

CARENCRO 2.0

A Comprehensive Plan for the Future



Spring 2025

Prepared by :



DESIGNWORKSHOP

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Mayor

Charlotte Stemmans Clavier

City Council

Jordan Arceneaux

Antoine Babineaux, Jr.

Danielle Capritto

Taylor James

Alfred Sinegal

Carencro 2.0 Steering Committee

Charlotte Stemmans Clavier

Zach Abshire

Bonnie Anderson

Norman Barashick

Andrea Blair

Cheryl Bouillion

Mark Brasseaux

Monique Brasseaux

Larry Breaux

Jeremy Breaux

Anthony Carmouche

Dusty Castille

Carol Ann Clavelle

Dr. Richard Feucht

Tommy Fontenot

Toby Guy

Bertha Hebert

Stasia Hebert-McZeal

Addir Jay Morrison

Melissa Robicheaux

City of Carencro Administration

David Mouton, Fire Chief

David Anderson, Police Chief

Phyllis Roy

Joseph Sampy

Devlin Sampy

Keicia Sampy Hawkins

Andre Savoie

Tyler Smith

Terrance St. Julien

Connie Theriot

Danny Uriegas

Brian Viatar

Consultant Team

C.H Fenstermaker & Associates, LLC

Design Workshop, Inc.

Community Partners

Lynn Guidry

Kathy Higginbotham

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Contents

Acknowledgements b

WHERE WE'VE BEEN AND WHERE WE'RE GOING..... 1

Executive Summary 2

Introduction..... 4

Community Vision and Values 6

History & Context 8

WHERE WE ARE 11

Identity & Culture 12

Comprehensive Assessment 20

COMMUNITY ENGAGEMENT 57

Community Feedback 60

GOALS & GUIDING PRINCIPLES 63

Overview 64

Land Use 66

Housing 70

Transportation 74

Parks and Recreation..... 80

Infrastructure and Public Facilities 86

Cultural Tourism and Historical Preservation 90

Environmental Sustainability and Resilience 94

ACTION PLAYBOOK 99

Overview 100

Action Plan Matrix..... 102

APPENDIX 133

Project Schedule..... 134

Thematic Analyses 136



WHERE WE'VE BEEN AND WHERE WE'RE GOING

1

Executive Summary

Brief Narrative

The City of Carencro, a thriving community in Louisiana's Cajun and Creole Country, has initiated a comprehensive planning process to shape its future growth and development. This master plan outlines a vision for a sustainable, resilient, and inclusive Carencro, honoring its rich history while embracing the opportunities and challenges ahead.

The plan's key goals and objectives include promoting orderly and sustainable growth, protecting and enhancing residential neighborhoods, fostering economic vitality, preserving open spaces and recreational areas, and ensuring equity and inclusion.

A comprehensive assessment of Carencro's current state is included in the plan. This assessment encompasses demographics, land use, housing, transportation, and parks and recreation. Carencro envisions a future where the city is a vibrant, walkable, and inclusive community, residents have access to quality housing and affordable living, the economy is diverse and thriving, public spaces are abundant and well-maintained, and transportation is efficient, safe, and accessible for all.

The plan outlines strategies to achieve these goals, including updating zoning regulations, encouraging affordable housing development, improving public transportation, promoting active transportation, expanding park facilities, attracting businesses, and supporting local entrepreneurs.

The development of this comprehensive plan involved extensive community engagement, ensuring that the vision and goals reflect the desires and aspirations of Carencro's residents.

By implementing this comprehensive plan, Carencro can secure a prosperous future that benefits all its citizens and preserves its unique character for generations to come.

The implementation of this plan is a continuous process that will require ongoing monitoring, evaluation, and adaptation. As Carencro continues to grow and evolve, the plan will need to be updated to reflect changing circumstances and emerging challenges. By remaining committed to this vision and working together, Carencro can build a brighter future for all its residents.



Carencro Cro-Fest
Source: City of Carencro

Plan Purpose & Structure

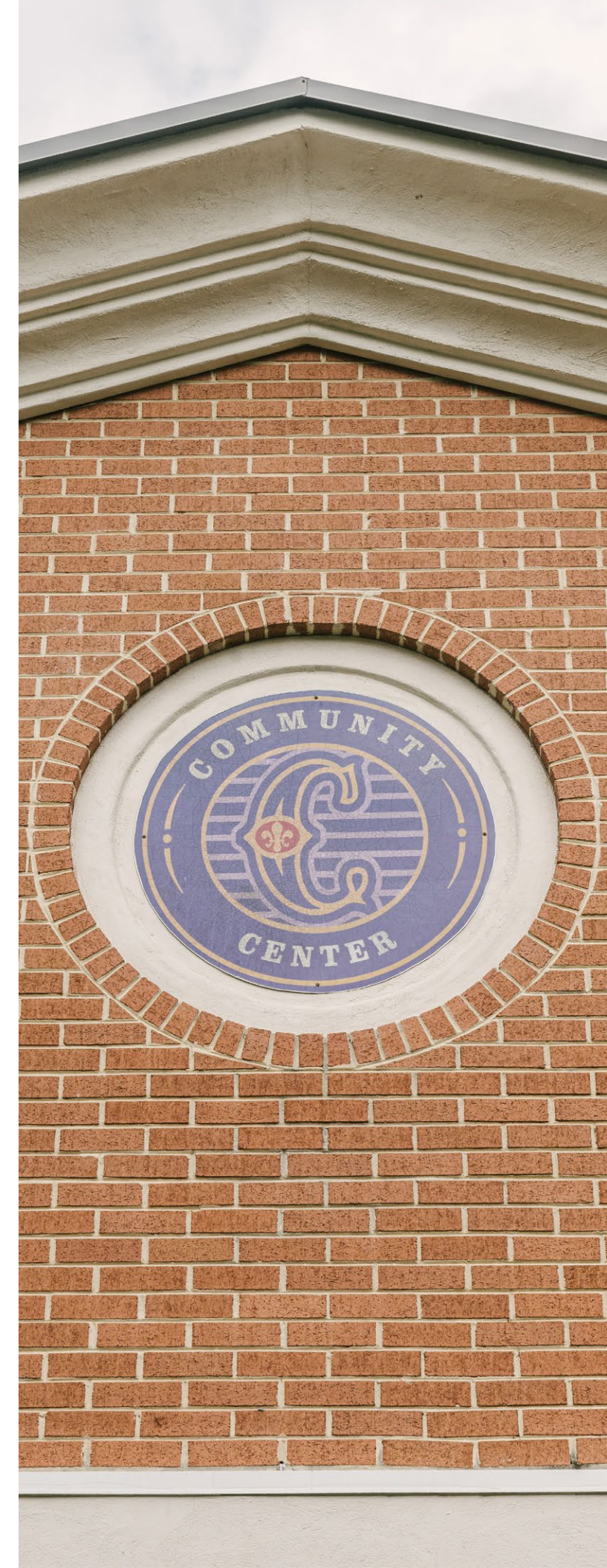
Purpose

This comprehensive master plan serves as a blueprint for Carencro's future growth and development, capturing the shared vision of the community. It provides a framework for responsible land use decisions, economic development strategies, housing policies, transportation improvements, and the preservation of open spaces and recreational areas. The plan aims to ensure that Carencro remains a vibrant, sustainable, and inclusive community for generations to come.

