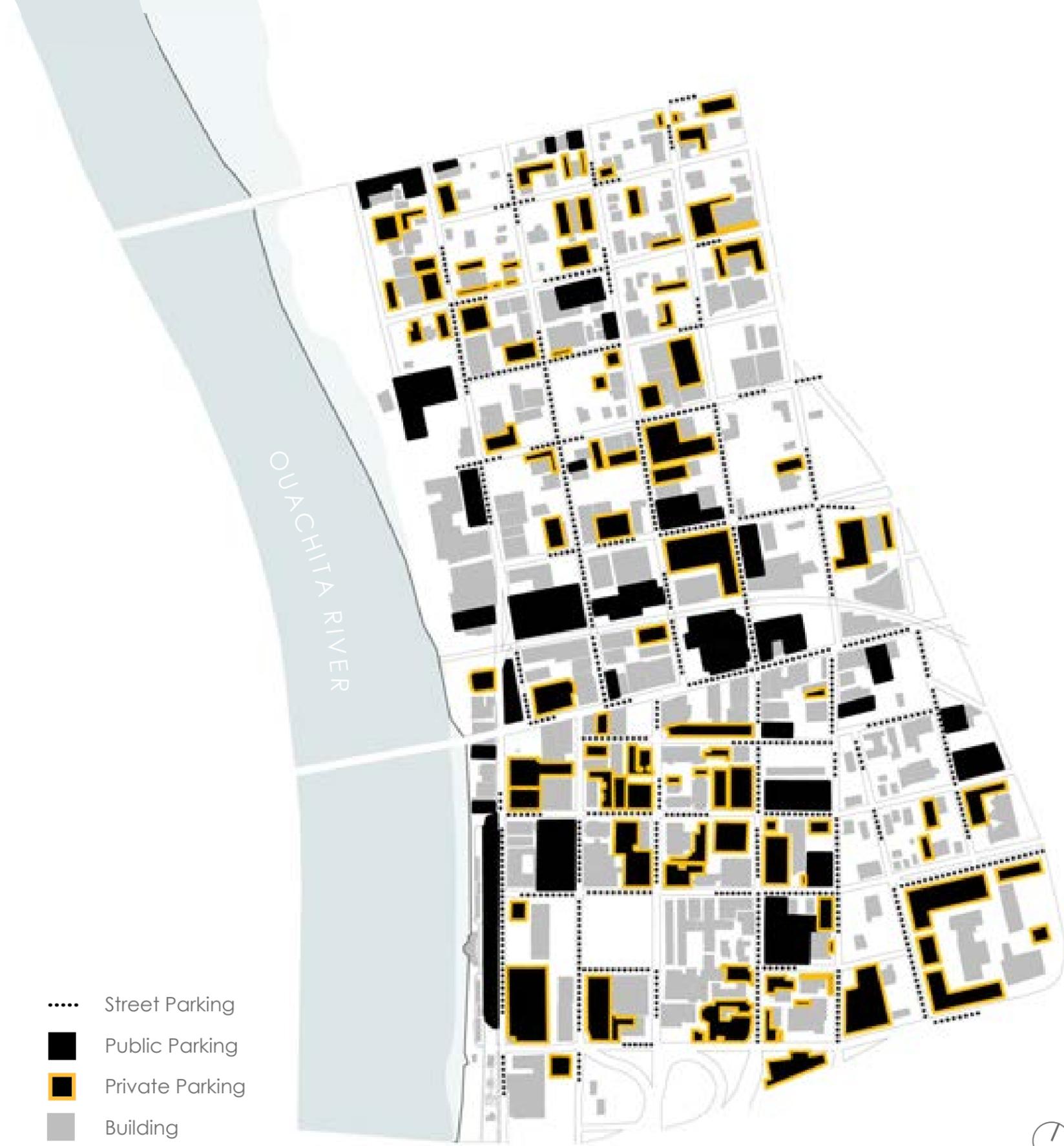
- (a) Purpose
- (b) General
- (c) Computation of parking and loading requirements
- (d) Required off-street vehicle parking spaces
- (e) Maintenance
- (f) Off-street loading facilities

**\* Sec. 37-80. - PARKING DESIGN STANDARD:**

- (a) Site plan review
- (b) Permitted vehicle parking locations
- (c) Non-residential users
- (d) Access requirements for off-street vehicle parking
- (e) Driveway design
- (f) Accessible space design
- (g) Vehicle stacking spaces for drive-through facilities
- (h) Bicycle space design
- (i) Off-street loading design
- (j) Surfacing

.....	Street Parking - 70,249 sqft (3.6 %)
■	Public Parking - 638,164 sqft (33.0 %)
■	Private Parking - 1,225,705 sqft (63.4 %)
■	Total Parking - 1,934,118 sqft (44.0 % of total built)

- ..... Street Parking
- Public Parking
- Private Parking
- Building



Sources: Ouachita Assessor's Website. City of Monroe GIS. Campo site visit.



# CURRENT BUILDING USE STUDY

Monroe's building uses in the downtown area have some natural clustering of use types currently. Establishing special use districts has been shown to help create a strong sense of place as well as focusing investment/development efforts. If the use types are grouped into identifiable districts, this also creates a bigger draw on top of making walking a more viable option.

- |   |                      |   |                |
|---|----------------------|---|----------------|
|  | New Use/Development  |  | Recreational   |
|  | Community Services   |  | Residential    |
|  | Manufacturing/Supply |  | Spa / Salon    |
|  | Medical              |  | Parking        |
|  | Office               |  | Retail – other |
|  | Religious            |  | Governmental   |
|  | Bar / Nightclub      |  | Vacant         |
|  | Restaurant           |  | Utility        |



Sources: Ouachita Assessor's Website. City of Monroe GIS. Campo site visit.



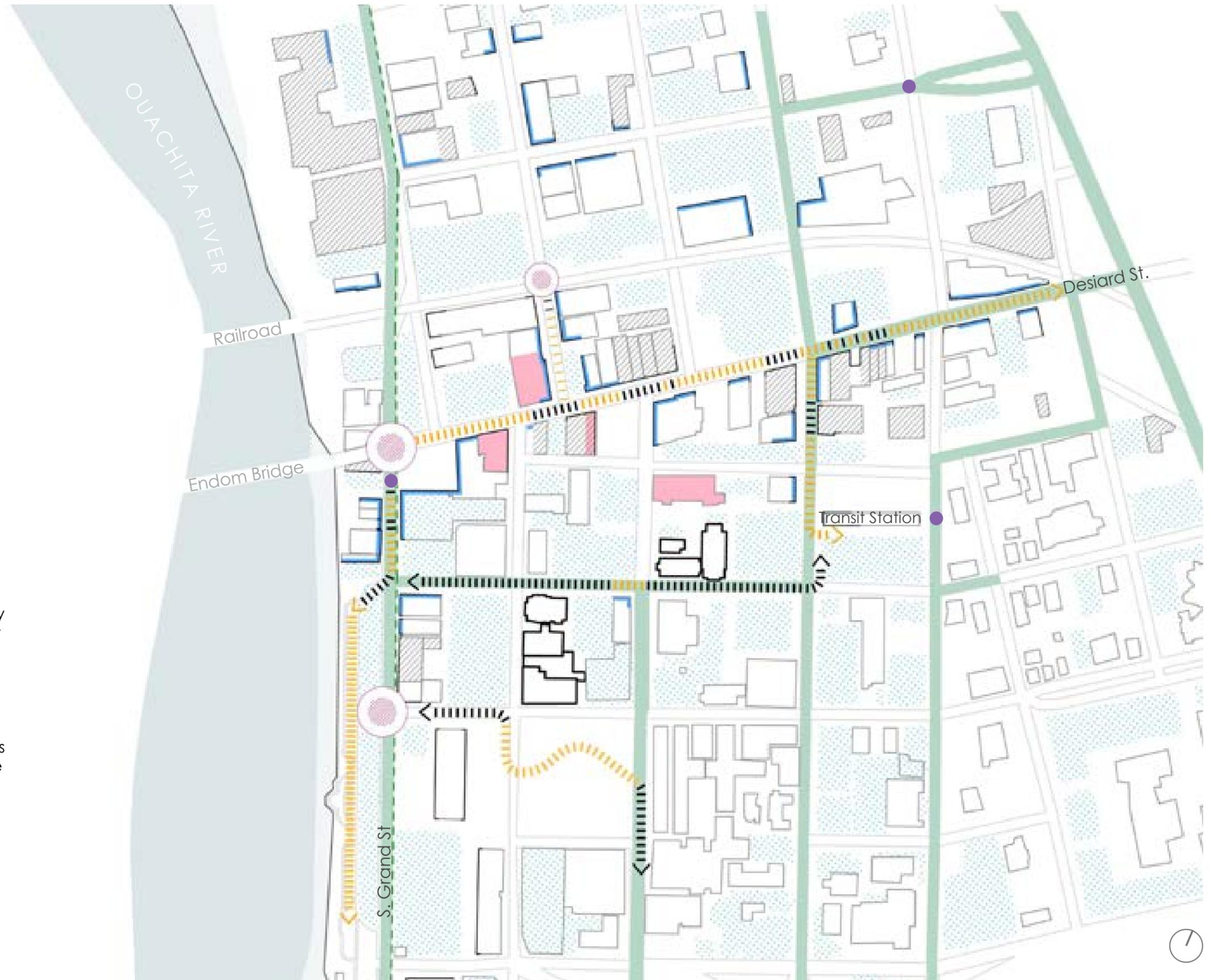
# CIRCULATION STUDY

-  Inactive Building
-  Activated Building
-  High-rise Building
-  Bus Route
-  Bus Stop
-  Active Pedestrian Route
-  Inactive Pedestrian Route
-  Bike Route
-  Parking
-  Vacant Building
-  Conflict
-  Religious Building

Since the 1950's, Desiard Street has attracted pedestrian activity as a corridor once lined with retail establishments: Palace Department store, Paramount Theater, Sears, J.C. Penney, and many others. Today, a collection of local shops highlight the east end of Desiard street. Along with those active businesses, there are also many vacancies and/or what may be understood to passersby as an inactive space.

South Grand Street welcomes visitors and locals as a main street to Monroe and its connection to the river. Currently, S. Grand only hosts a number of small businesses at the intersection with Desiard.

In this illustration, the pedestrian routes are shown gold when the pedestrian experience is 'active' and black when 'inactive.' Conflict areas noted by red circles are the obstruction points experienced in pedestrian walkability, such as the intersection of railway and high traffic intersections.







# VACANCY IN MONROE

## Ajudicated Properties

As of June 2021, 52 properties in the City of Monroe have been adjudicated for non-payment, most of which are single family homes and fewer are parcels of land. Currently, there are no tax delinquent properties in Downtown Monroe.

## Vacant Parcels

The corresponding map displays vacant land within the catchment area of Downtown Monroe.



Adjacent Figure: vacant land, surface parking lots & vacant buildings.

- Surface Parking
- Vacant Buildings
- Vacant Parcel
- Active Buildings



# 2021 FUNDING

## FEDERAL FUNDING - \$24,504,938

- \$3,180,150 - Watershed Grant through Region 3
- \$8,888,888 - Airport Flood Mitigation
- \$1,445,110 - FAA Coronavirus Relief Funds
- \$206,076 - FEMA Assistance to Firefighters

## POLICE - \$149,010

- \$52,060 - Project Safe Neighborhoods
- \$50,000 - DARE Grant
- \$39,000 - LA Highway Safety Commission overtime
- \$7,950 - BVP Bulletproof Vest Partnership through DoJ

## TRANSIT - \$5,753,115

- \$1,694,502 - Annual Transit Operations
- \$1,900,000 - American Rescue Funding
- \$1,500,000 - 5339 Funding for buses
- \$658,613 - New Terminal Grant Funding
- \$794,982 - CARES ACT

## MICELLANEOUS - \$193,750

- \$60,000 - CVB Christmas Grant
- \$33,000 - Rebate from Verizon Wireless
- \$100,000 - Entergy Open Grant

## LA PURCHASE GARDENS & ZOO - \$503,200

- \$400,000 - CVB Grant
- \$10,000 - Painting Exterior
- \$75,700 - ADA Caboose on Train
- \$5,000 - KONA Ice

## PLANNING & URBAN DEVELOPMENT - \$1,067,246

- \$4,000 - Bancorp South
- \$740,675 - CDBG Funding
- \$322,571 - HOME Funding

OPPORTUNITY TITLE	AGENCY / DIVISION	FUNDING TYPE/ CATEGORY	OVERVIEW	ALLOCATION	ACCEPTABLE USES
Community Development Block Grant (CDBG)	Louisiana Division of Administration, Office of Community Development	Federal Block Grant / Economic Development	CDBG is a block grant program that provides communities with resources to address a wide range of unique community development needs.	\$0-1,039,000	Public Services, Housing Activities, Economic Development Activities, Capital Improvement Activities
Louisiana Community Development Block Grant (LCD-BG)	Louisiana Division of Administration, Office of Community Development	Federal Block Grant / Economic Development	For LCDBG program an activity may be assisted in whole or in part with CDBG funds. The Economic Development set-aside is to be used to provide grants to local governments for infrastructure improvements which will facilitate the location of a particular business. Application periods: April 1 through March 31	\$700,000 New or Startup Businesses. \$1 million Expansion of Existing Businesses	Public Services, Housing Activities, Economic Development Activities, Capital Improvement Activities
Low Income Housing Tax Credit (LIHTC)	Louisiana Housing Corporation	Tax Credit, Internal Revenue Service (IRS)	LIHTC subsidizes the acquisition, construction and rehabilitation of affordable housing for low- and moderate-income tenants through a tax incentive.	\$750,000 for rural parishes & \$1 Million for metropolitan parishes.	Acquisition, Construction & Rehabilitation of Affordable Housing
New Market Tax Credits (NMTTC) 	U.S. Department of Treasury	Tax Credit	The NMTTC Program attracts private capital into low-income communities by permitting individual and corporate investors to receive a tax credit against their federal income tax in exchange for making equity investments in specialized financial intermediaries called Community Development Entities (CDEs). Deadline: January 13, 2022	Credit totals 39% of original investment amount claimed over a 7 year period	Commercial Development
Enterprise Zone (EZ) 	Louisiana Economic Development	Tax Credit	A rebate of state sales and use taxes paid on qualifying materials, machinery, furniture, and/or equipment purchased or a 1.5% refundable investment tax credit on the total capital investment, excluding tax exempted items.	n/a	n/a
Opportunity Zone (OZ) 	Internal Revenue Service, Louisiana Economic Development	Deferred Tax	Opportunity Zones are an economic development tool that allows people to invest in distressed areas in the United States. Their purpose is to spur economic growth and job creation in low-income communities while providing tax benefits to investors.	Tax deferral, reduction or exclusion	Commercial Development

Note: funding allocation and awards are project specific, subject to agency and program requirements.

OPPORTUNITY TITLE	AGENCY / DIVISION	FUNDING TYPE / CATEGORY	OVERVIEW	ALLOCATION	ACCEPTABLE USES
HOME Investment Partnership Program (HOME)	U.S. Department of Housing & Urban Development	Federal Block Grant	Grant to states and units of general local government to implement local housing strategies designed to increase homeownership & affordable housing opportunities for low and very low-income Americans.	Formula allocation or \$3 million	Housing, tenant-based rental assistance, housing rehabilitation, assistance to home-buyers, new construction of housing, Site acquisition, improvements, demolition, & relocation.
Restoration Tax Abatement (RTA)	Louisiana Economic Development	Tax Abatement / Economic Development and Restoration	Incentive created for municipalities and local governments to encourage the expansion, restoration, improvement and development of existing structures in downtown development districts, economic development districts and historic districts. This provides an up-to ten-year abatement of property taxes (ad valorem) on renovations and improvements.	Tax Reduction	Commercial Development
Delta Community Capital Initiative (DCCI)	Department of Housing & Urban Development	Grant / Housing	Provides direct investment and technical assistance to community development lending and investing institutions that focus on affordable housing, small business and community facilities to benefit the residents of Lower Mississippi Delta Region.	Maximum amount of funds available for is \$1,000,000. The maximum grant award will be up to \$200,000.	Innovative housing & economic development uses, including but not limited to loan or investment capital, loan loss reserves, program staff costs, information systems, market studies, portfolio analyses, business planning, & other activities supporting the program goals.
Neighborhood Stabilization Program	Department of Housing & Urban Development	Grant / Housing	Provides assistance to communities that have suffered from foreclosures and abandonment with the purchase and redevelopment of foreclosed and abandoned homes and residential properties.	n/a	n/a
Rural Business Development Grant Program	U.S. Department of Agriculture, Rural Development	Capital Grant / Rural Economic Development	The Rural Business Development Grant Program (RBDG) was created under the 2014 Farm Bill, and consolidates the Rural Business Enterprise Grant (RBEG) and Rural Business Opportunity Grant (RBOG) Programs.	\$10,000-\$500,000	Community Economic Development, Rural Transportation Improvement, Acquisition or Development of land; construction, conversion, renovation.
Section 108 Loan Guarantee Program	Department of Housing & Urban Development	Block Grant / Community Development	Provides communities with a source of financing for economic development, housing rehabilitation, public facilities, and large-scale physical development projects. This program allows local governments to transform a small portion of their CDBG funds into federally guaranteed loans large enough to pursue physical and economic revitalization projects capable of renewing entire neighborhoods.	\$500,000 to 140MM	Housing, Public Facilities, Infrastructure Projects, Resilience against natural disasters

Note: funding allocation and awards are project specific, subject to agency and program requirements.