Structure

The plan is organized into several key chapters:

- » **Where We've Been and Where We're Going:** This chapter provides a historical overview of Carencro, outlines the community's vision and values, and presents the executive summary.
- » **Where We Are:** This chapter delves into the current state of Carencro, including demographics, land use, housing, transportation, and parks and recreation.
- » **Where We Want to Go:** This chapter outlines the plan's goals, objectives, and strategies for achieving the desired future.
- » **Implementation Plan:** This chapter details the specific actions and initiatives required to implement the plan, including timelines, responsibilities, and funding sources.



Introduction



Public Library
Source: DK Hebert Photography

Nestled in the heart of Louisiana's Cajun Country, the City of Carencro is a vibrant and growing community with a rich tapestry of history, culture, and natural beauty. From its beginnings as a rural settlement to its present-day status, Carencro has always been a place where families put down roots, businesses find fertile ground, and a strong sense of community spirit prevails. This comprehensive masterplan represents a collective vision for the future of Carencro – a future where we honor our past while embracing the opportunities and challenges that lie ahead. Through thoughtful planning, open dialogue, and collaborative decision-making, we will create a sustainable and resilient community that thrives economically and fosters a high quality of life for all residents.

This plan will address the key issues that will shape Carencro's future, including land use, transportation, economic development, housing, infrastructure, and parks and recreation. It will provide a framework for responsible growth

that preserves our unique character while accommodating the needs of a growing population. It will promote a vibrant and diversified economy that provides opportunities for all. And it will foster a sense of place where residents feel connected to their community and proud to call Carencro home.

Let us work hand-in-hand to shape the future of Carencro together. This comprehensive plan will help ensure that our community remains a place where families flourish, businesses prosper, and our rich heritage is preserved for generations to come. This comprehensive plan is not just a document; it is a living testament to our shared commitment to building a brighter future for the City of Carencro. A comprehensive plan is the blueprint that helps us plan for the growth of the community. It's like a long-term roadmap that guides how our community grows and develops, capturing our shared vision for what we want it to become.



City Hall
Source: DK Hebert Photography

Think of land use decisions as the threads that shape the fabric of our community. They impact everything from the types of homes we build to the businesses that thrive here. By encouraging a mix of housing options and affordability, we create a tapestry rich in diversity and opportunity. Walkable streets and vibrant mixed-use areas stitch together a community that's not only beautiful, but also easy to navigate and enjoy. Economic development is the heartbeat of any thriving community. Land use decisions play a crucial role in attracting businesses that provide jobs and fuel our local economy. By fostering a diverse mix of land uses, we create a more resilient and vibrant economic landscape that benefits everyone. Finally, let's not forget about the importance of public health and safety. Thoughtful land use planning can promote walkable communities and reduce reliance on cars, leading to less traffic congestion and healthier lifestyles. Access to parks and green spaces is vital for our

well-being, offering opportunities for physical activity and relaxation.

A comprehensive plan is completed by data collection including ordinance review, City process reviews, and stakeholder meetings. Then insight is gathered from the public, which is discussed more in Chapter 3, to assist in establishing the goals and objectives for the plan. The goals and objectives will be long term visions for the community and the action plan will be more specific insights based on all the data and feedback collected. Ultimately, all the goals and objectives and actions can be tied to funding sources as well in the plan. Together, we can create this plan that reflects our community's unique spirit and aspirations. By engaging in the comprehensive planning process, we ensure that every decision is made with the future in mind, creating a vibrant and sustainable community for generations to come.

Community Vision and Values

The community envisions Carencro as a vibrant, walkable, and inclusive city that values its historical heritage, promotes sustainable development, and provides ample recreational opportunities for all ages. To achieve this vision, the plan sets forth several goals and objectives, including promoting orderly and sustainable growth, protecting and enhancing residential neighborhoods, fostering economic vitality through strategic commercial and industrial development, preserving open spaces and recreational areas, and ensuring equity and inclusion in land use decisions.

Carencro's Vision



Promote Orderly and Sustainable Growth

This goal aims to guide Carencro's development in a way that is both planned and environmentally responsible. It seeks to avoid uncontrolled sprawl and preserve the city's character while accommodating future growth.



Foster Economic Vitality Through Strategic Commercial and Industrial Development

This goal aims to create a strong and diverse economy in Carencro. It seeks to attract new businesses, retain existing businesses, and create jobs for residents.



Preserve Open Spaces and Recreation Areas

This goal seeks to protect Carencro's natural resources and provide residents with opportunities for recreation and outdoor activities.



Protect and Enhance Residential Neighborhoods

This goal seeks to maintain the quality of life in Carencro's existing residential neighborhoods. It aims to protect property values, preserve neighborhood character, and provide amenities that residents desire.



Ensure Equity and Inclusion in Land Use Decisions

This goal seeks to ensure that all residents have an equal opportunity to participate in the planning and development process. It aims to promote fairness in land use decisions and to create a community that is inclusive of all.



Carencro Shopping Center
Source: Fenstermaker



Auguste Melchior Home
Source: Kathy Higgenbotham, St. Pierre Geneological Society



Carencro City Hall Annex
Source: DK Hebert Photography



Carencro Veterans Memorial
Source: DK Hebert Photography

History & Context

Historic Timeline of the City of Carencro

- 1765 - First settlers arrived
- 1872 - First Post Office opened
- 1874 - First priest arrived and built St. Peter's Catholic Church
- 1874 - First school opened on Auguste Melchior farm
- 1880 - Railroad line was complete
- 1884 - Telegraph line reaches Carencro
- 1894 - Carencro Sugar Co. formed by Victor E. Dupuis
- 1906 - Bank of Carencro established
- 1925 - Church of the Assumption was built
- 1932 - Assumption School opened by Sisters of the Blessed Sacrament
- 1966 - Evangeline Downs racetrack opens
- 1971 - Last train passes through Carencro



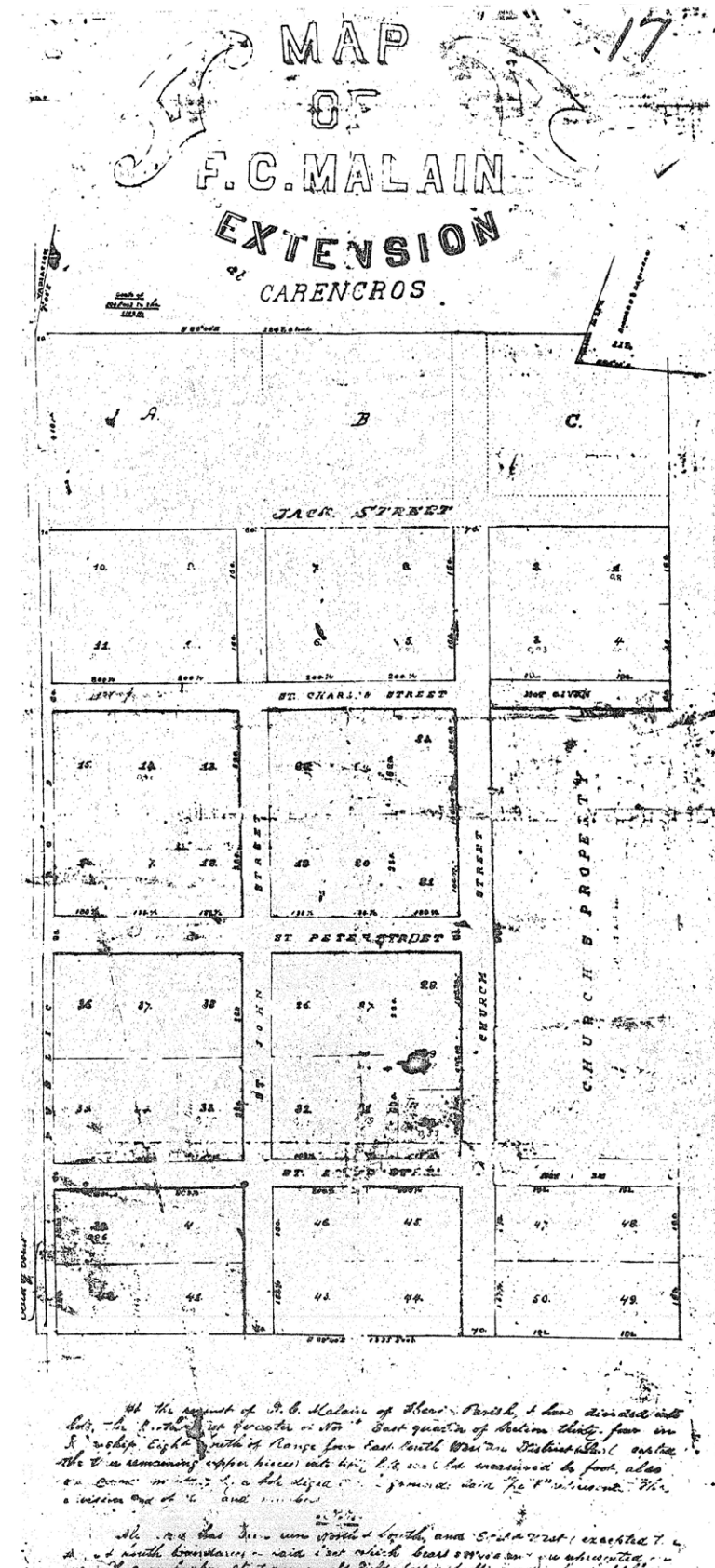
Evangeline Downs Racetrack
Source: City of Carencro

Carencro's rich history is marked by several pivotal events that have shaped its growth and community identity. The arrival of Acadians in 1765 and the purchase of the first two lots of land formed the basis of a small settlement originally called St. Pierre that would grow into what is now known as Carencro, LA.

Following the Civil War, Carencro experienced significant growth. The establishment of a post office in 1872 and a telegraph line in 1884 played vital roles in this transformation. The post office connected the town to surrounding areas and the broader country, allowing for efficient communication and facilitating trade. It became a hub of daily life, linking local residents to news and markets, essential for an economy based on agriculture. The installation of the telegraph further revolutionized communication in Carencro, allowing for real-time updates on market prices, agricultural advancements, and business transactions. This, in turn, helped the cotton and sugarcane industries thrive, positioning Carencro as an important contributor to regional trade.

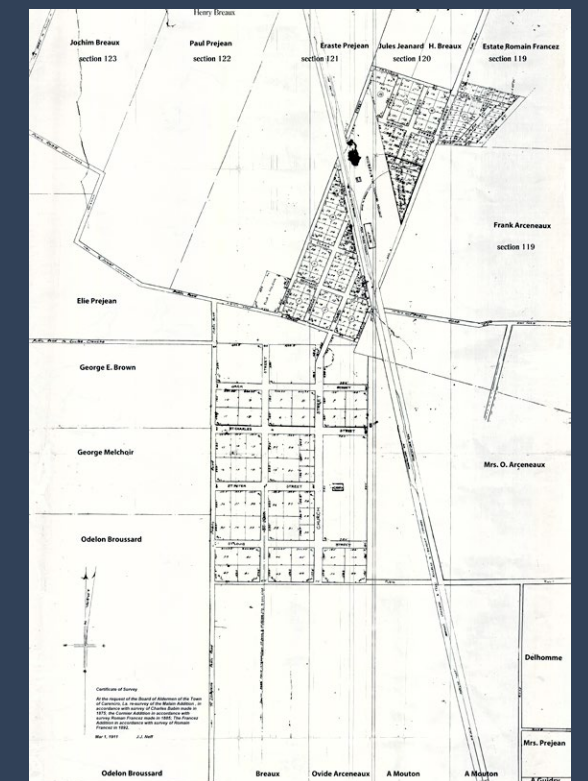
In 1874, the first priest arrived, founding St. Peter's Catholic Church, a critical institution that fostered spiritual and communal unity in the growing town. The arrival of the railroad in 1880 accelerated population growth and economic development, leading to the establishment of cotton fields and gins, as well as the expansion of sugarcane cultivation. This agricultural prosperity resulted in the opening of several sugar mills that bolstered the local economy.

The development of racetracks, including the original bush track established on land donated by Gilbert Borel and the subsequent Evangeline Downs track, further contributed to Carencro's community identity and development. Agricultural innovations, such as the creation of new sweet potato varieties, also enhanced the town's growth, cementing its place as a vibrant and evolving community.



1875 F.C. Malain Plan
Source: Kathy Higgenbotham, St. Pierre Genealogical Society

Over time, land use in Carencro shifted from primarily agricultural to more residential and commercial areas, influenced by the interstate's development and the railroad's closure. Despite these changes, the town retains several historical sites that reflect its rich heritage. Notable landmarks include St. Peter's Catholic Church, Our Lady of the Assumption Catholic Church, the first bank on St. Peter Street, and numerous houses from the early 1900s. Among the surviving homes of early Carencro residents are the Arceneaux house, Dr. Prejean's house, and the house that has since been refurbished into the city's Welcome Center. The name "Carencro" is believed to derive from the French term for buzzards (carrion crows), once commonly seen in the area, adding yet another layer of history to the town's unique identity.