OPPORTUNITY TITLE	AGENCY / DIVISION	FUNDING TYPE / CATEGORY	OVERVIEW	ALLOCATION	ACCEPTABLE USES
Land and Water Conservation Fund Grants - Outdoor Recreation Acquisition, Development and Planning	Department of the Interior, National Parks Service	Grant	Provides matching grants to states and local governments for the acquisition and development of public outdoor recreation areas and facilities (as well as funding for shared federal land acquisition and conservation strategies).	\$900 million allocated yearly	Protect Federal lands for public outdoor recreational use and enjoyment, community green spaces, public access to rivers and other water resources, establishing sports fields
Recreational Trails	Department of Transportation, Federal Highway Administration	n/a	Provides funds to the states to develop and maintain recreational trails and trail-related facilities for both non-motorized and motorized recreational trail uses. The funds represent a portion of the motor fuel excise tax collected from non-highway recreational fuel use.	n/a	Recreational Trails
Business and Industry Loan Guarantee (B&I)	U.S. Department of Agriculture	Guarantee Loan / Rural Economic Development	The Business and Industry Guaranteed Loan Program is a loan guarantee program designed to assist credit-worthy rural businesses obtain needed credit for most any legal business purpose. The intent is to save and create jobs in rural America.	80% for loans up to \$5 million. 70% for loans between \$5-10 million. 60% for loans exceeding \$10 million	The purchase and development of land, buildings and associated infrastructure for commercial or industrial properties; business expenses that create or save jobs.
Intermediary Relending Program	U.S. Department of Agriculture	Low-Interest Loan / Rural Community Development	Provides low-interest loans to local intermediaries that re-lend to businesses and for community development projects in rural communities.	Up to \$2 million (initial) and \$0-1 million thereafter	The purchase and development of land, buildings and associated infrastructure for commercial or industrial properties; hotels, motels, convention centers.
Historic Preservation Fund-State Historic Preservation Offices Grants	National Park Service / Louisiana Division of Historic Preservation	Competitive Grant / Historic Preservation	Provides matching grants to states for the identification, evaluation, and protection of historic properties by such means as survey, planning technical assistance, acquisition, development, and certain federal tax incentives available for historic properties; provides matching grants to states to expand the National Register of Historic Places; and assists federal, state, and local government agencies, nonprofit organizations and private individuals in carrying out historic preservation activities.	Eligible Project Costs	Historic buildings, sites, structures & districts
Art Grants and Partnerships	National Endowment for the Arts	Arts	NEA grants and partnership agreements provide funding and assistance to promote arts in the community.	n/a	n/a

Note: funding allocation and awards are project specific, subject to agency and program requirements.



OPPORTUNITY TITLE	AGENCY / DIVISION	FUNDING TYPE / CATEGORY	OVERVIEW	ALLOCATION	ACCEPTABLE USES
Paul Bruhn Historic Revitalization Grants Program	U.S. Department of the Interior, National Park Service	Historic Preservation Grant	The goal of the Paul Bruhn Historic Revitalization Grants Program is to support sub-grant programs that enable the rehabilitation of rural historic properties at the National, State, and local level of significance and rehabilitate, protect, and foster economic development of rural communities. Applications due January 2022	\$200,000 to \$750,000	National Register of Historic Places or determined eligible for listing in the Register by the State Historic Preservation Office (SPHO) & the NPS for historic preservation.
State Historic Tax Credits	National Park Service / Louisiana Division of Historic Preservation	Tax Credit Equity / Historic Preservation	The 20% State Commercial Tax Credit was created in 2002 by the Louisiana Legislature to encourage the redevelopment of income-producing historic buildings in Louisiana's Downtown Development Districts and certified Cultural Districts.	Eligible Project Costs	Historic buildings, sites, structures & districts
Federal Historic Tax Credits	U.S. Department of the Interior, National Park Service, Federal Historic Preservation Tax Incentives program	Indirect Federal Subsidy, 20% tax credit for qualified expenditures / Historic Preservation	The 20% Federal Commercial Tax Credit encourages substantial rehabilitation of income-producing historic structures in the National Register of Historic Places or be certified as contributing to the significance of a "registered historic district."	Eligible Project Costs	Historic buildings, sites, structures & districts
Public Works and Economic Adjustment Assistance (EDA)	n/a	Emergency Relief	EDA's Public Works and Economic Adjustment Assistance (EAA) programs provide economically distressed communities and regions with comprehensive and flexible resources to address a wide variety of economic needs. Deadline March 31, 2022	\$3B allocated for 2021	n/a
OneRD Guarantee Loan Initiative	Rural Business-Cooperative Service, Rural Housing Service, Rural Utilities Service, USDA	Guarantee Loan	Provides loan guarantees to eligible lenders to develop essential community facilities in rural areas. An essential community facility is defined as a public improvement, operated on a non-profit basis, needed for the orderly development of a rural community where the rural community is a City or town.	n/a	n/a
Rural Economic Development Loan (REDL) & Grant Program (REDG)	U.S. Department of Agriculture, Rural Development	Grant/Loan Fund Pass-Thru Loan	The Rural Economic Development Loan (REDL) and Grant (REDG) programs provide funding to rural projects through local utility organizations. Under the REDLoan program, USDA provides zero interest loans to local utilities, which they, in turn, pass through to local businesses (ultimate recipients), for projects that will create and retain employment in rural areas.	Grants up to \$300,000 Loans up to \$1,000,000	Business incubators, community development assistance, business expansion, facilities & equipment for education to facilitate economic development
Rural Business Development Grants (RBDG)	U.S. Department of Agriculture, Rural Development	Grant	RBDG is a competitive grant designed to support targeted technical assistance, training, and other activities leading to the development or expansion of small and emerging private businesses in rural areas that have fewer than 50 employees and less than \$1 million in gross revenues.	\$100,000-\$500,000	The purchase and development of land; construction, conversion and renovation of buildings, access streets and roads, parking areas, utilities; community economic development.

\*Rural loans and grants must be located in rural areas and towns with a population of up to 50,000

Note: funding allocation and awards are project specific, subject to agency and program requirements.



# SUCCESS IN MONROE

As the City of Monroe continues to progress with the Downtown Master Plan, it is important to view just a few of the projects and successes that are impacting the entire City. This list includes any project or action that has furthered the growth of the City as a whole, and includes projects that are completed, under construction, and are being planned since June of 2020.

## INFRASTRUCTURE

- MTS Bus Wash Facility Improvements \$500K, completed
- Grammont Tank Repainting \$629K, completed
- Grammont Tank Lighting Improvements \$241K, completed
- Guardrail Replacement \$37K, completed
- Hawes Pumping Station Diesel Drive Motor Replacement \$295K, completed
- Georgia Street Pump Station \$9.5M, current
- Oregon Trail Floodwall \$2M, future
- Youngs Bayou Detention Pond \$10.1M, current
- Calypso Pump Station \$9.2M, future
- West Parkview Drainage \$3.3M, current
- ■ Repair & Improve Drainage \$2.7M, future
- MLU Offsite Drainage Improvements \$5.6M, current
- I-20 South Frontage Drainage Improvements \$7.7M, future.
- Kansas Lane Extension Phase 1 \$9.3M, current
- Louisville to 18th overlay, \$515K current
- Bienville & Tower Dr. Signalization Project \$155K, current

## QUALITY OF LIFE

- North 18th St. Rehabilitation \$515K, completed
- ■ ■ City Street Striping Phase IV \$669K, completed
- Pargoud Blvd Lift Station Force Main Relocation \$190K, completed
- Calypso Waterline Rupture Repairs \$253K, completed
- Davis Drive Drainage Improvements \$378K, completed
- Parkview & Ruffin Drive Water Line Improvements \$236K, completed
- Jackson St. Sidewalk Enhancement \$2.2M, current
- Winnsboro Rd. Sidewalk Enhancement \$2.1M, current
- DeSiard St. Sidewalk Enhancement \$941k, current
- ■ Louisville Ave Enhancement \$568K, future
- Louisiana Purchase Gardens & Zoo Parking Lot Improvements \$832K, current
- Forsythe Boat Ramp & Parking Lot \$338K, current
- Forsythe Park Tennis Facilities Improvements \$2.5M, current
- Forsythe Park Pool Demolition \$490K, current
- ■ Marina Project \$112K, current
- Lee Ave. Sidewalks Mill & Overlay \$2.4M, current
- South Grand Sidewalks Mill & Overlay \$1.9M, current
- Pedestrian Bridge at Renwick Improvements \$447K, current
- CenturyLink Bridge over Bayou DeSiard \$203K, current
- New Cultural District via Louisiana Office of Cultural Development

## ECONOMIC DEVELOPMENT

- Texas Lift Station Bar Screen & Pump No. 1 Repairs \$359K, completed
- Fulton Dr. Water & Sewer Improvements \$138K, completed
- Timberlane Drainage Improvements \$50K, completed
- ■ Texas Standifer Trunk Line \$3.5M current
- Standifer Sewer Emergency \$3.5M current
- Infiltration & Inflow Study \$833K, current
- Water Treatment Plant Renovation & Expansion \$52M, current
- Water Treatment Plant River Pump Station & Generators \$2M, future
- Finks Hideaway Dam Improvement estimated \$7M, current
- North I-20 Frontage Rd. Phase 2 \$2.4M, current
- I-20 South Frontage Rd. Phase 1 \$6M, current
- New TIFF District, Downtown Economic Development District
- District 1 ■ District 4
- District 2 ■ District 5
- District 3 ■ All Districts

# MONROE BUILDING AGE

The present City of Monroe traces its origins back to Fort Miro and its associated Spanish Post in the 1780s. The ease of moving goods along the Ouachita River made Monroe a destination for its lifestyle and future industrial prospects. Highlighted in gold are the contributing historic buildings to the history of Monroe.

Of the 295 buildings in Downtown Monroe, there are 7 registered historic buildings accompanying a total of 21 in the City of Monroe. 173 buildings in the catchment area are over 50 years old, which in turn means they could be eligible for historic tax credits at a state and federal level. As of 2021, if a building is approved for Louisiana and Federal Historic Tax Credits a developer can potentially get tax credits for up to 40% of the Qualified Rehabilitation Expenditures (QRE's).

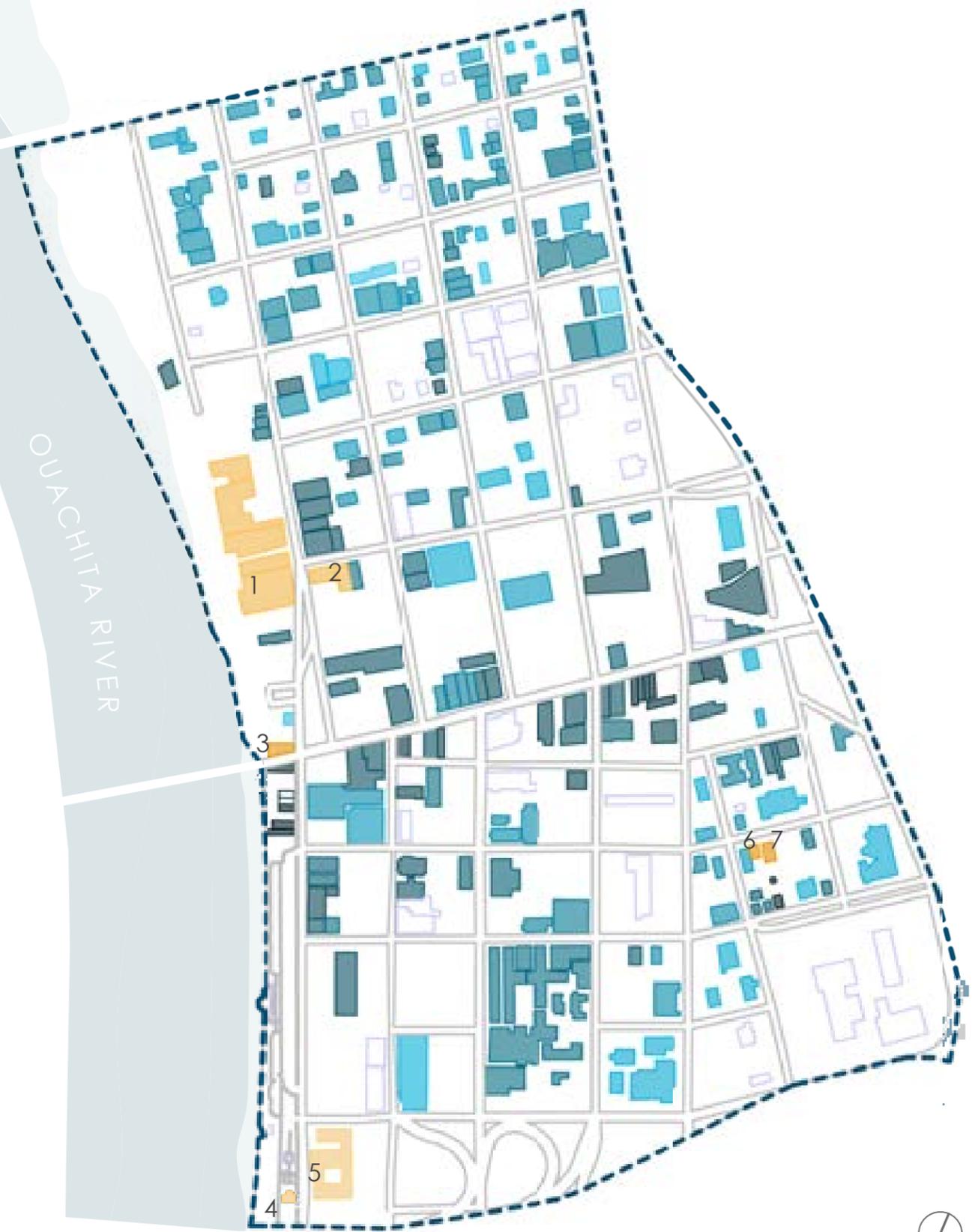
## Historic Buildings

1. Coca-Cola Bottling Company, 1918
2. Milner Motors, 1918
3. J.S. Bloch Building, 1893
4. Isaiah Garrett Law Office, 1840
5. Ouachita Parish High School, 1924
6. Bynum House, 1885
7. Harvey House, 1880



Pre-Civil War	4%
1890-1910	23%
1911-1920	10%
1921-1936	28%
Intrusions	35%

<span style="color: purple;">■</span>	Buildings over 50 years old
<span style="color: gold;">■</span>	Registered Historic Building
<span style="border: 1px solid purple; display: inline-block; width: 10px; height: 10px;"></span>	Unidentified
<span style="color: black;">■</span>	1840-1881
<span style="color: darkblue;">■</span>	1882-1899
<span style="color: blue;">■</span>	1901-1917
<span style="color: teal;">■</span>	1920-1928
<span style="color: cyan;">■</span>	1930-1937
<span style="color: lightblue;">■</span>	1940-1949
<span style="color: skyblue;">■</span>	1950-1959
<span style="color: lightcyan;">■</span>	1961-1969
<span style="color: cyan;">■</span>	1971-1979
<span style="color: lightblue;">■</span>	1980-1988
<span style="color: skyblue;">■</span>	1993-1999
<span style="color: lightblue;">■</span>	2000+



Sources: National Park Service, U.S. Department of the Interior. *National Register of Historic Places*. [www.nps.gov/maps/full.html?mapId=7ad17cc9-b808-4ff8-a2f9-a99909164466](http://www.nps.gov/maps/full.html?mapId=7ad17cc9-b808-4ff8-a2f9-a99909164466). Accessed Nov 2021



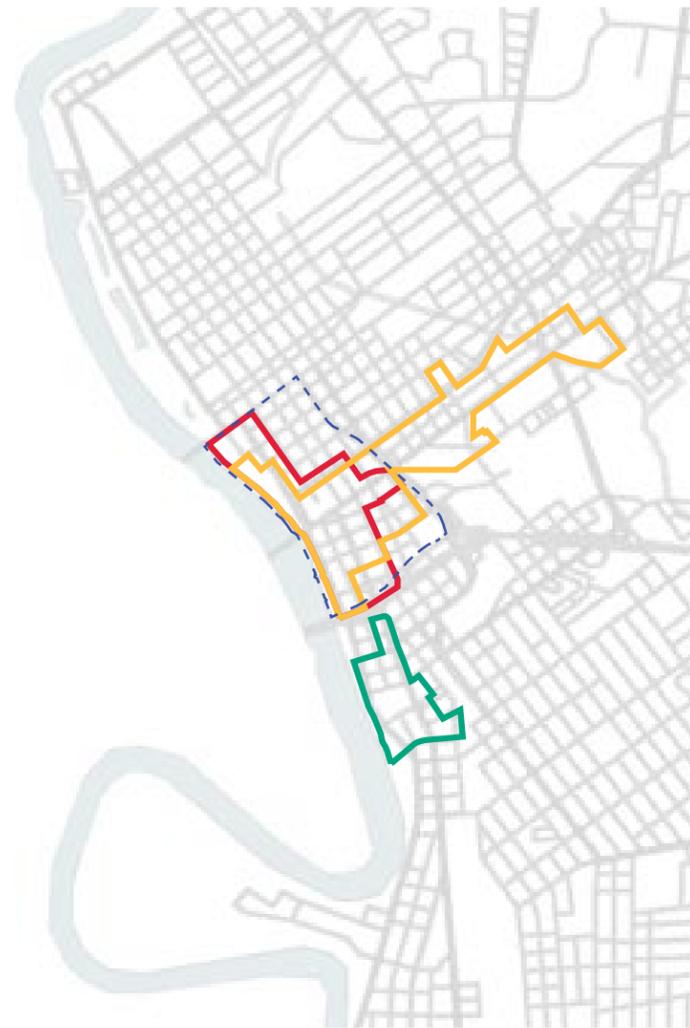
## NATIONAL REGISTER HISTORIC DISTRICTS



- Louis Alexander, 479 acres
- Downtown Monroe Historic District
- Catchment Area

Downtown Monroe Historic District encompasses 25 contributing buildings and 57 commercial & institutional buildings. Contributing elements date from 1890 to 1936. Historical districts include all structures, houses, or other buildings facing any of the streets of the perimeter of the area.