1922 JJ Neff March Plan
Source: Kathy Higgenbotham, St. Pierre Genealogical Society



WHERE WE ARE

2

Identity & Culture

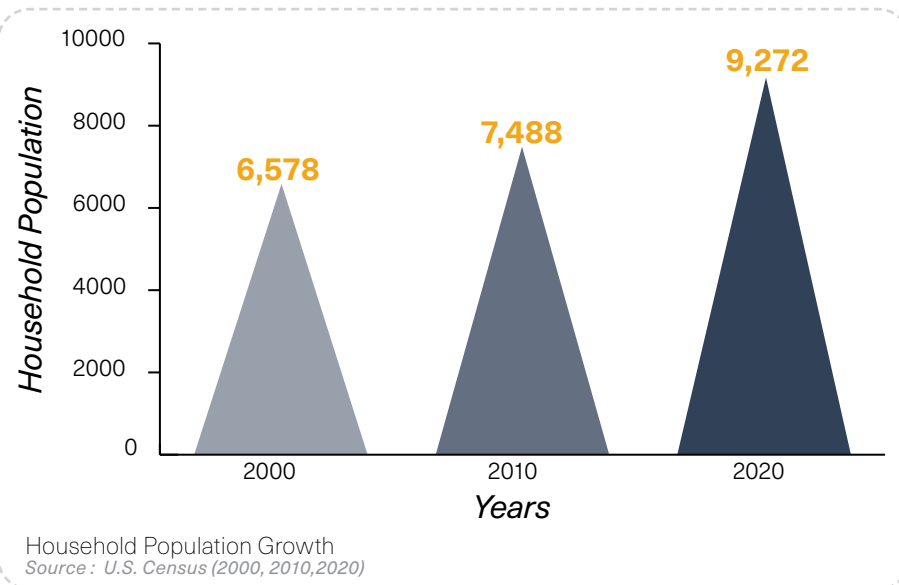


Demographics

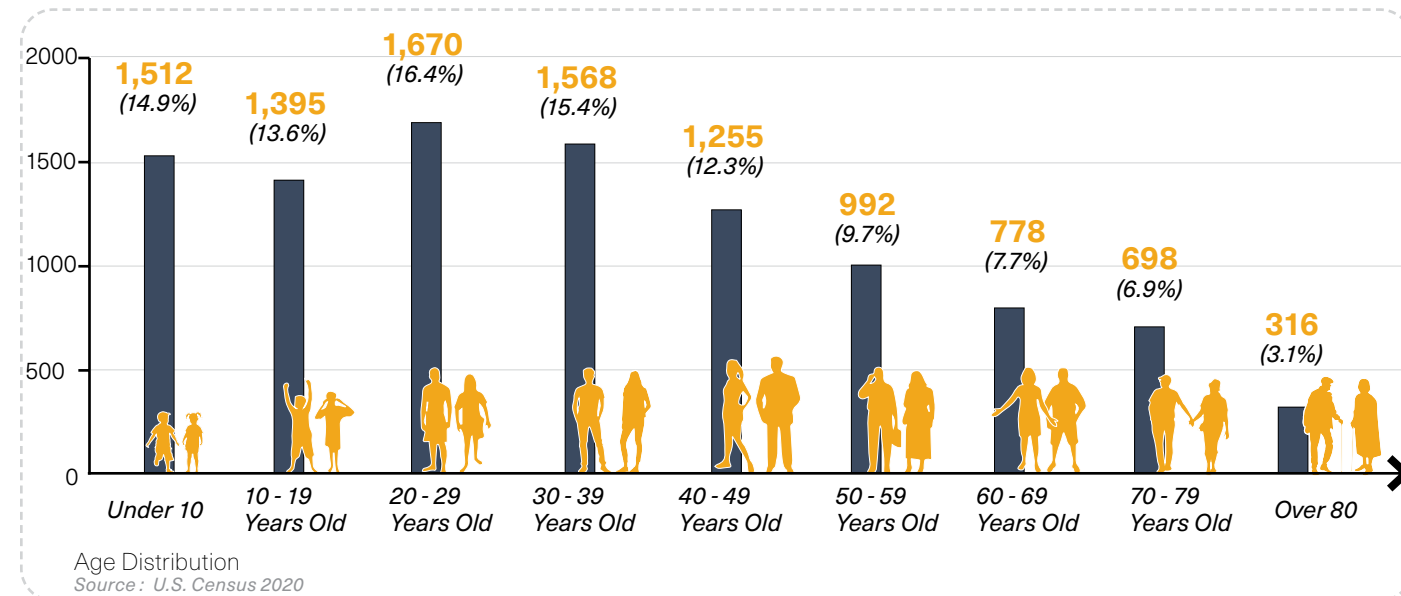
The demographic profile provides a comprehensive overview of City of Carencro's population characteristics. This section includes an analysis of population size, age distribution, racial and ethnic composition, household types, and migration patterns based on the 2020 Federal Census. These insights are crucial for informed urban planning and policy development.

Population Size and Growth Trends

As of the 2020 Census, Carencro has a total population of 9,272. Over the past two decades, the population has shown significant growth, increasing from 6,578 in 2000 to 7,488 in 2010, and reaching 9,272 in 2020. The annual growth rate from 2010 to 2020 was 1.87%, indicating a steady increase in residents. More recent estimates as of July 1, 2023, have the total population at 12,639. Projections based on this growth rate suggest continued expansion.

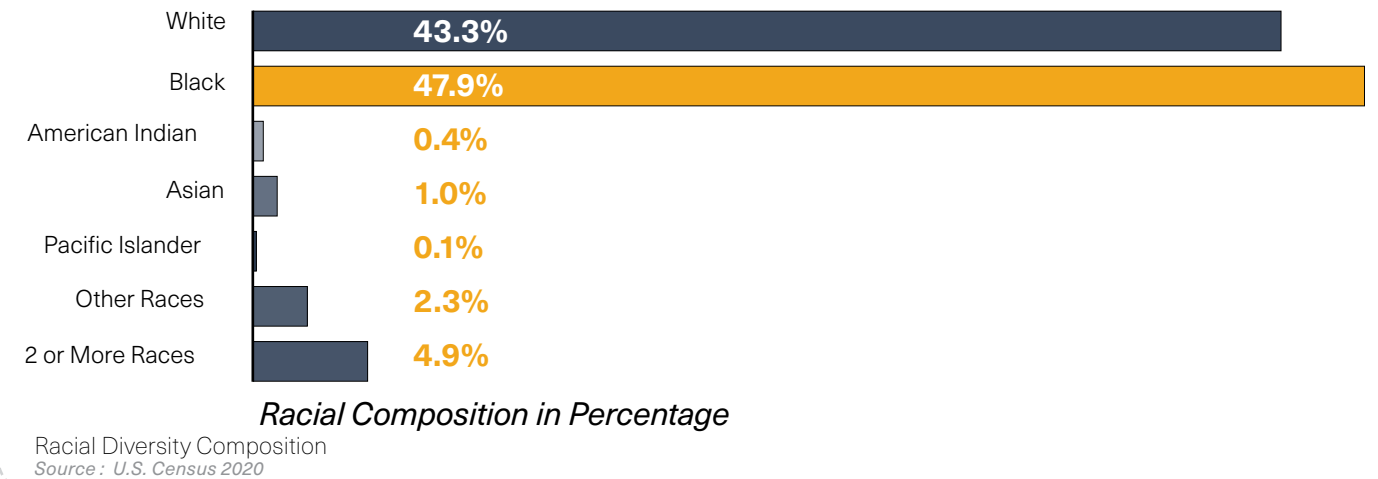


Age Distribution



Racial and Ethnic Composition

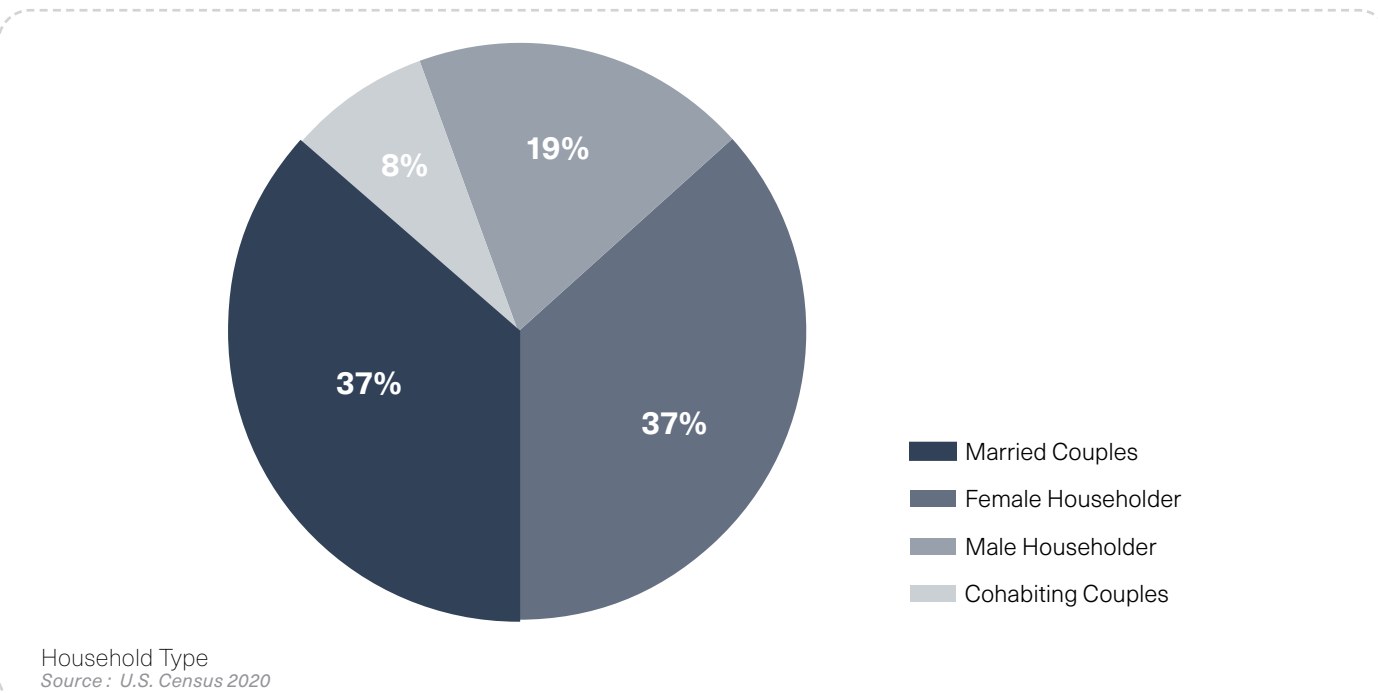
Carencro is diverse, with the following racial composition:



The diversity index of 62.2 reflects a moderately diverse population.

Household Types and Sizes

Carencro has 3,658 households with an average size of 2.50 persons. Household types are varied:

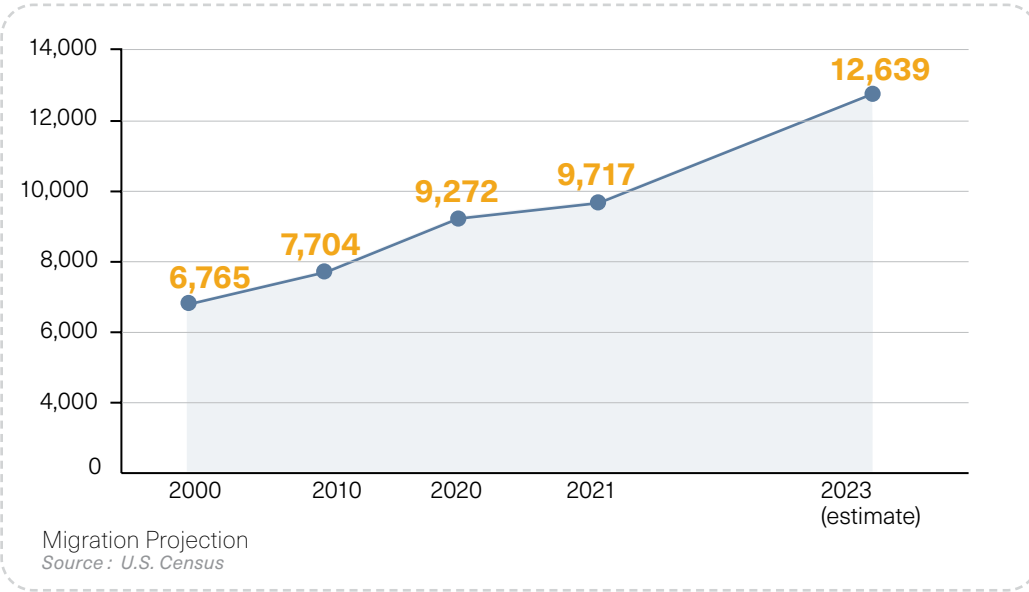


Household sizes range from one-person households (31%) to seven or more person households (2%).

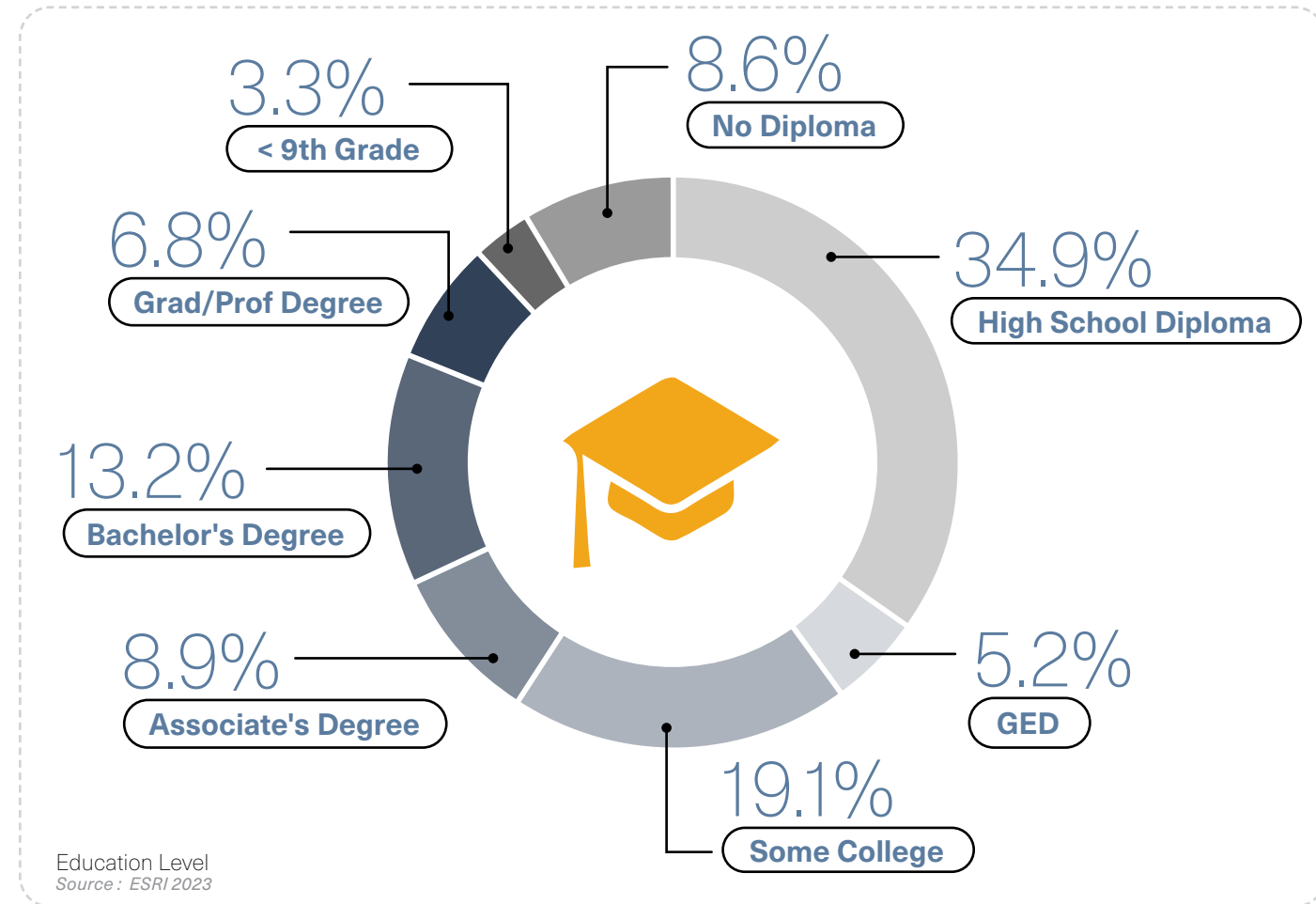
Identity & Culture

Migration Patterns and Projections

The city's population growth rate of 4.2% per year suggests positive net migration, attracting new residents. Conversely, the group quarters population decreased by -5.32%, indicating shifts in institutional populations. People are moving from the coastal parishes, seeking area north of Interstate 10. This will likely increase over time.