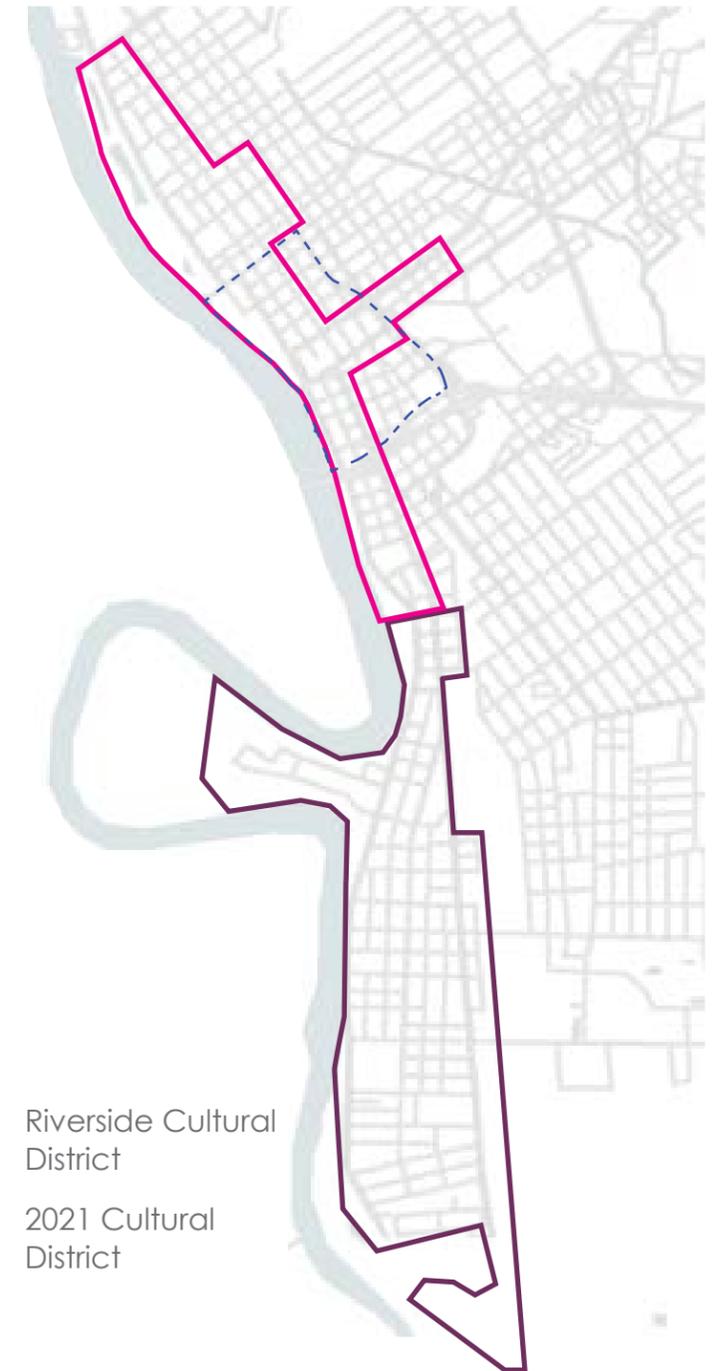
## STATE REGISTER HISTORIC DISTRICTS



- Main Street Louisiana
- Don Juan Filhiol District, 172 acres
- Henry Bry, 74 acres

Between 2002-2011, the Louisiana State Historic Tax Credit program has made 117 historic renovations possible. Those 117 projects leveraged \$651.13 million in new investment in rehabilitating historic properties, most of which would have continued to deteriorate without the incentive. The state's investment in the program during that time period was \$140.59 million in tax credits.

## CULTURAL DISTRICTS



- Riverside Cultural District
- 2021 Cultural District

Allows income and corporate franchise tax credits for eligible expenses for rehabilitation of owner-occupied or revenue generating historic structures. Requires local governments who designate such districts to report on impact to their community annually. Qualifying sales of original artwork sold within the boundaries of a certified Cultural District are exempt from local sales tax.



**How It Works**



**The Downtown Gallery Crawl**



Source: "Downtown Gallery Crawl | Monroe - West Monroe". [Downtowngallerycrawl.Com](https://www.downtowngallerycrawl.com/), 2021, <https://www.downtowngallerycrawl.com/>.



The City of Monroe hosts multiple events all year-round. Two of the community favorites and most notable are the bi-monthly Downtown Gallery Crawl and the Miss Louisiana Organization held yearly in the City of Monroe.

# Miss Louisiana ORGANIZATION



Source: [Misslouisiana.Com](https://www.misslouisiana.com/), 2021, <https://www.misslouisiana.com/>.

**MONROE'S KEY EVENTS**

DOWNTOWN MONROE MASTER PLAN PHASE 1 | CITY OF MONROE, LA

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**WHERE**

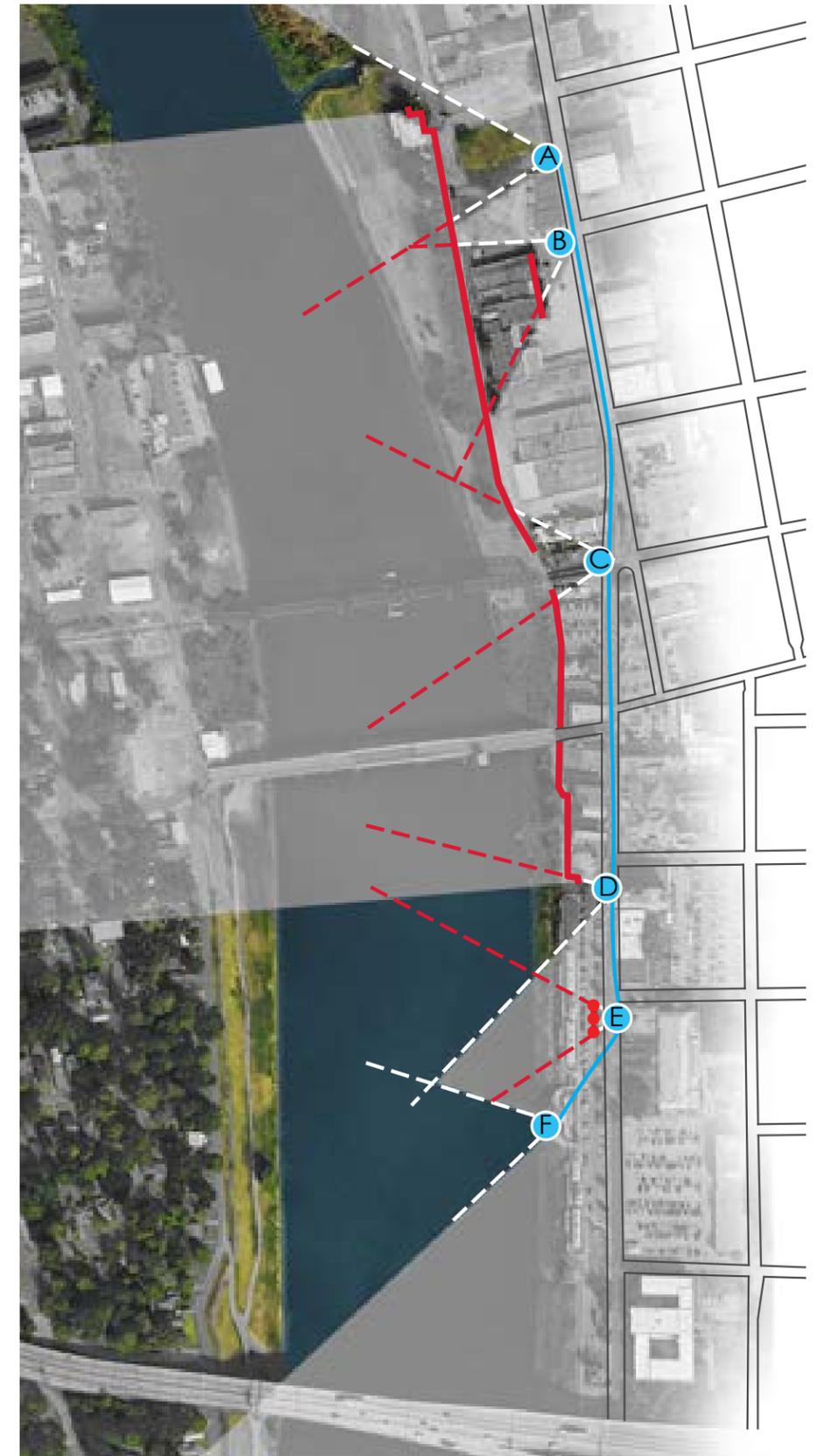


The visual boundaries - levee wall and overgrown vegetation - as seen in the adjacent photos, are the first interactions a viewer experiences when visiting Monroe's waterfront. When viewing the City from the river, the vacant riverfront buildings and overgrowth are even more evident.

# MONROE RIVERFRONT VIEW CORRIDOR OPPORTUNITIES

Monroe's urban waterfront was studied for its characteristics, access points to the river, network of bridges, development intensity of the riverfront corridor, boundaries and viewpoints. This diagram is representative of the riverfront for current public use and enjoyment. Currently, there are limited opportunities for the community to experience the Ouachita River up close. Physical and visual access to the riverfront can foster a sense of place, appreciation for nature and the City and act as a unifier between the two cities.

- ✕ View Points
- View Cone
- Obstruction & Levee wall
- Obstructed View



The following cities were studied in regard to recent riverfront revitalization, in order to gain an understanding of best practices in riverfront development.



### Little Rock Riverfront, Arkansas

The estimated total number of visitors for the year 2019 was 6.4 million, generating \$1.95 billion in visitor spending.

Population: 202,591



### Chattanooga Riverfront, Tennessee

Approximately 3 million visitors travel to Chattanooga each year. In 2018, \$1.16 million was generated by tourism.

Population: 181,561



### Savannah Riverfront, Georgia

The estimated total number of visitors for the year 2019 was 14.8 million, generating \$3.1 billion in visitor spending.

Population: 147,780



### Dubuque, Iowa

Approximately 1.5 million visitors travel to Dubuque each year. In 2019, visitor spent \$259.6 million in Dubuque County

Population: 56,667

Sources:

"River Market - Little Rock Arkansas - About". *Default*, 2021, <https://www.rivermarket.info/about>.

Convention & Visitors Bureau. *Chattanooga 2019 Tourism Report*. 2019. Accessed Nov 2021.

"About". *Plant Riverside District*, 2021, <https://www.plantriverside.com/about/>.

Travel Federation of Iowa. *2019 Iowa Tourism Facts*. 2019, <https://www.travelfederationofiowa.com/wp-content/uploads/2019/01/2019IowaTourismFastFacts5th.pdf>. Accessed Nov 2021.

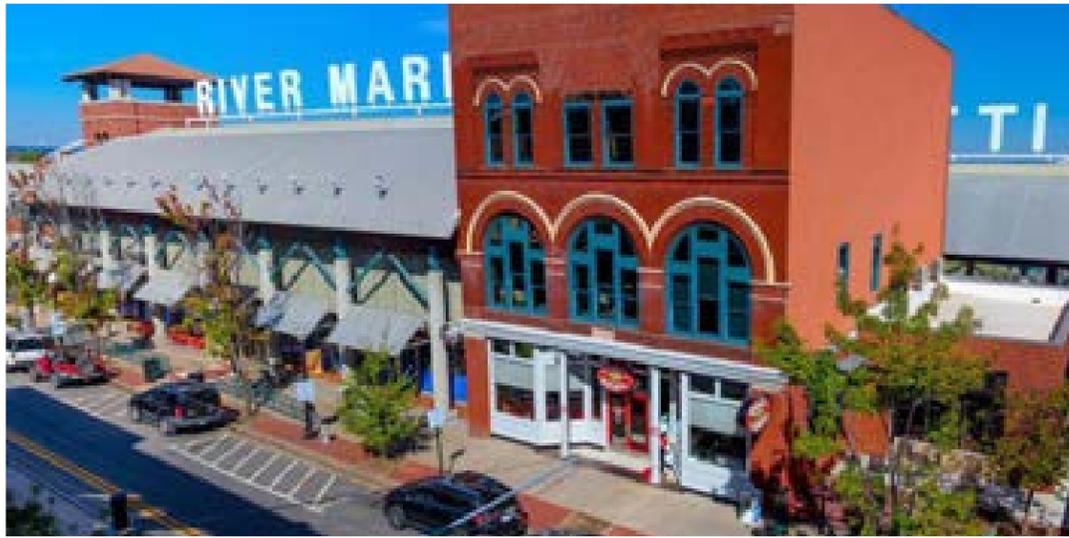
"Iowa Economic Impact 2020". *Public.Tableau.Com*, 2021, [https://public.tableau.com/app/profile/kaitlin.dipaola/viz/Iowa\\_EconomicImpact2020/EconomicImpact?publish=yes](https://public.tableau.com/app/profile/kaitlin.dipaola/viz/Iowa_EconomicImpact2020/EconomicImpact?publish=yes).

### RIVERFRONT CITY EXAMPLES

DOWNTOWN MONROE MASTER PLAN PHASE 1 | CITY OF MONROE, LA

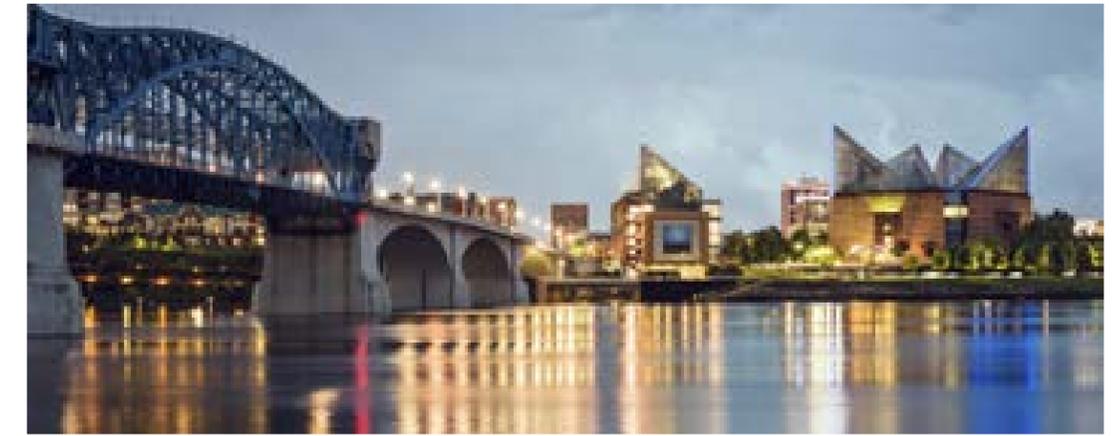
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Once a desolate area with abandoned buildings, the revitalized River Market District now runs eleven blocks and 33 acres along the south bank of downtown. The park includes a sculpture garden, amphitheater, and various family activities.

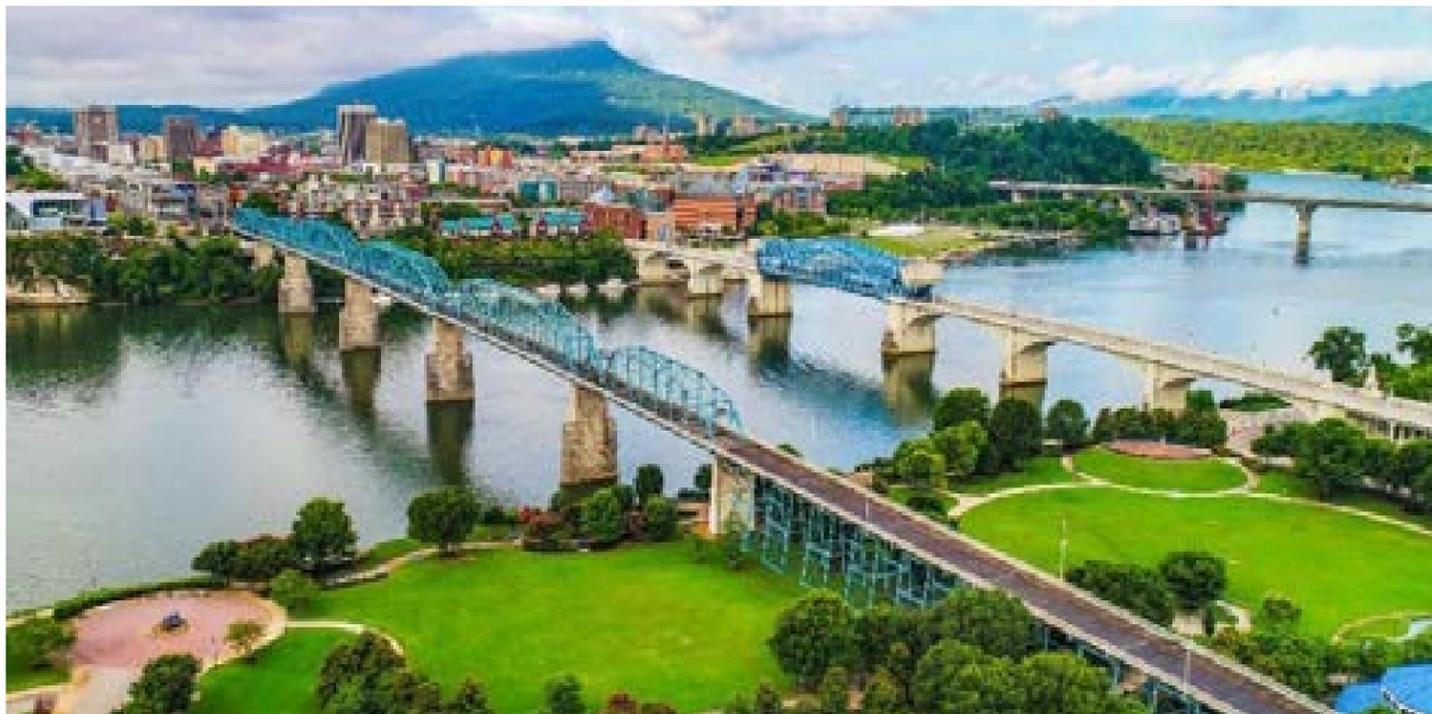
Since the development in the early 1990's the River Market District has continued to attract and anchor new developments. This \$300 million development project was designed to expand and preserve the scenic experience of the Arkansas river and give presence to surrounding historic structures.