Education Level



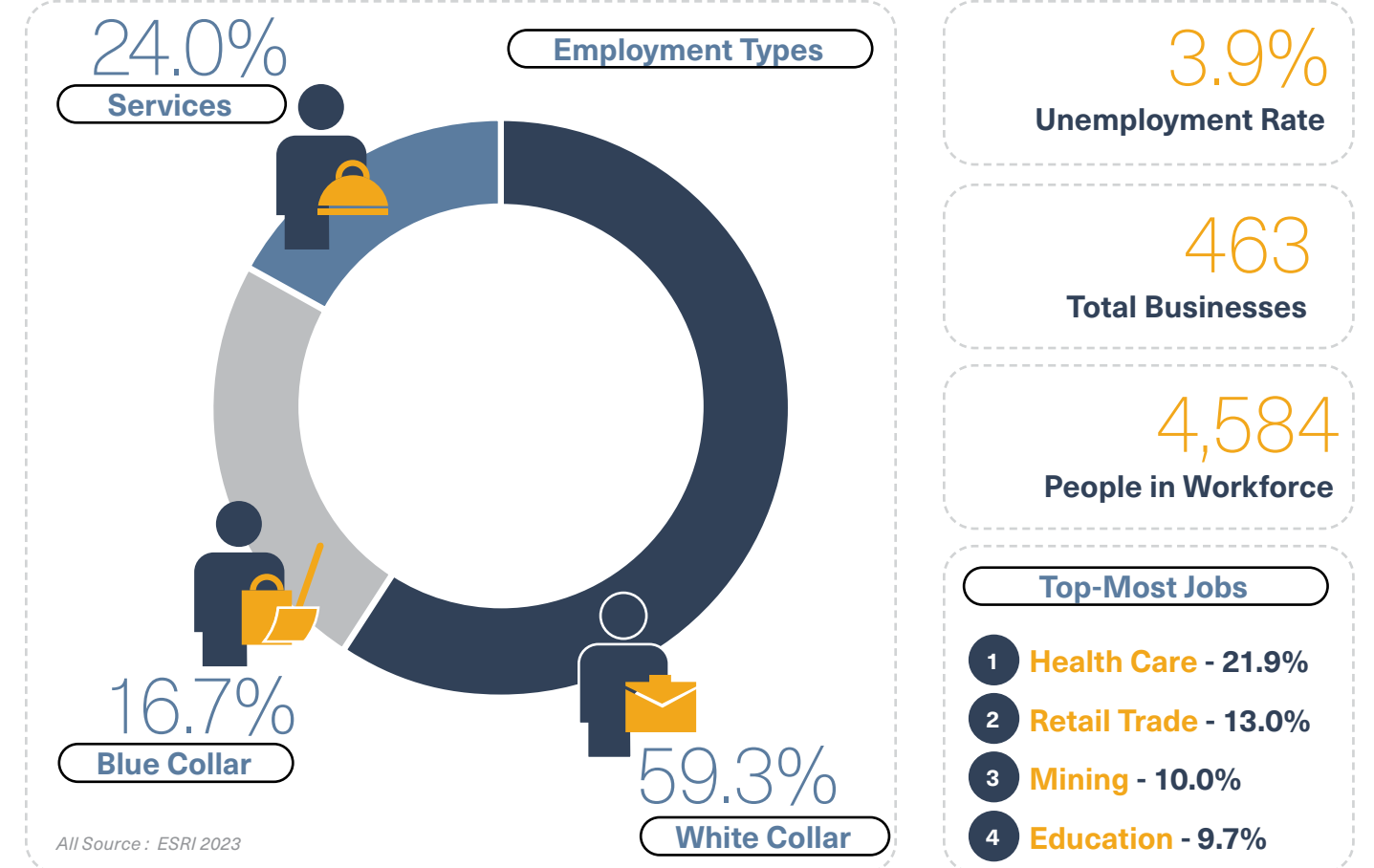
Labor/ Workforce / Salary

Carencro's wealth index is 49, indicating a lower than average wealth compared to national rates.



Economics Analysis

Carencro's labor force is categorized into various industries, with healthcare (21.9%) and retail trade (13%) being the most prevalent, followed by mining, educational services, and construction.



Identity & Culture



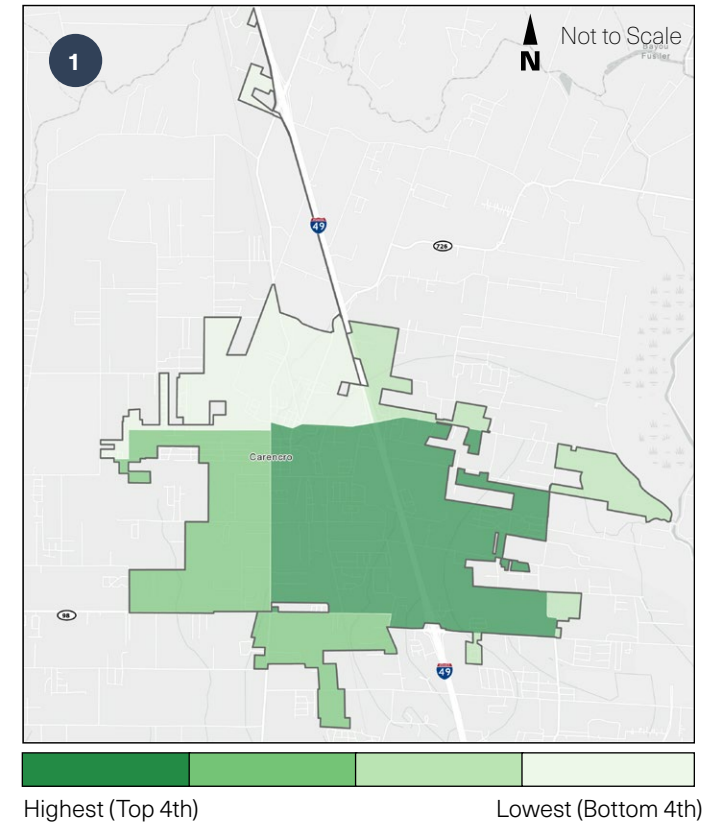
St. Peter Roman Catholic Church
Source: DK Hébert Photography

Social Vulnerability Index

The Social Vulnerability Index is a tool developed by the Center for Disease Control and Prevention (CDC) to identify communities that may need extra support during emergencies, such as natural disasters or health crises. SVI ranks communities based on factors that affect resilience, helping officials prioritize resources where they are most needed. The index is composed of four themes: socioeconomic status, household composition and disability, minority status and language, and housing type and transportation. Higher scores in these themes or the overall SVI indicate greater vulnerability.

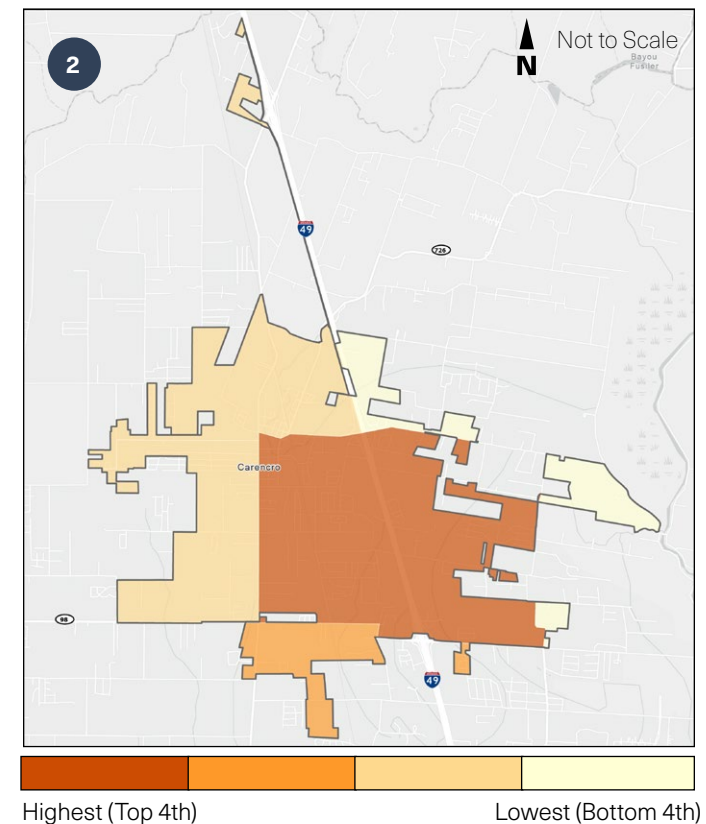
In Lafayette Parish, including Carencro, the SVI reveals areas of heightened vulnerability across these four themes:

1. Socioeconomic Status
2. Household Composition and Disability
3. Minority Status and Language
4. Housing Type and Transportation



Socioeconomic Status:

This theme includes factors like poverty, unemployment, and low education levels, which can limit access to resources and recovery efforts after disasters. Some tracts in Lafayette Parish, including parts of Carencro, show high scores here, indicating economic challenges that could impact resilience and recovery.

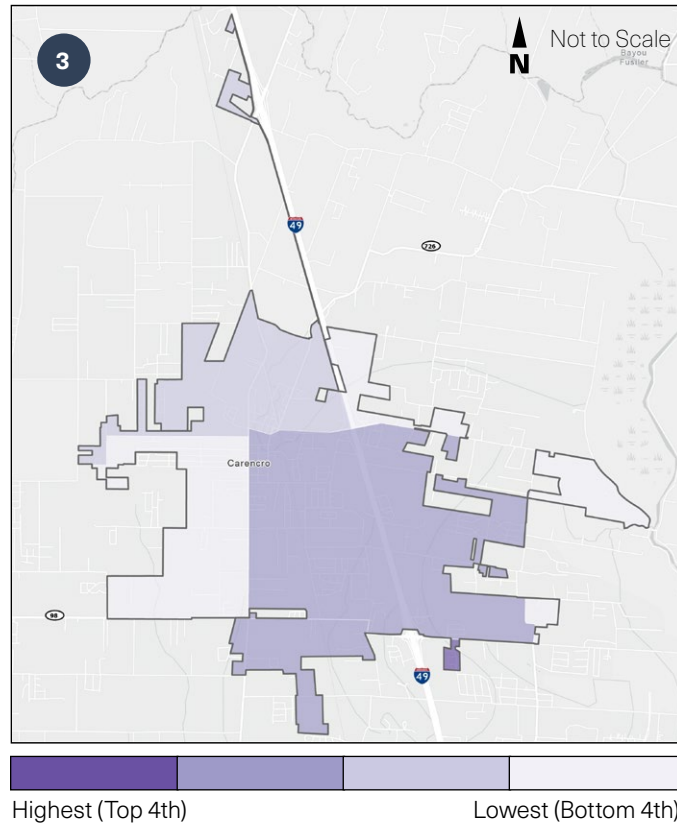


Household Composition and Disability:

This theme focuses on households with vulnerable members, such as children, the elderly, and individuals with disabilities. High scores in certain tracts near Carencro suggest these populations may face additional challenges in evacuating or accessing necessary resources during an emergency.

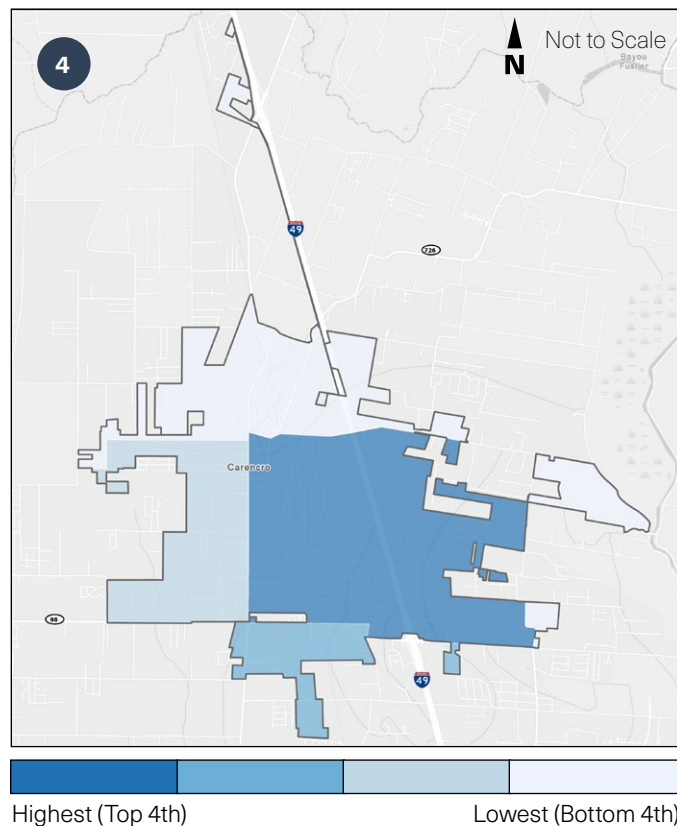
Social Vulnerability Index Map of Carencro
Source: Fenstermaker, ESRI GIS

Identity & Culture



Minority Status and Language:

This theme captures areas with high percentages of racial or ethnic minorities and individuals with limited English proficiency, where outreach and communication can be challenging. Higher scores in this theme for some Carencro tracts highlight the need for inclusive communication strategies during emergencies.