Chattanooga was once a faded industrial town, with empty warehouse factories, derelict properties, highways that disconnected residents from the Tennessee River, and a deteriorating downtown.

Leadership from the private, nonprofit, and public sectors created a vision to rebuild the downtown, reconnect the City to its historic riverfront, and in doing so, bring economic stimulation to the City. Their key to success: openness to new ideas, flexibility to adapt, and an extensive community process.

Vision 2000 was the plan that re-imagined Chattanooga's riverfront into a 22-mile greenway that would serve as a catalyst for new development. The vision was "the spine that supported everything Chattanooga wanted for itself."





Savannah grew from its riverfront starting in 1733 and to this day remains the fourth largest port in the United States. The relocation of the port in the 1940s created many vacant buildings and deterioration of the downtown riverfront liveliness.

Savannah's downtown riverfront redevelopment in the 1970s by local landowners and urban planners helped stabilize and entice business owners to join in the revitalization efforts.

Within the last decade, a private developer rehabilitated the abandoned historic power plant that anchors the northwest corner of Savannah's historic urban core. This redevelopment extended and energized the river walk by creating a dynamic mixed-use district with a focus on new parks, plazas and public spaces. Plant Riverside connects key rights-of-way from the oldest wards of the City to the riverfront, re-establishing public access and visual connectivity to the river that had been lost for over 100 years.



Dubuque's 26-mile Riverwalk along the Mississippi River serves as an entertainment plaza, marina, walking trails, a docking site for excursion vessels, and the site for year-round public events and public art exhibits.

The Riverwalk connects attractions from the National Mississippi River Museum and Aquarium to the Star Brewery Complex.

Dubuque's revitalization success according to the City was in thanks to the community, planning and partnership. The revitalization of the Port of Dubuque created a ripple effect of new developments in the Downtown area.

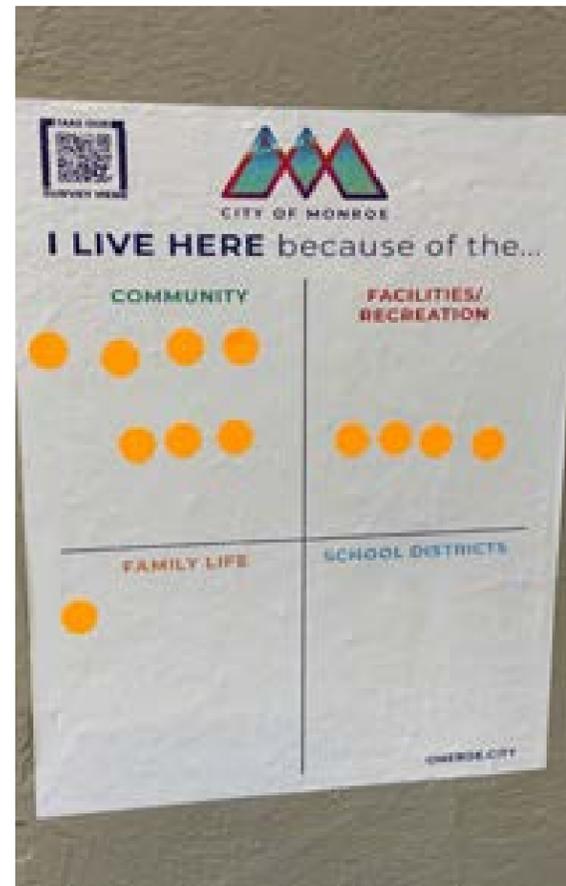
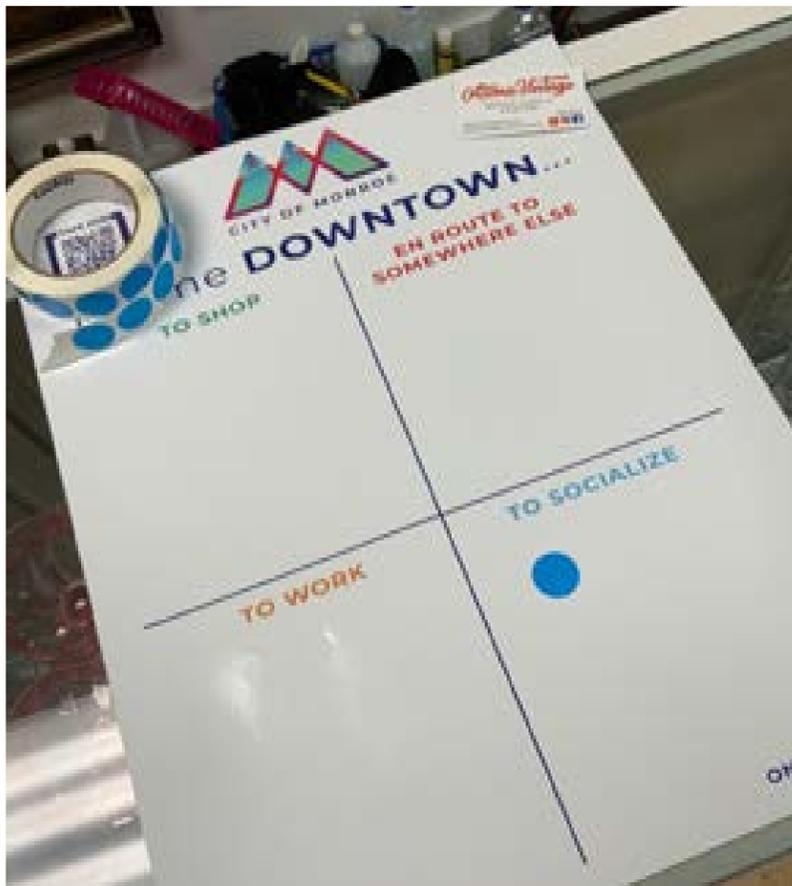


**WHY**



**The citizens of Monroe are the reason WHY!**

Through the use of participatory installations, the community was urged to voice their opinions on what they want for the future of Monroe. During this process, data was gathered on how participants spatially interact with the City. Installations had QR codes that brought participants to a more in-depth survey that will guide policies and future developments.



There were several types of mediums used for the participatory installations that were distributed across downtown Monroe. The mediums seen here were created in partnership with the City in order to gather information from the Monroe community and direct them to the expanded on-line survey.

**I WISH THIS WAS**

What do you want the **FUTURE** of **DOWNTOWN** to look like?

● STICKERS



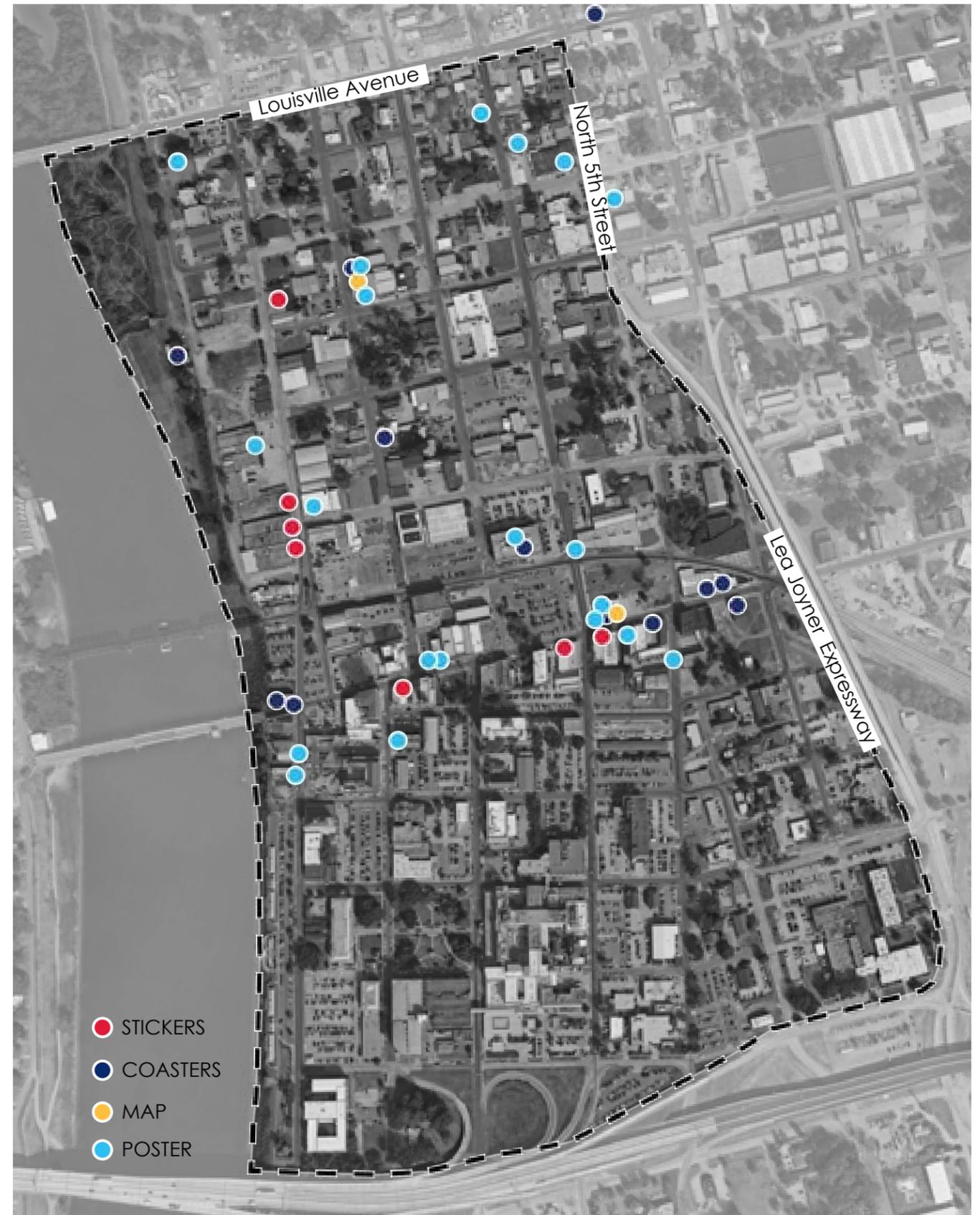
● MAP  
Used to pinpoint areas visited



● COASTERS



● POSTER EXAMPLE



Source: "Google Maps". Google.Com, 2021, <https://www.google.com/maps>.





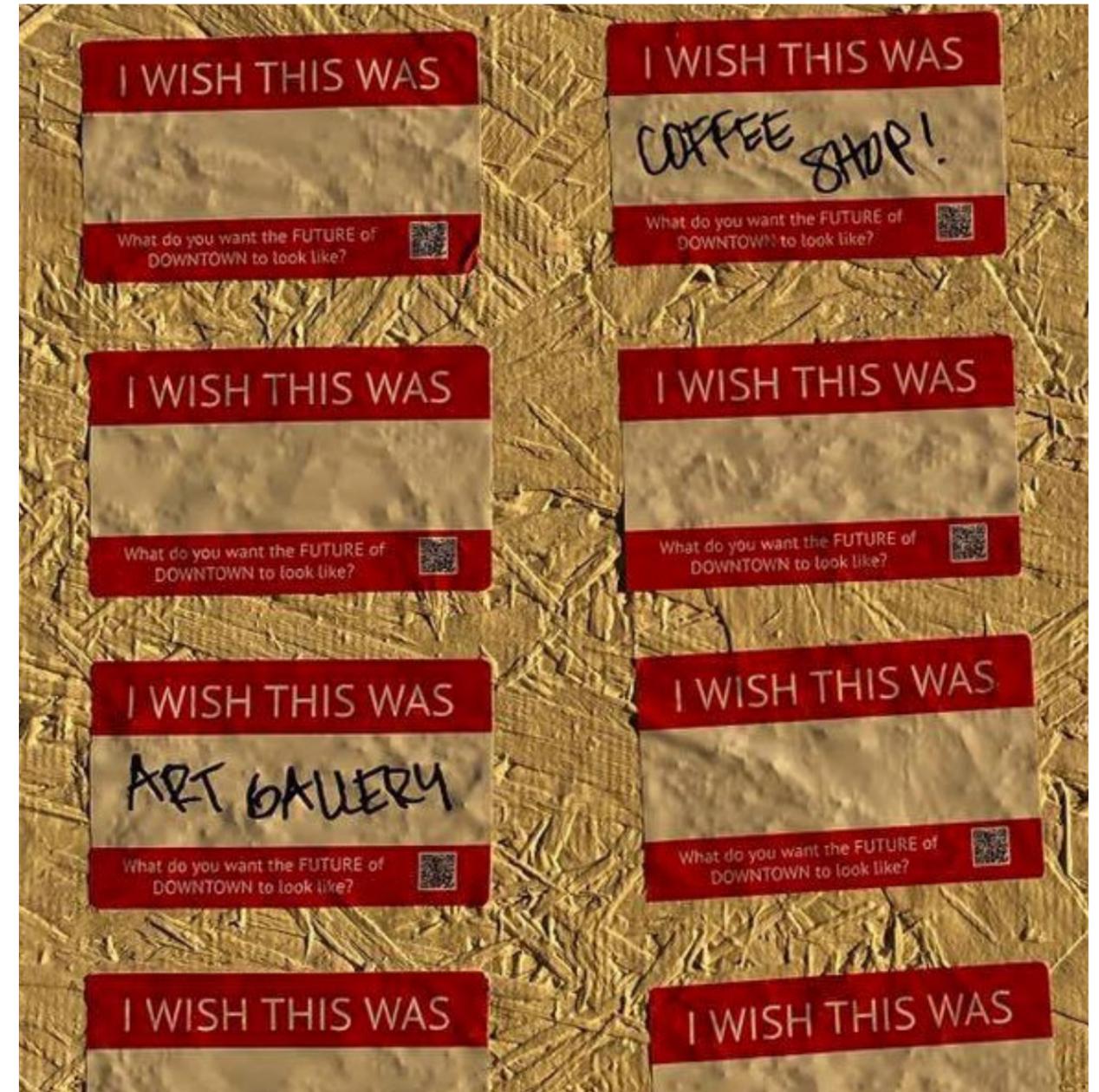
CITY OF MONROE



TAKE OUR SURVEY HERE

The **FUTURE** of **DOWNTOWN** looks like...

ONEROE.CITY



# COMMUNITY ON-LINE SURVEY

With numerous opportunities for the people of Monroe to engage the master planning process through the on-line survey, the following pages summarize the survey data as of **December 20, 2021**.

The survey was made accessible to constituents through various platforms. Council members, businesses, schools, The Free Press, The Ouachita Citizen, the Monroe Regional Black Chamber of Commerce and the Monroe Chamber of Commerce shared the survey and encouraged their audiences to participate.

The City of Monroe also created table tents to be placed all throughout the downtown corridor. Every medium used to engage citizens had a call to action to take the survey. The survey was also vocally advertised at multiple Downtown Gallery Crawls, the Northeast LA Arts Council Brown Bag Concert Series, events including Chamber of Commerce events, the Christmas Tree Lighting Ceremony, and Historic Preservation commission meetings.

**THERE'S STILL TIME TO HAVE YOUR VOICE BE HEARD!** The on-line survey will remain open through the next phase of the master planning process.



The Ouachita Citizen  
www.ouachitacitizen.com Thursday, December 2, 2021 • 13A

**OBITUARIES**

**Alice Atkinson**  
Passed services for Alice Atkinson, 88, of Monroe, La., were at 11 a.m. Wednesday, Nov. 24, 2021, with visitation from 11 a.m. to 1 p.m. Burial was at St. Joseph's Cemetery in Monroe, La., under the direction of St. Joseph's Parish, West Monroe.

**Gina Rene Beach**  
Passed services for Mrs. Gina Rene Beach, 72, of Monroe, La., were at 11 a.m. Wednesday, Nov. 24, 2021, at St. Joseph's Parish, West Monroe, La., under the direction of St. Joseph's Parish, West Monroe.

**Patricia A. Duggan**  
Passed services for Patricia A. Duggan, 87, of Monroe, La., were at 11 a.m. Wednesday, Nov. 24, 2021, at St. Joseph's Parish, West Monroe, La., under the direction of St. Joseph's Parish, West Monroe.

**Darrell Layne Fletcher**  
Services for Darrell Layne Fletcher, 67, of Monroe, La., were at 11 a.m. Wednesday, Nov. 24, 2021, at St. Joseph's Parish, West Monroe, La., under the direction of St. Joseph's Parish, West Monroe.

**Nelda Sue Monroe Frey**  
Passed services for Nelda Sue Monroe Frey, 88, of Monroe, La., were at 11 a.m. Wednesday, Nov. 24, 2021, at St. Joseph's Parish, West Monroe, La., under the direction of St. Joseph's Parish, West Monroe.

**Paul Lynnwood Hutchinson**  
Passed services for Paul Lynnwood Hutchinson, 88, of Monroe, La., were at 11 a.m. Wednesday, Nov. 24, 2021, at St. Joseph's Parish, West Monroe, La., under the direction of St. Joseph's Parish, West Monroe.

**Cora Lee Kelley**  
Passed services for Cora Lee Kelley, 88, of Monroe, La., were at 11 a.m. Wednesday, Nov. 24, 2021, at St. Joseph's Parish, West Monroe, La., under the direction of St. Joseph's Parish, West Monroe.

**Ben Michael McFarlin**  
Passed services for Ben Michael McFarlin, 88, of Monroe, La., were at 11 a.m. Wednesday, Nov. 24, 2021, at St. Joseph's Parish, West Monroe, La., under the direction of St. Joseph's Parish, West Monroe.

**Robert A. Owens**  
Passed services for Robert A. Owens, 88, of Monroe, La., were at 11 a.m. Wednesday, Nov. 24, 2021, at St. Joseph's Parish, West Monroe, La., under the direction of St. Joseph's Parish, West Monroe.

**Tammi Caggo Prichard**  
Passed services for Tammi Caggo Prichard, 88, of Monroe, La., were at 11 a.m. Wednesday, Nov. 24, 2021, at St. Joseph's Parish, West Monroe, La., under the direction of St. Joseph's Parish, West Monroe.

**Robert Rogers Jr.**  
Passed services for Robert Rogers Jr., 88, of Monroe, La., were at 11 a.m. Wednesday, Nov. 24, 2021, at St. Joseph's Parish, West Monroe, La., under the direction of St. Joseph's Parish, West Monroe.

**Samuel C. Shambin**  
Passed services for Samuel C. Shambin, 88, of Monroe, La., were at 11 a.m. Wednesday, Nov. 24, 2021, at St. Joseph's Parish, West Monroe, La., under the direction of St. Joseph's Parish, West Monroe.

**George 'Sonny' Robert Sumlin Jr.**  
Passed services for George 'Sonny' Robert Sumlin Jr., 88, of Monroe, La., were at 11 a.m. Wednesday, Nov. 24, 2021, at St. Joseph's Parish, West Monroe, La., under the direction of St. Joseph's Parish, West Monroe.

**Gerald Raymond Wiese**  
Passed services for Gerald Raymond Wiese, 88, of Monroe, La., were at 11 a.m. Wednesday, Nov. 24, 2021, at St. Joseph's Parish, West Monroe, La., under the direction of St. Joseph's Parish, West Monroe.

**George Neil Grigsty**  
Passed services for George Neil Grigsty, 88, of Monroe, La., were at 11 a.m. Wednesday, Nov. 24, 2021, at St. Joseph's Parish, West Monroe, La., under the direction of St. Joseph's Parish, West Monroe.

**Nellie Webb Hall**  
Passed services for Nellie Webb Hall, 88, of Monroe, La., were at 11 a.m. Wednesday, Nov. 24, 2021, at St. Joseph's Parish, West Monroe, La., under the direction of St. Joseph's Parish, West Monroe.

**Michael S. Hughes**  
Passed services for Michael S. Hughes, 88, of Monroe, La., were at 11 a.m. Wednesday, Nov. 24, 2021, at St. Joseph's Parish, West Monroe, La., under the direction of St. Joseph's Parish, West Monroe.

**Louisiana Monument**  
By Carolyn D. Conway  
Louisiana Monument is a non-profit organization dedicated to the preservation of Louisiana's historic and cultural landmarks.

9850 HWY 105 N - Starlington  
P.O. Box 4000 - 70505

**What do you think the FUTURE of DOWNTOWN looks like?**

**We want your feedback! Make sure your voice is heard.**

**TAKE OUR SURVEY HERE**

**CITY OF MONROE**

**isn't always the price you pay.**

# KINETIX INTEGRATED MARKETING REPORT

## CITY OF MONROE

Reporting Timeline: November 18<sup>th</sup>- November 26<sup>th</sup>  
Placement: Facebook Campaign

### Campaign Performance

- Impressions: 27,182
- Reach: 9,185
- Link Clicks to Survey: 380

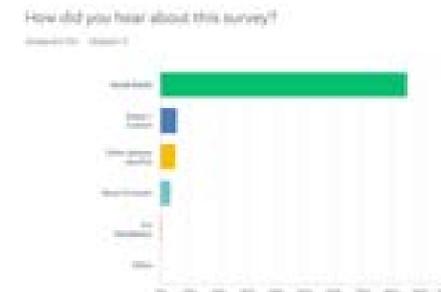
### Campaign Demographics

- Users 65+ were the top audience for this campaign
- Link Clicks to Survey by Gender:
  - Women: 70% (267)
  - Men: 28% (107)
- Placement Per Platform:
  - Facebook Link Clicks to Survey: 365
    - Newsfeed: 329 clicks
    - Video Feeds: 32 clicks
    - Facebook Stories: 1 click
    - Business Explore: 2 clicks
  - Instagram Link Clicks to Survey: 15
    - Newsfeed: 11 clicks
    - Instagram Stories: 4 clicks

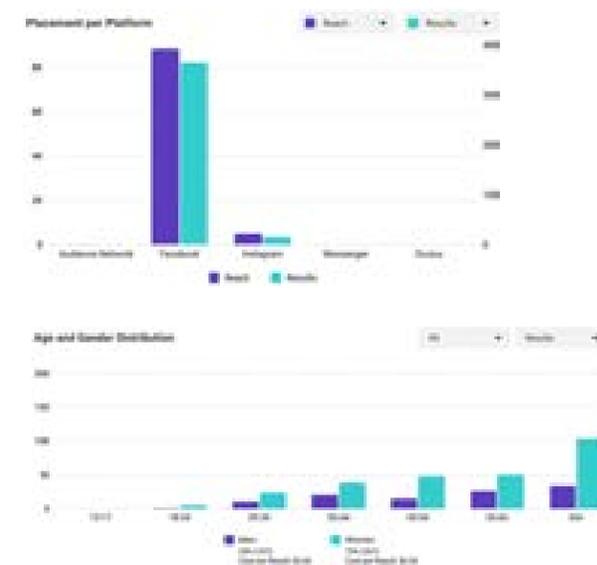


### Survey Monkey

During the timeframe of the Facebook campaign, there were 210 respondents on Survey Monkey. 86.7% of these respondents found the survey through social media.



### Demographics and Placements on Social Media



# SURVEY STATISTICS OVERVIEW:

### Industry of Employment:

- 1) Healthcare
- 2) Education
- 3) Business

### Distance of Residence from Downtown:

- 1) 5 miles or more
- 2) 3 miles
- 3) Within 1 mile

### Frequency of Downtown Visitation:

- 1) Weekly
- 2) Monthly
- 3) Everyday
- 4) Yearly
- 5) Never

### Strengths:

- 1) The people
- 2) Affordability/Cost of Living
- 3) Sense of community
- 4) Density
- 5) Education
- 6) Culture/arts
- 7) Diversity
- 8) Opportunities
- 9) Inclusion
- 10) Safety

### Best Cultural Features of Monroe:

- 1) Riverfront
- 2) Special Events/Festivals
- 3) Landmarks/Historic Sites

### Top Recommendations for Downtown Improvements:

- 1) More Restaurants/bars/coffee shops
- 2) More family friendly activities
- 3) More cultural attractions

### Heard about the survey:

- 1) Social Media
- 2) Poster/Coaster
- 3) Word of Mouth

### Age:

- 1) Under 21: 2.26%
- 2) 21-25: 9.28%
- 3) 26-35: 27.10%
- 4) 36-45: 22.33%
- 5) 46-55: 17.44%
- 6) 56-64: 11.04%
- 7) 65+: 10.54%

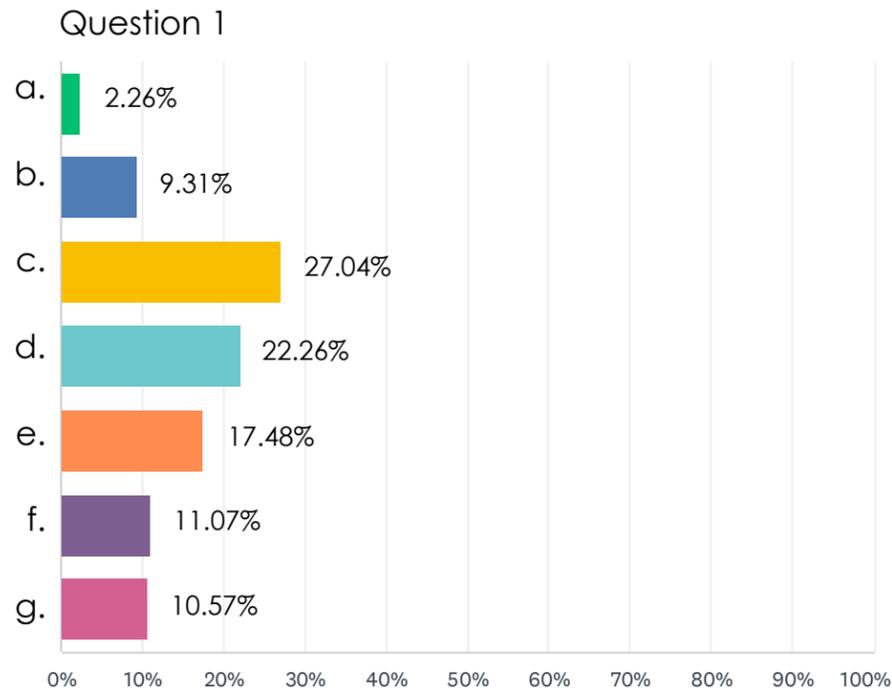
### Gender:

- 1) Male: 41.66%
- 2) Female: 55.33%
- 3) Other: 0.25%
- 4) Prefer Not to Answer: 2.76%



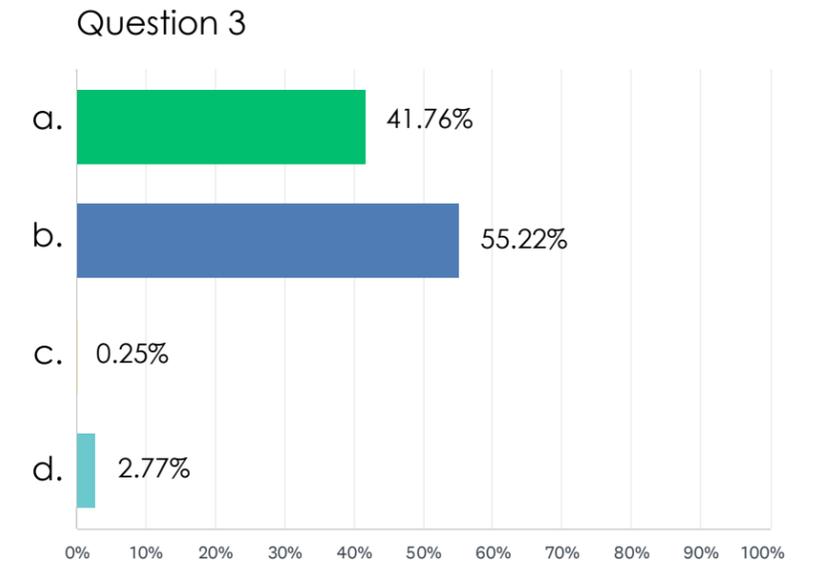
\* 1. Age Group

- a.  Under 21
- b.  21-25
- c.  26-35
- d.  36-45
- e.  46-55
- f.  56-64
- g.  65+



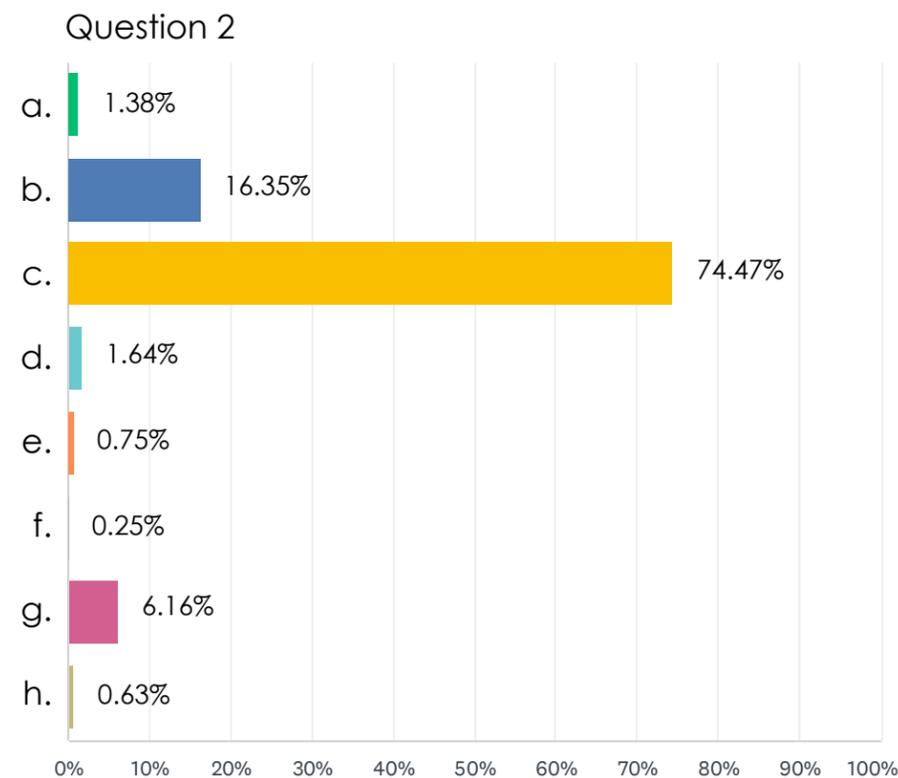
\* 3. What is your gender?

- a.  Male
- b.  Female
- c.  Other
- d.  Prefer not to answer



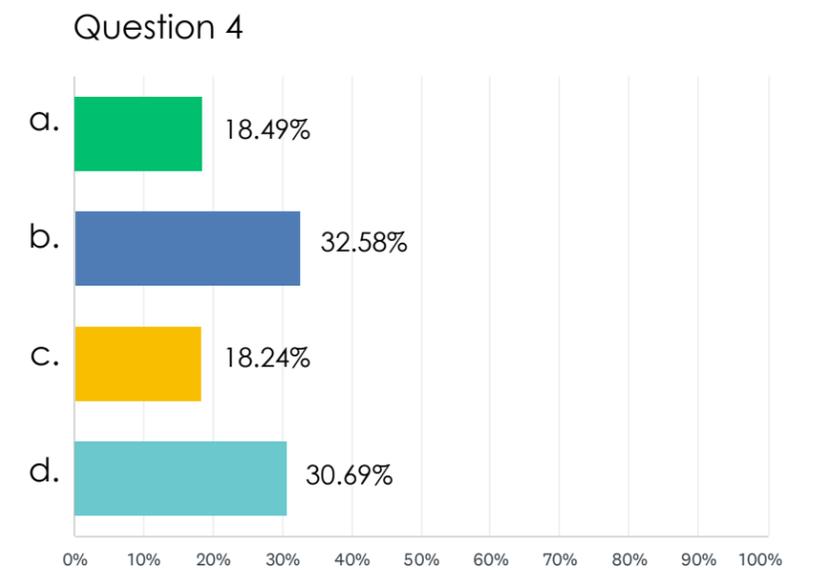
\* 2. Ethnicity/Race

- a.  Asian
- b.  Black or African American
- c.  Caucasian
- d.  Hispanic/Latinx
- e.  Native American
- f.  Pacific Islander
- g.  Prefer not to answer
- h.  Other



\* 4. Household Size (person)

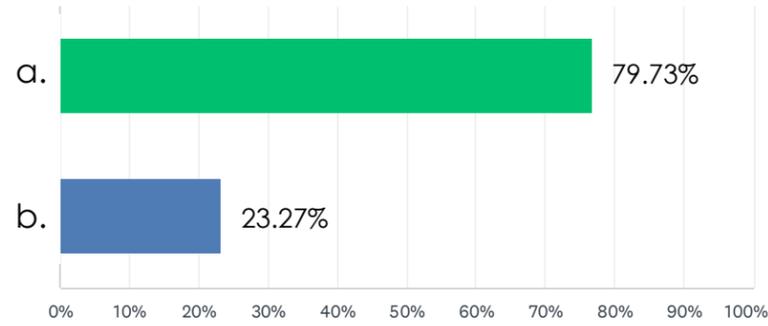
- a.  1
- b.  2
- c.  3
- d.  4+



\* 5. Housing Type?

- a.  Owner
- b.  Renter

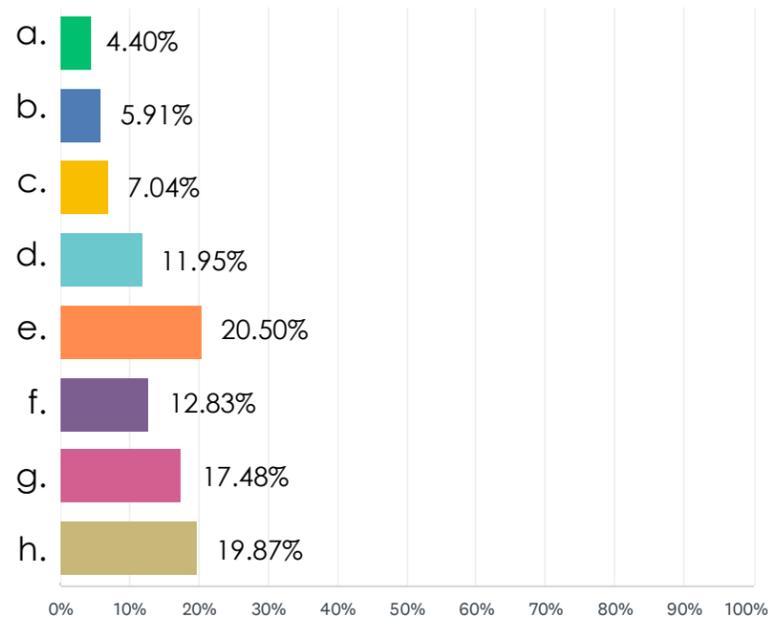
Question 5



\* 6. Income Level (yearly)

- a.  Less than \$15,000
- b.  \$15,000 - \$24,999
- c.  \$25,000-\$34,999
- d.  \$35,000-\$49,999
- e.  \$50,000-\$ 74,999
- f.  \$75,000-\$99,999
- g.  \$100,000-\$149,999
- h.  \$150,000 and above

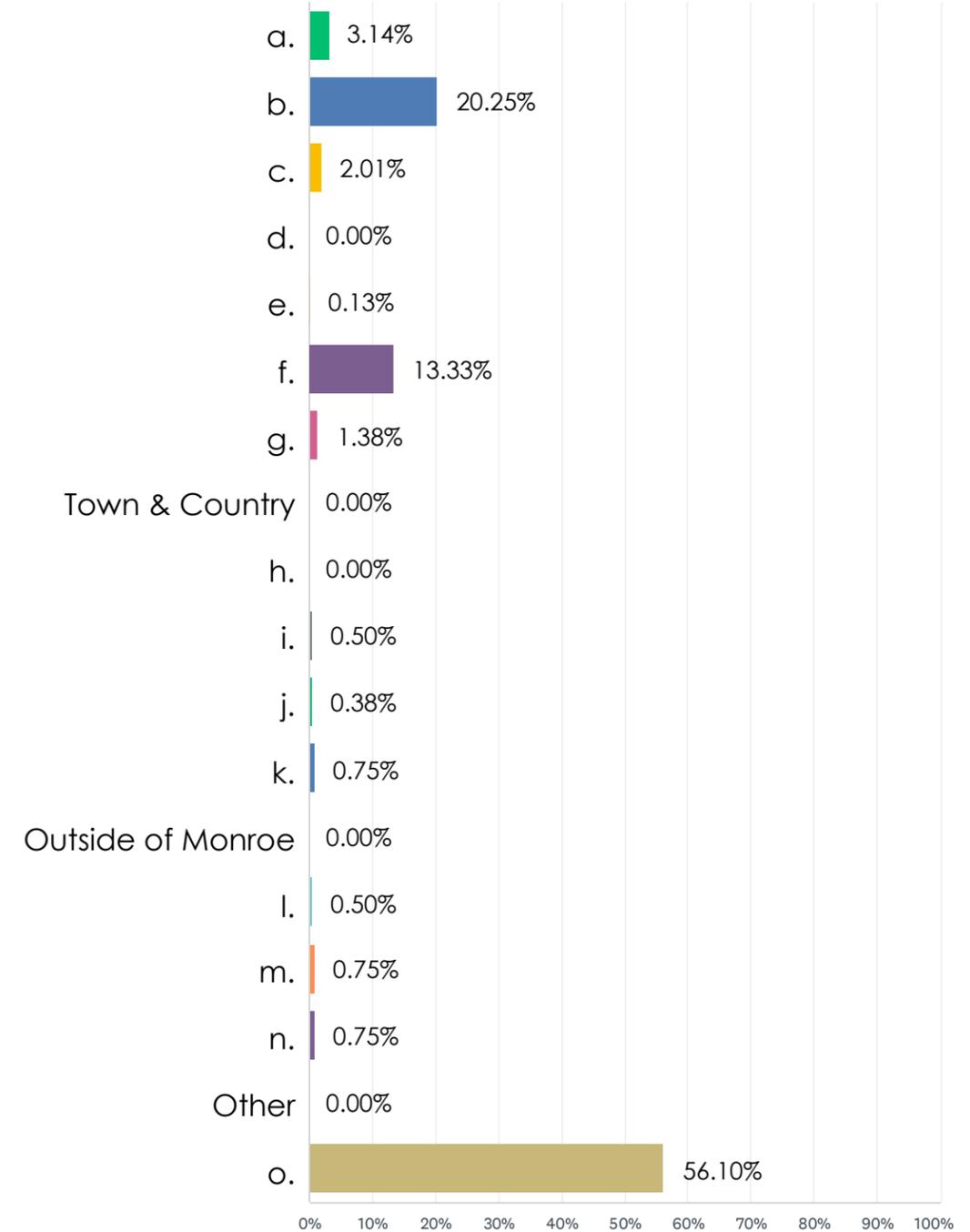
Question 6



\* 7. Which neighborhood do you live in?

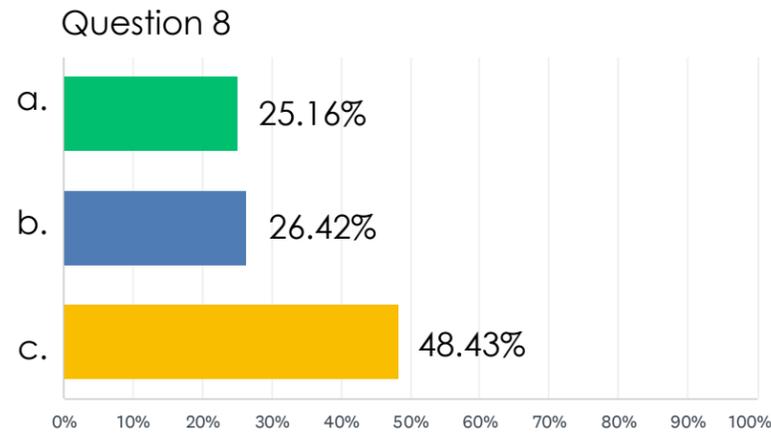
- a.  Downtown
- b.  Garden District
- c.  Booker T Washington
- d.  Oregon Trail
- e.  Millers Crossing
- f.  River Oaks
- g.  Highland Park
- h.  Garden Park
- i.  Tanglewood Heights
- j.  Robinson Place
- k.  Millhaven Estates
- l.  King Oaks
- m.  Chauvin
- n.  Burg Jones
- o.  Other (please specify):

Question 7



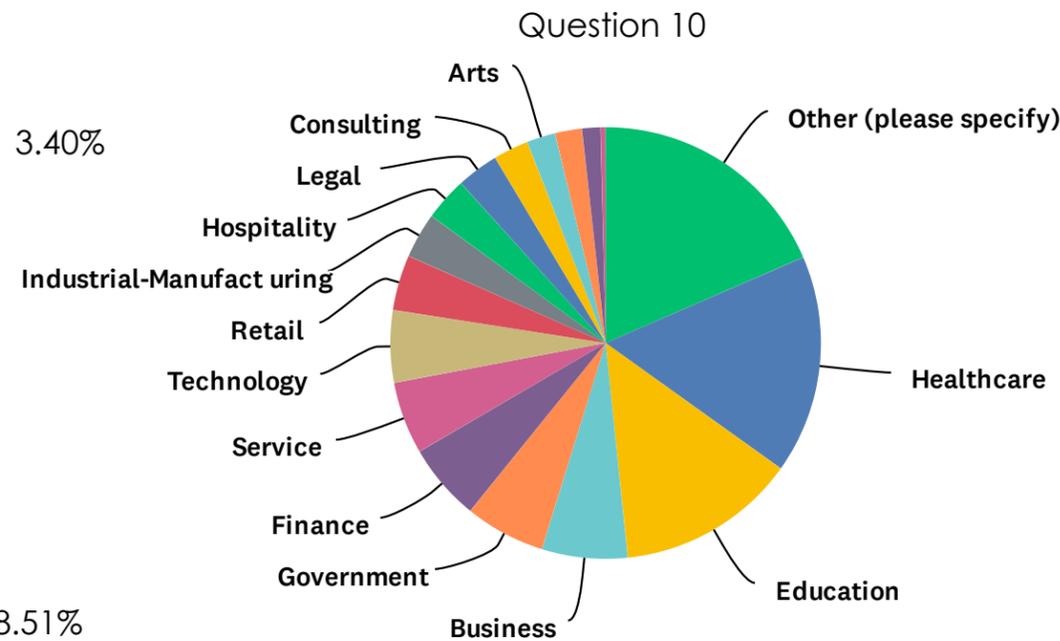
\* 8. How long have you lived in the area?

- a.  0-5 years
- b.  5-15 years
- c.  More than 15 years



\* 10. What industry do you work in?

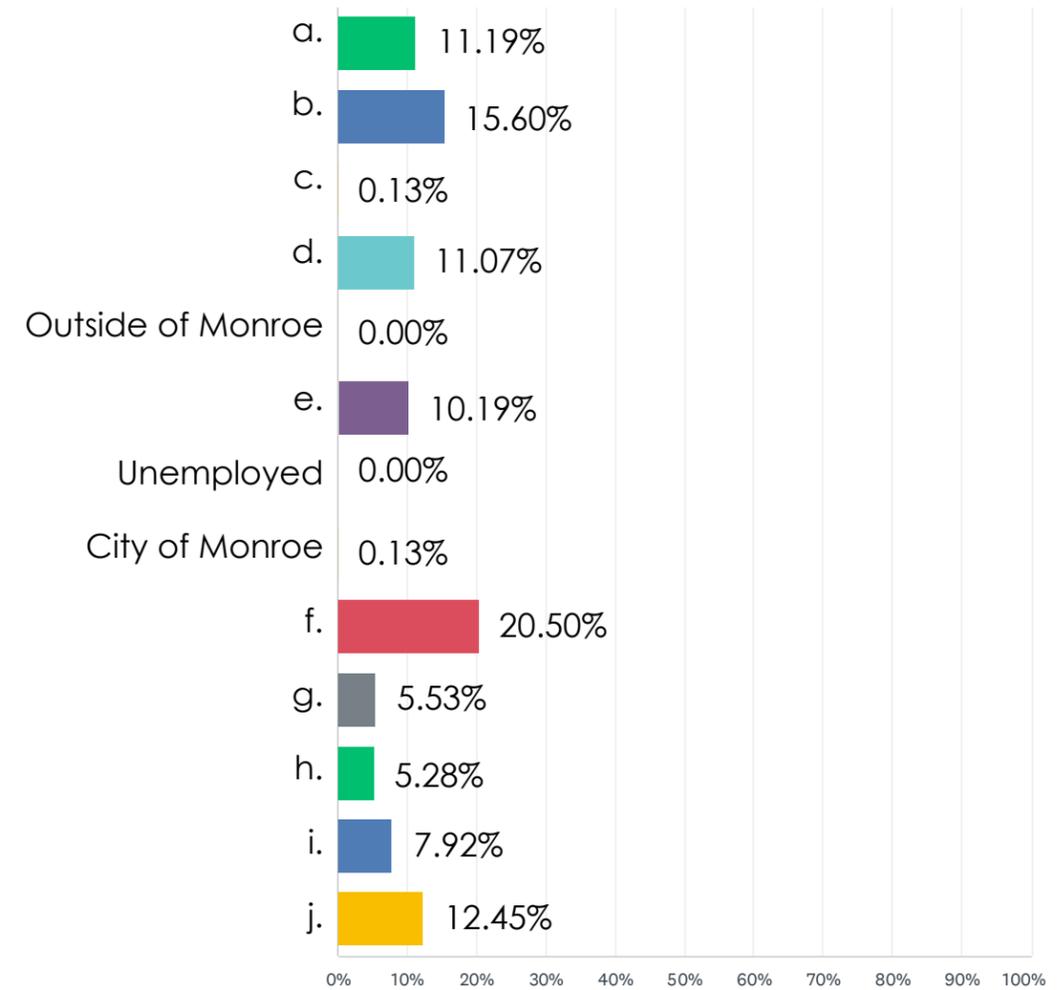
- Arts 2.14%
- Aviation 0.38%
- Business 6.42%
- Consulting 2.64%
- Education 13.48%
- Finance 5.79%
- Government 6.05%
- Hospitality 3.27%
- Healthcare 16.37%
- Industrial-Manufacturing 3.40%
- Civil Service 2.02%
- Legal 3.15%
- Media 1.39%
- Retail 4.16%
- Service 5.42%
- Technology 5.42%
- Other (please specify) 18.51%



\* 9. Where is your place of employment located?

- a.  Work from home
- b.  Downtown Monroe
- c.  **Monroe Region**
- d.  West Monroe
- e.  Ouachita Parish
- f.  Northside Monroe
- g.  Southside Monroe
- h.  Eastside Monroe
- i.  Retired
- j.  Other (please specify)

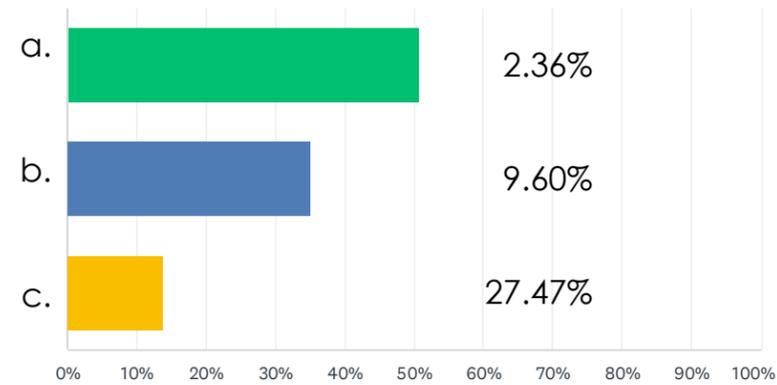
Question 9



\* 11. How far do you live from downtown Monroe?

- a.  Within one mile
- b.  Three miles
- c.  Five miles or more

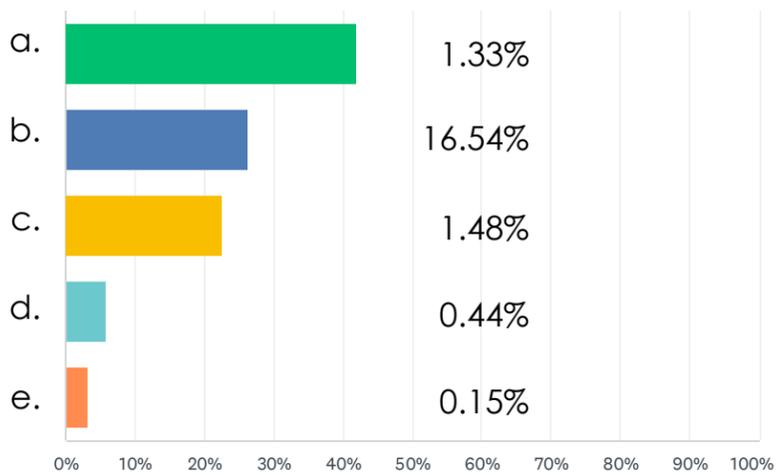
Question 11



\* 12. How often do you come to Downtown Monroe?

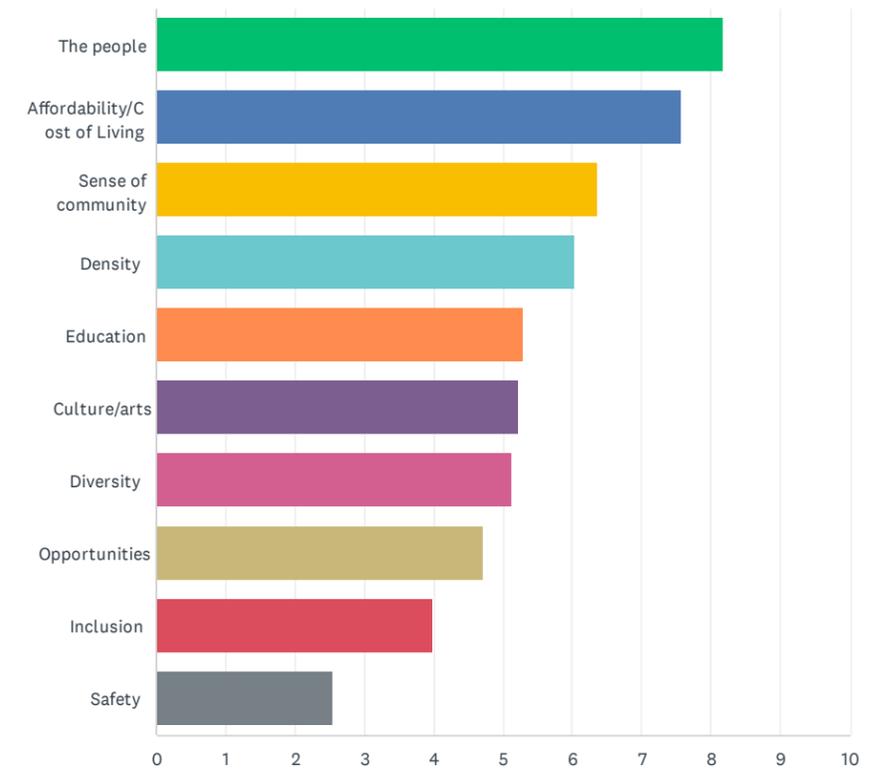
- a.  Everyday
- b.  Weekly
- c.  Monthly
- d.  Yearly
- e.  Never

Question 12



\* 13. What are Monroe's strengths? Rank these 1 being the best 10 being the worst.

- The people
- Affordability/Cost of Living
- Density
- Opportunities
- Education
- Sense of community
- Diversity
- Inclusion
- Culture/arts
- Safety



	1	2	3	4	5	6	7	8	9	10	TOTAL	SC
The people	40.18% 319	22.29% 177	12.72% 101	4.53% 36	5.92% 47	3.02% 24	3.15% 25	3.15% 25	2.64% 21	2.39% 19	794	
Affordability/Cost of Living	29.47% 234	22.17% 176	12.47% 99	7.05% 56	6.17% 49	6.05% 48	5.29% 42	4.28% 34	3.90% 31	3.15% 25	794	
Sense of community	7.30% 58	12.59% 100	18.77% 149	13.22% 105	10.71% 85	15.11% 120	9.19% 73	6.68% 53	4.03% 32	2.39% 19	794	
Density	5.04% 40	13.10% 104	18.01% 143	15.24% 121	8.56% 68	10.33% 82	10.20% 81	7.18% 57	7.30% 58	5.04% 40	794	
Education	3.40% 27	6.80% 54	9.45% 75	12.47% 99	16.62% 132	13.98% 111	11.46% 91	9.70% 77	10.71% 85	5.42% 43	794	
Culture/arts	3.90% 31	9.45% 75	9.70% 77	11.59% 92	13.22% 105	10.58% 84	9.95% 79	10.96% 87	15.11% 120	5.54% 44	794	
Diversity	4.16% 33	5.04% 40	6.42% 51	11.96% 95	12.85% 102	15.11% 120	20.15% 160	12.09% 96	7.30% 58	4.91% 39	794	
Opportunities	3.78% 30	3.40% 27	7.56% 60	13.48% 107	12.22% 97	10.45% 83	11.08% 88	13.22% 105	13.85% 110	10.96% 87	794	
Inclusion	1.13% 9	3.02% 24	2.52% 20	7.30% 58	9.70% 77	11.21% 89	15.11% 120	21.91% 174	20.28% 161	7.81% 62	794	
Safety	1.64% 13	2.14% 17	2.39% 19	3.15% 25	4.03% 32	4.16% 33	4.41% 35	10.83% 86	14.86% 118	52.39% 416	794	

SURVEY RESPONSE ANALYSIS

DOWNTOWN MONROE MASTER PLAN PHASE 1 | CITY OF MONROE, LA

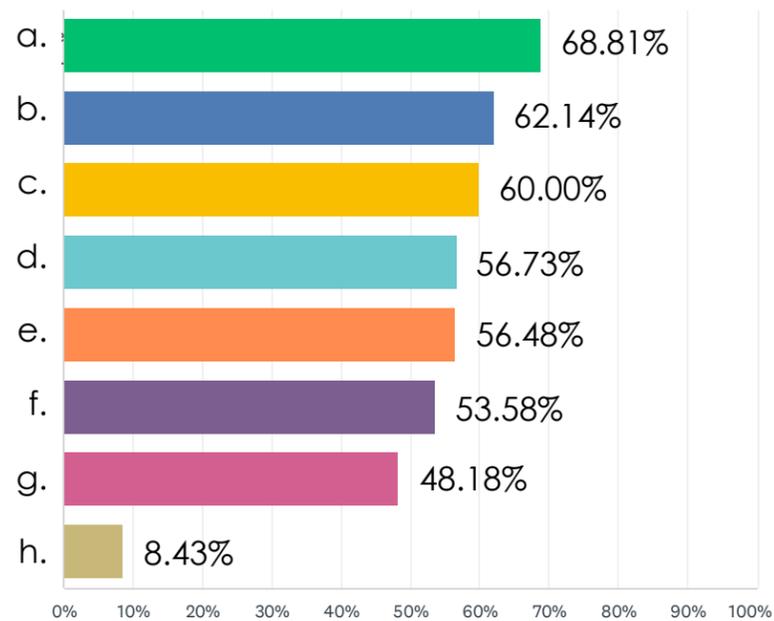
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\* 14. Downtown would be better with...(Choose all that apply)

- a.  Grocery stores / Farmers' markets
- b.  More restaurants/bars/coffee shops
- c.  More cultural attractions
- d.  Recreational activities, parks and dog parks
- e.  More retail
- f.  More family friendly activities
- g.  Closer schools / more childcare services
- h.  More job opportunities

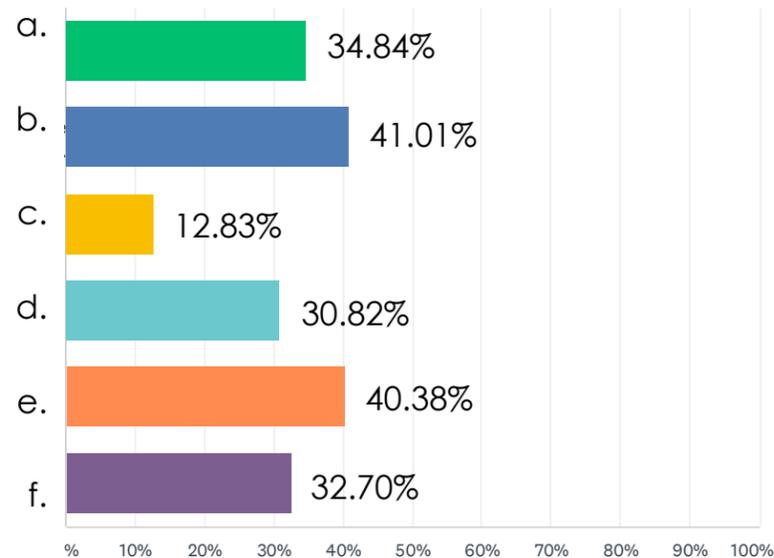
Question 14



\* 15. What would tempt you to move/live downtown?

- a.  Affordable housing
- b.  More attractions/activities in downtown
- c.  If I worked downtown
- d.  More amenities
- e.  Better infrastructure (roads, sidewalks, bike paths, etc.)
- f.  I don't want to live in an urban environment

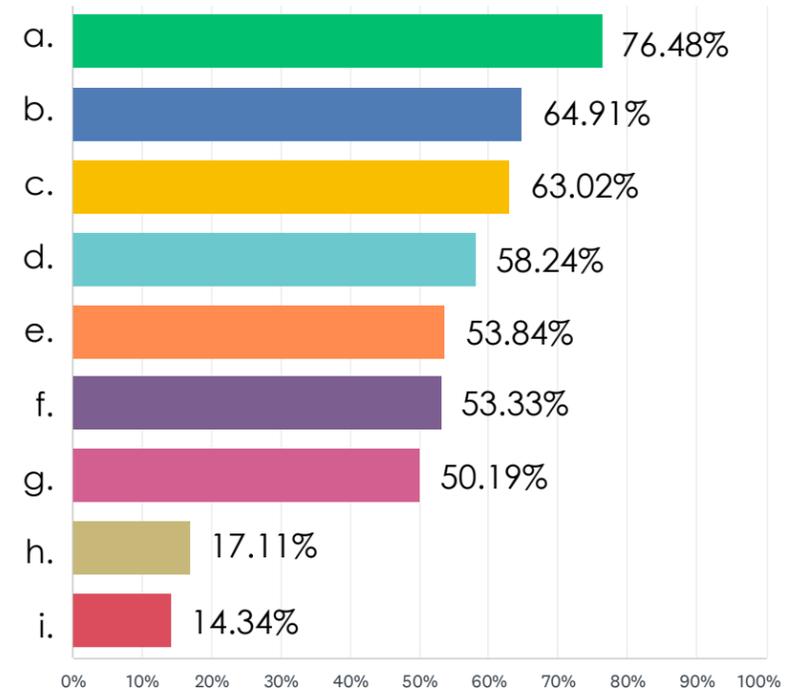
Question 15



\* 16. What would entice more people/tourists to visit downtown Monroe?

- a.  Downtown Hotels
- b.  Riverfront Tourism
- c.  Cultural Arts Events
- d.  Nightlife Opportunities
- e.  Outdoor Recreation
- f.  Retail
- g.  Religious Events
- h.  Culinary Tourism
- i.  More Housing

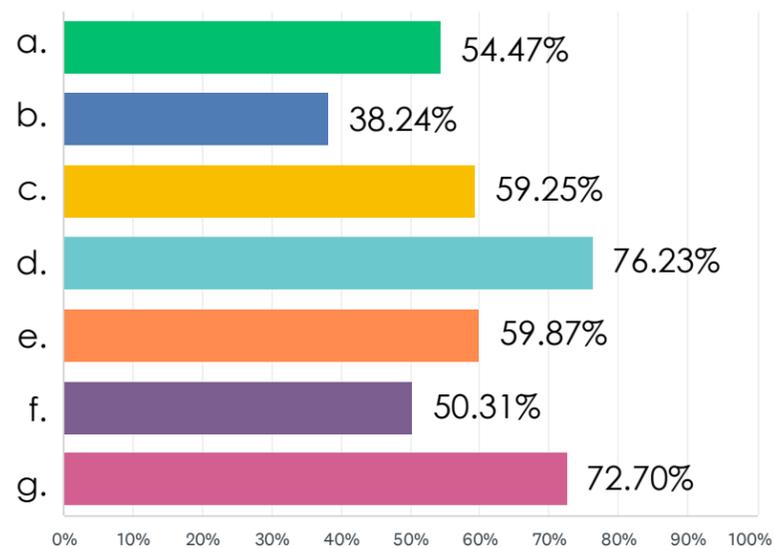
Question 16



\* 17. What would bring you and/or your family to the riverfront?

- a.  More/better riverfront access
- b.  Continuous pedestrian/bike paths from other neighborhoods
- c.  Recreational activities (kayaking, paddle boarding, playground, splash park)
- d.  More things to do/see
- e.  More restaurants
- f.  More retail shops
- g.  More lighting and security

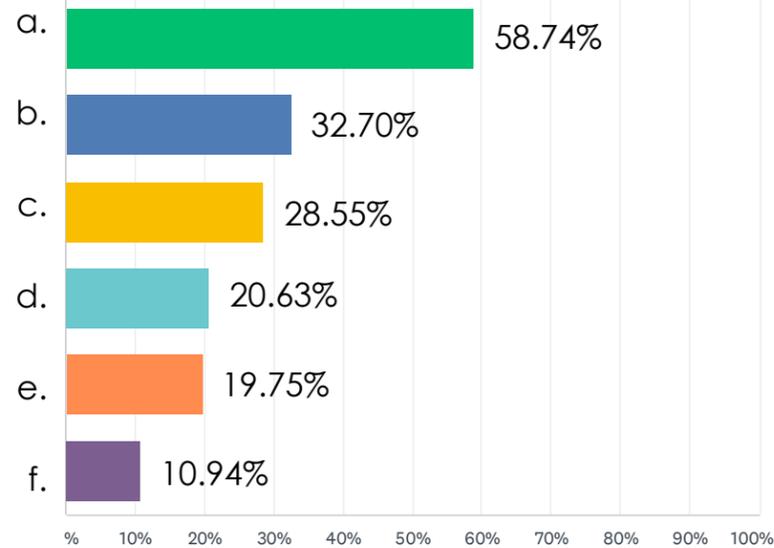
Question 17



\* 18. What is one of the best cultural features of Monroe?

- a.  Landmarks/Historic sites
- b.  Museums
- c.  Art galleries
- d.  Riverfront
- e.  Special Events/Festivals
- f.  Other (please specify)

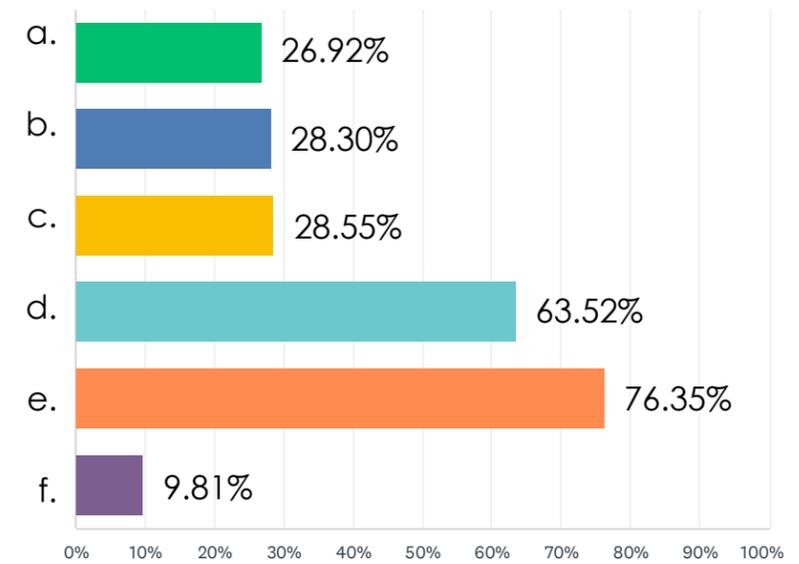
Question 18



\* 19. What cultural features would you like to see more of in downtown?

- a.  Landmarks/Historic sites
- b.  Museums
- c.  Art galleries
- d.  Riverfront
- e.  Special Events/Festivals
- f.  Other (please specify)

Question 19

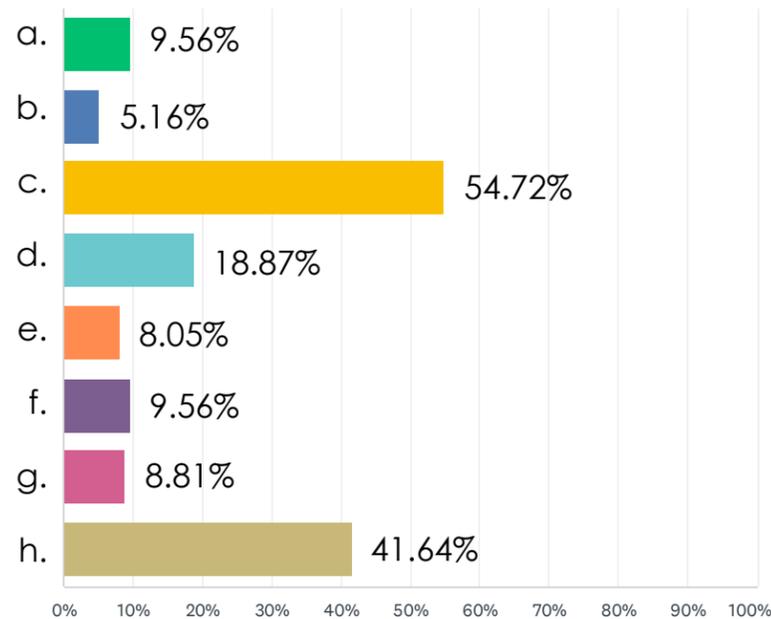


\* 20. Would you use public transportation to come downtown? Why or why not?

- a.  Yes, because it makes life easier
- b.  Yes, because its affordable
- c.  No, because I have a vehicle or bike and there is plenty of parking
- d.  No, because it is easier to get a cab/Uber/Lyft/ride-share
- e.  No, because the frequency doesn't work with my schedule
- f.  No, because the pickup/drop off locations aren't where I'm going
- g.  No, because it is not reliable
- h.  No, because it feels unsafe/unclean

Question 20

Answered: 795 Skipped: 0



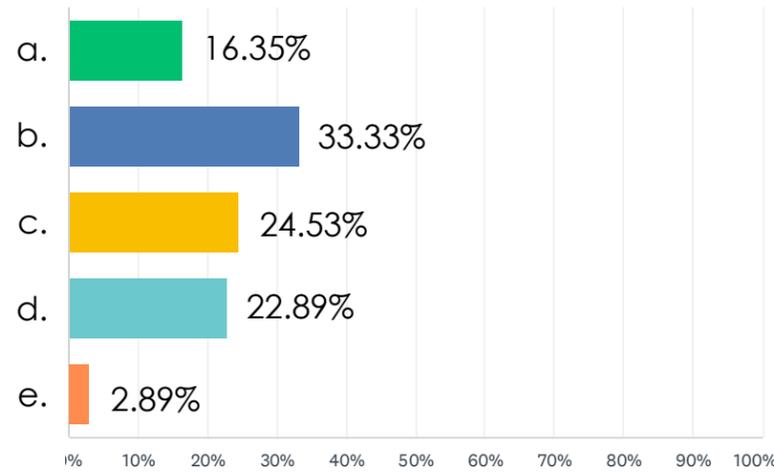
\* 21. Do you feel safe in downtown at night?

- a.  Yes
- b.  No

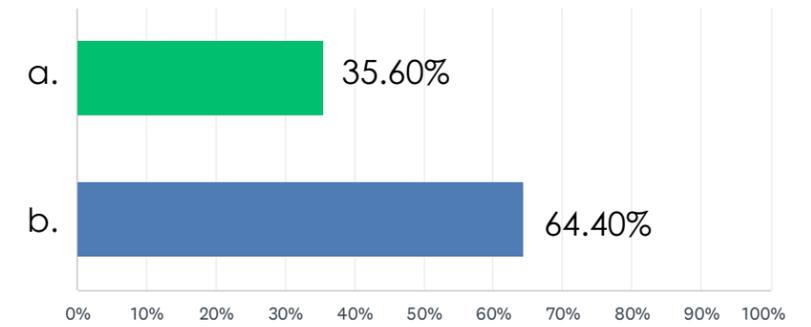
\* 22. What would make you feel safer in the downtown area?

- a.  More people walking around
- b.  More police presence
- c.  Less vacant buildings
- d.  Better lighting
- e.  Emergency posts

Question 22



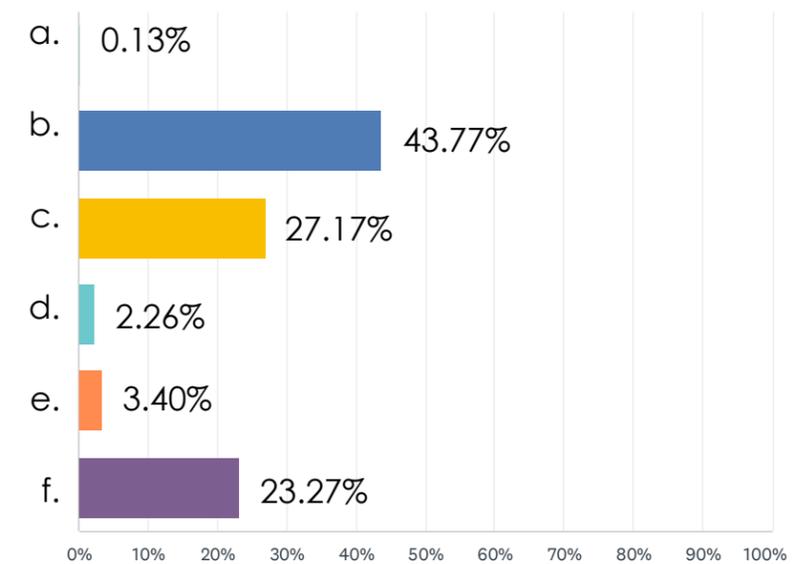
Question 21



\* 23. I would work in downtown if...

- a.  There were better/more diverse job opportunities
- b.  My company moved there
- c.  There were better/different means of transportation downtown
- d.  There were more childcare services or schools downtown
- e.  I would rather not work downtown

Question 23



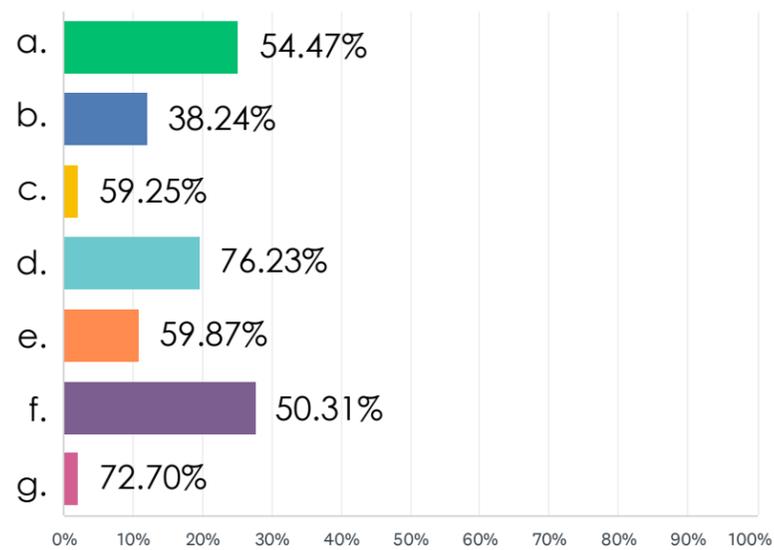
\* 24. I would open a business downtown if....

- a.  I had the money/financing
- b.  I had goods or services that I thought would be profitable
- c.  I knew how to run a business
- d.  the downtown were more active
- e.  there were more economic incentives
- f.  I do not want to own a business anywhere
- g.  I already own a business downtown

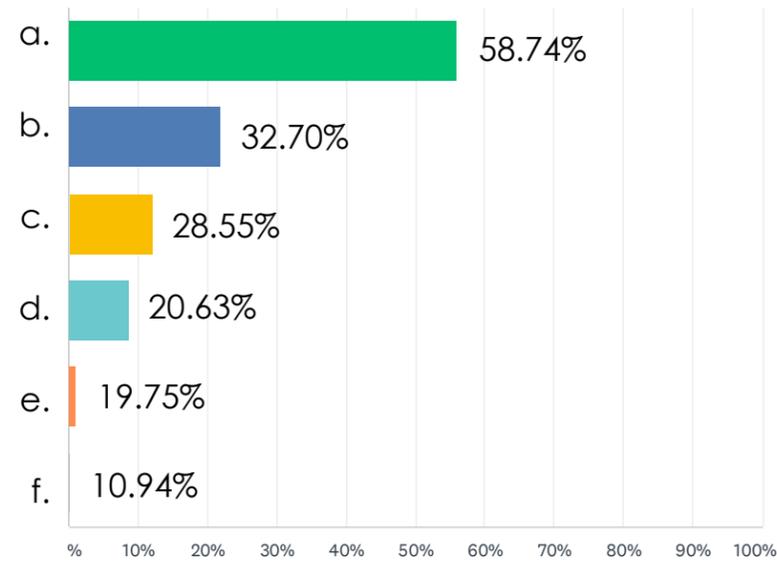
\* 25. How did you hear about this survey?

- a.  Art Installation
- b.  Social Media
- c.  Word of mouth
- d.  Poster / Coaster
- e.  Other (please specify)

Question 24



Question 25



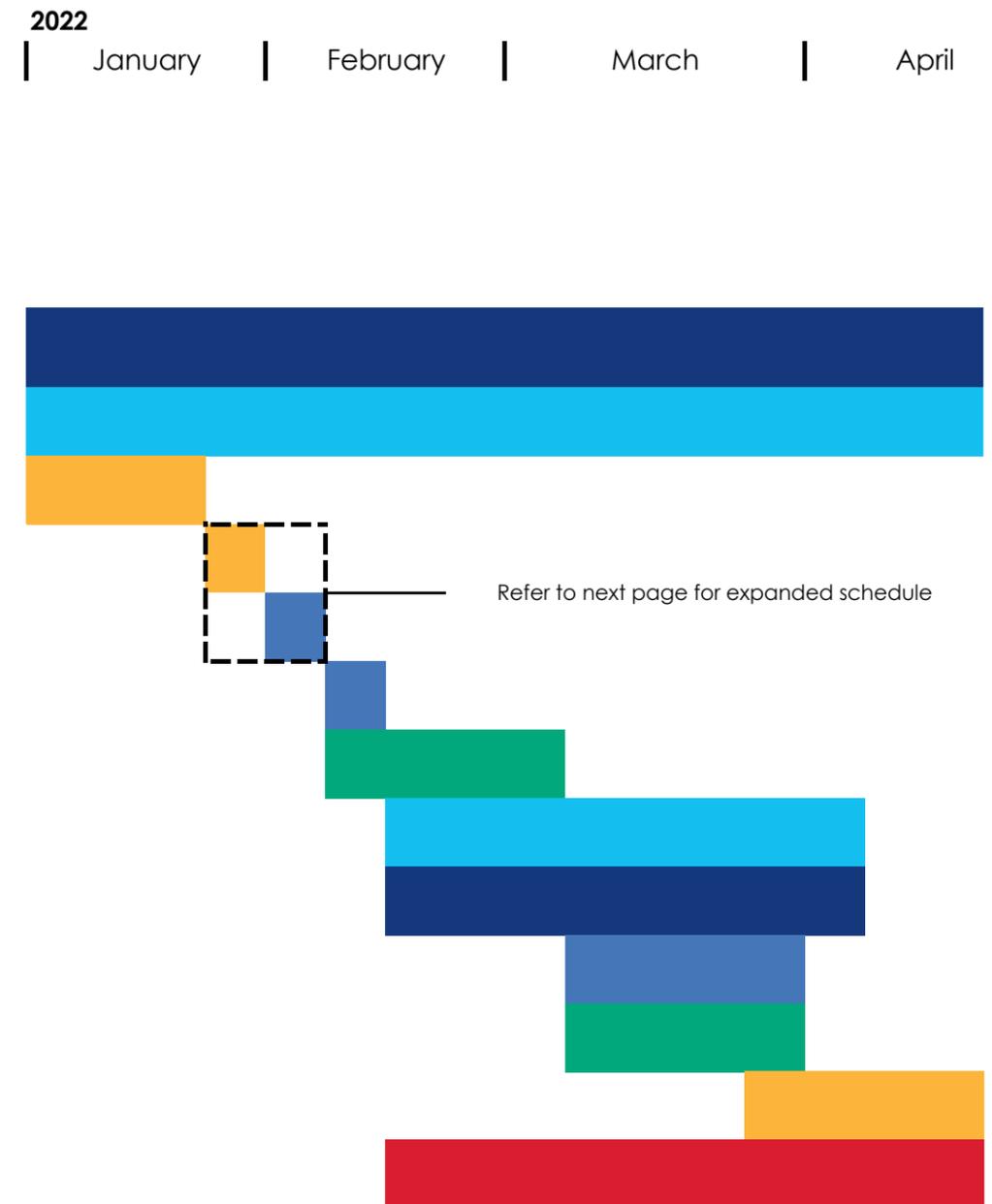
**WHEN**

# MONROE MASTER PLAN PHASE 2 SCHEDULE

Once Campo Architects receive the notice to proceed, we estimate that Phase 2 will take approximately 14 weeks to complete. The schedule for Phase 2 will greatly depend on the success of the community visioning and consultant workshop so we have provided an expanded schedule for those two items on the following page. The objectives for Phase 2 include:

- Outline a unified vision for community growth through community visioning sessions
- Work with consultants to assess and identify catalyst projects
- Prioritize public infrastructure investments
- Create and brand districts for focused development
- Create a list of additional economic incentives that would stimulate development
- Coordinate with the City's financial team to outline an action plan

Monroe Master Plan : Phase 2 Schedule				
As of 12.30.2021		Estimated Duration (weeks)	Start	Finish
Task Name:				
	<b>Notice to Proceed</b>	14	1/3/2022	4/11/2022
	<b>Phase 2 - Assessment</b>	14	1/3/2022	4/11/2022
	Marketing Campaign	14	1/3/2022	4/11/2022
	Prepare for visioning meetings & consultant workshop	3	1/3/2022	1/24/2022
	Community Visioning Meetings	1	1/24/2022	1/31/2022
	Consultant Team Workshops	1	1/31/2022	2/7/2022
	Processing information from meetings & workshop	1	2/7/2022	2/14/2022
	Vision Statement	4	2/7/2022	3/7/2022
	Proposed Building Use Study	8	2/14/2022	4/11/2022
	Proposed Circulation Study	8	2/14/2022	4/11/2022
	Riverfront Character Development	4	3/7/2022	4/4/2022
	Preliminary Budgeting with City's team	4	3/7/2022	4/4/2022
	Proposed Economic Incentives	4	3/28/2022	4/25/2022
	Draft Master Plan Outline	10	2/14/2022	4/25/2022



## COMMUNITY VISIONING

The spirit and voice of residents **MUST** be at the center of Monroe's revitalization. **Only with the support from the people of Monroe will this master plan be successful.** Community Visioning is how we collect their feedback, making this component the most important undertaking of any master planning process.

Community visioning engages residents to formulate what they want for their City's future and how they see it being achieved. These visioning sessions then create a lens to which the entire master plan is filtered through.

**OBJECTIVES:** *(residents to answer)*

1. Where are we now?
2. Where are we going?
3. Where do we want to be?
4. How do we get there?

The City of Monroe and Campo Architects have started this engagement with the outreach meetings, online survey, and community participation installations. Those were just the start. In Phase 2, community visioning will be conducting in various ways, such as:

1. community mapping exercises
2. focus groups
3. public forums
4. study circles
5. community charrette
6. community tours
7. special events
8. interviews

We urge everyone to get involved and let your voices be heard. The future of Monroe depends on it.

Please contact Kelsea McCrary (email: [kelsea.mccrary@ci.Monroe.la.us](mailto:kelsea.mccrary@ci.Monroe.la.us)) for upcoming events that the master planning team can be a part of or if you or someone you know should be heard.

## CONSULTANT WORKSHOP

With information and feedback gathered from the community visioning sessions, Campo Architects will lead a team of multi-disciplinary professionals to analyze and identify key catalyst areas and projects that supports Monroe's master plan vision. The team will then select and preliminarily develop a couple of these projects.

The consultant workshop is done directly after the community visioning phase so that the goals and aspirations of the City's residents are the guiding principles for the workshop.

**OBJECTIVES:**

1. Analyze existing conditions
2. Identify opportunities and constraints by discipline
3. Identify key catalyst areas and projects
4. Select 1-3 priority projects
5. Develop preliminary design sketches

The City of Monroe and Campo Architects will start off Phase 2 by assessing which team of professionals will best achieve planning efforts, such as:

- a. Landscape/Civil Consultant
- b. Marketing Consultant
- c. Estimator
- d. Community Activist/Engagement Consultant
- e. Land use / zoning consultant
- f. Transit Consultant
- g. Funding Consultant
- h. Economic incentives/grant writer
- i. Policy facilitator

With the City's assistance, we will arrange work sessions and meetings with various relevant agencies and stakeholders for periodic feedback.

Community Visioning							Consultant Workshop				
	Tuesday	Wednesday	Thursday	Friday	Saturday	Sunday	Monday	Tuesday	Wednesday	Thursday	Friday
Morning		Prep with City	Prep	Prep			Consultants travel to Monroe	Phase 1 overview			
Afternoon	Travel to Monroe	Meet with Steering Committee	Interviews	Interviews	Public Forum	Church focus groups	Campo preps for workshop	Consultant tour of Monroe	Team working session	Team working session	Travel home
After 5pm		Focus Group	Focus Group	Set up for public forum				Set goals & timeline			

**HOW**

CAMPO ARCHITECTS

PRESS RELEASE

## The City of Monroe & Campo Architects announce completion of phase 1 of the Monroe master plan

December 2021

Monroe, LA – The City of Monroe, Louisiana is an economic, educational, and medical hub for Northeast Louisiana with an extensive and impressive history dating back to the 1780's. The city is the proud home of academic scholars, artists, world renowned businesses, world famous entertainers & athletes and hosts an array of historic landmarks.

Following his first year in office, Mayor Friday Ellis announced the kick-off of the Downtown Monroe Master Plan with the goal to revitalize and capitalize on Monroe's assets. This Master Plan intends to identify specific initiatives designed to increase the downtown livability, encourage private sector investment, and job creation, spur public interactions that contribute to a unified vision, and become a catalyst for the continued growth for many years to come.

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Over the past five months, Campo Architects has worked with the City to listen and collaborate with the community and its stakeholders in the development of a shared vision for the future of Monroe. The master plan is divided into 3 phases: Phase 1 - Inventory & Analysis, Phase 2 - Assessment, and Phase 3 - Implementation.

### NEXT STEPS

- Create a unified vision for the community of Monroe.
- Select consultants and partnership.
- Select opportunity projects.
- Outline program, scope & budget for opportunity project.

Client City of Monroe  
Location Monroe, Louisiana  
Status Phase 1  
Size 66 blocks

### SURVEY

Phase 1 of the City of Monroe Master Plan involved a community surveying period that included an online survey and multiple surveying mediums that were distributed across downtown Monroe. The survey was distributed to community stakeholders, council members, places of businesses and schools, as well as posted on social media by the City along with major community stakeholders.



PRESS RELEASE

DOWNTOWN MONROE MASTER PLAN PHASE 1 | CITY OF MONROE, LA

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## FUTURE MASTER PLAN PHASES

Following the preparatory and exploration in Phase

- Phase 2 will outline the unified vision for community growth, the City's priorities, and an action plan. In this phase, consultants will guide various parts of the master plan and identify partnerships for collaboration and funding. Lastly, selected projects will be outlined for scope and budget.
- Phase 3 will concentrate on the implementation strategy for the selected projects and will implement consultants, partnerships and selected funding. In order to gauge progress of implementation in Monroe, the project will require committed, ongoing leadership and organization, as well as a communications agenda to share status and accomplishments with the community.



### IMPLEMENTATION:

Successful implementation involves long-term investment and several ongoing essential components, including:

1. Create a **great plan** that presents a strong vision to motivate people to take action. This combines the potential Monroe holds with the community's vision.
2. Outline projects, **promote public-private partnerships** and find connection to available funds.
3. **Stakeholder involvement** that is representative of businesses, community leaders, and individuals.

4. Committed and ongoing **leadership** that desires success for the entire community.

5. **Good organization** that provides support for the master plan with coordination, communication and unification of divergent interests.

6. Clear and **consistent development standards** that communicate the vision and tools for encouraging desired development.

7. **Communication and marketing** that makes continuous news of status and successes and acts as a liaison between stakeholders, projects, and the wider Monroe community.

8. **Supportive government** that champions implementation and sets standards (consultation, code enforcement, and assistance) for achievement.

9. **Ongoing review** and monitoring to respond to changing conditions, evaluate plan, projects, and communications, and a **success audit** to track positive incremental evolution.

Vested  
 Engagement  
 Community  
 Involvement  
 Unity  
 Connection  
 Community  
 Shared Vision  
 Common Purpose  
 Involvement  
 Unity  
 Progress  
 Common Purpose  
 Bridge the gap  
 Connection  
 Pride  
 Sense of Place