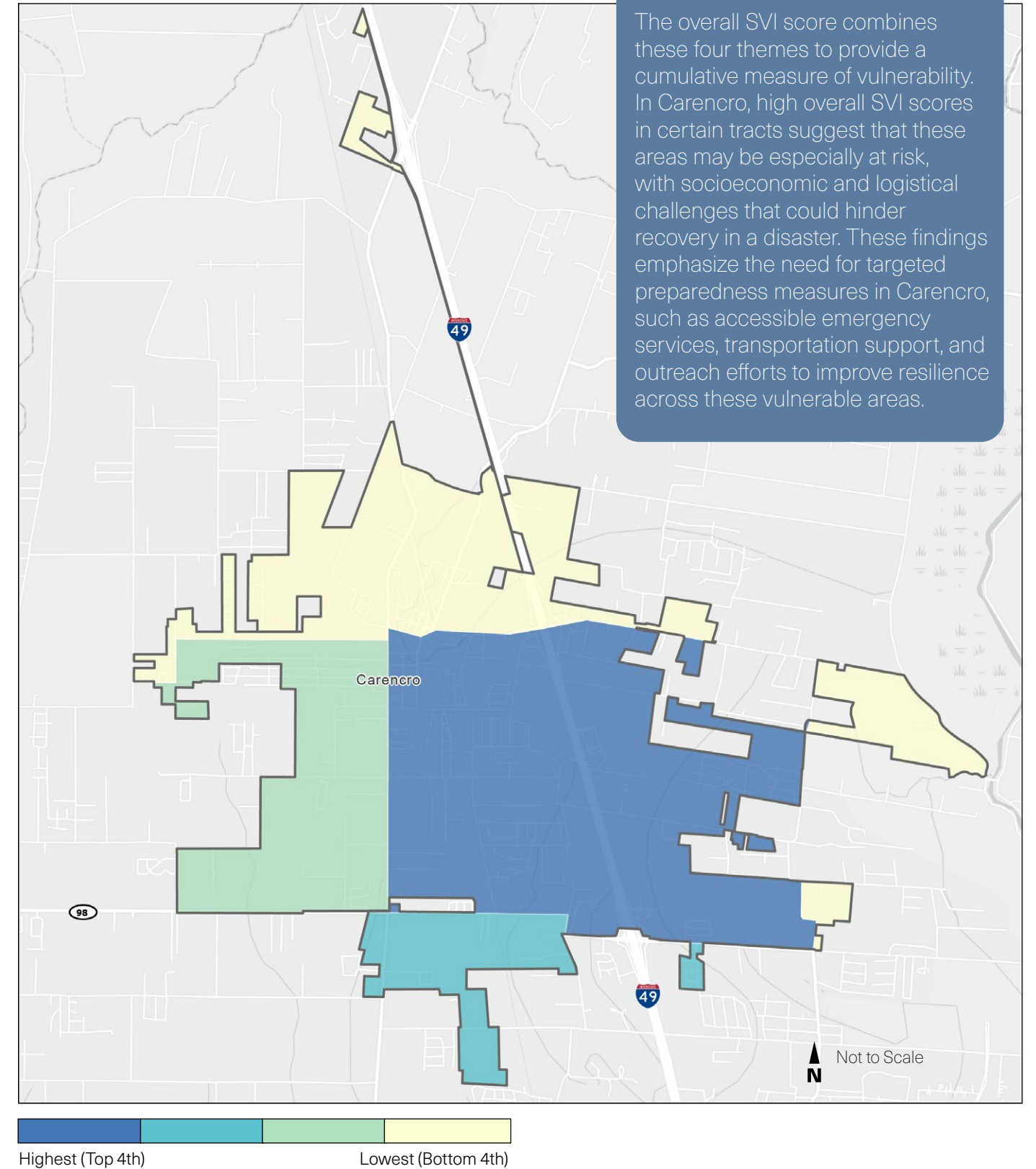


Housing Type and Transportation:

This theme assesses housing stability and transportation access, considering factors like mobile homes and lack of vehicles. High scores in Carencro indicate that some residents may face difficulties evacuating or securing safe shelter due to these limitations.

Social Vulnerability Index Map of Carencro
Source: Fenstermaker, ESRI GIS

Overall Social Vulnerability Index



The overall SVI score combines these four themes to provide a cumulative measure of vulnerability. In Carencro, high overall SVI scores in certain tracts suggest that these areas may be especially at risk, with socioeconomic and logistical challenges that could hinder recovery in a disaster. These findings emphasize the need for targeted preparedness measures in Carencro, such as accessible emergency services, transportation support, and outreach efforts to improve resilience across these vulnerable areas.

Overall Social Vulnerability Map of Carencro
Source: Fenstermaker, ESRI GIS

Comprehensive Assessment

Land Use



The Land Use Element of the Comprehensive Master Plan aims to guide the physical development of Carencro to ensure a balanced and sustainable approach to growth. The ordinances are designed to guide the orderly development and use of land within the city, ensuring compatibility among different land uses, minimizing conflicts, and promoting the health, safety, and general welfare of the community. This section provides a summary of the current land use ordinances as they pertain to various land use types, districts, and regulatory measures.

Land Use Types and Permitted Uses

The performance land use ordinances in Carencro categorize areas into specific types, each with distinct primary and permitted uses.

Single-Family Residential (R-1) category primarily allows for single-family residential units, with provisions for one accessory apartment, accessory buildings such as detached garages, and bed and breakfast accommodations with up to two guest rooms.

Multifamily Residential (R-2) areas accommodate multifamily residential units including apartments, boarding houses, dormitories, townhouses, and mobile home parks, along with bed and breakfast establishments that have three or more guest rooms, and zero lot line homes.

Neighborhood Business (NB) land use types are for light commercial businesses such as art galleries, barbershops, beauty shops, bookstores, and professional offices.

General Business (GB) zones, a wide range of business activities are comprised, including automotive sales and repairs, hotels, retail manufacturing, restaurants, grocery stores, and storage units. These areas also allow for drive-in establishments, off-site signs, amusement parks, and various commercial and service-oriented businesses.

Parks and Recreational (PR) zones are designated for recreational activities and include libraries, parks, playgrounds, and private recreational facilities such as swimming pools and tennis clubs.

Institutional (IT) zones serve civic, religious, cultural, and educational purposes, accommodating facilities like art galleries, public buildings, schools, churches, and cemeteries.



Source: City of Carencro

Industrial (ID) zones are designated for industrial activities such as warehousing, electric substations, manufacturing, and railroads, permitting a broad range of manufacturing, storage, and service operations.

Obnoxious (OB) zones are reserved for activities considered to be obnoxious to adjacent land uses, such as asphalt and concrete batching plants, incinerators, landfills, and logging. These zones also include borrow pits, waste transfer stations, wrecker yards, and storage of certain vehicles.

Agricultural (AG) zones are designated for land identified as agricultural by the Lafayette Parish Tax Assessor

Carencro's performance land use ordinances also define several specific land use districts. The Interstate Highway District includes land within 400 feet of an interstate highway right-of-way, while the Major Thoroughfare District covers land within 200 feet of any major thoroughfare right-of-way. The Major Collector District includes land within 100 feet of any major collector right-of-way. Nodal Districts are designated at intersections of interstate highways, major thoroughfares, and major collectors, with specific distances defined for different types of intersections. The Urban District encompasses the central area of Carencro and can be expanded by ordinance. Suburban Districts cover any land not falling into the other specified districts and not primarily agricultural.

Comprehensive Assessment

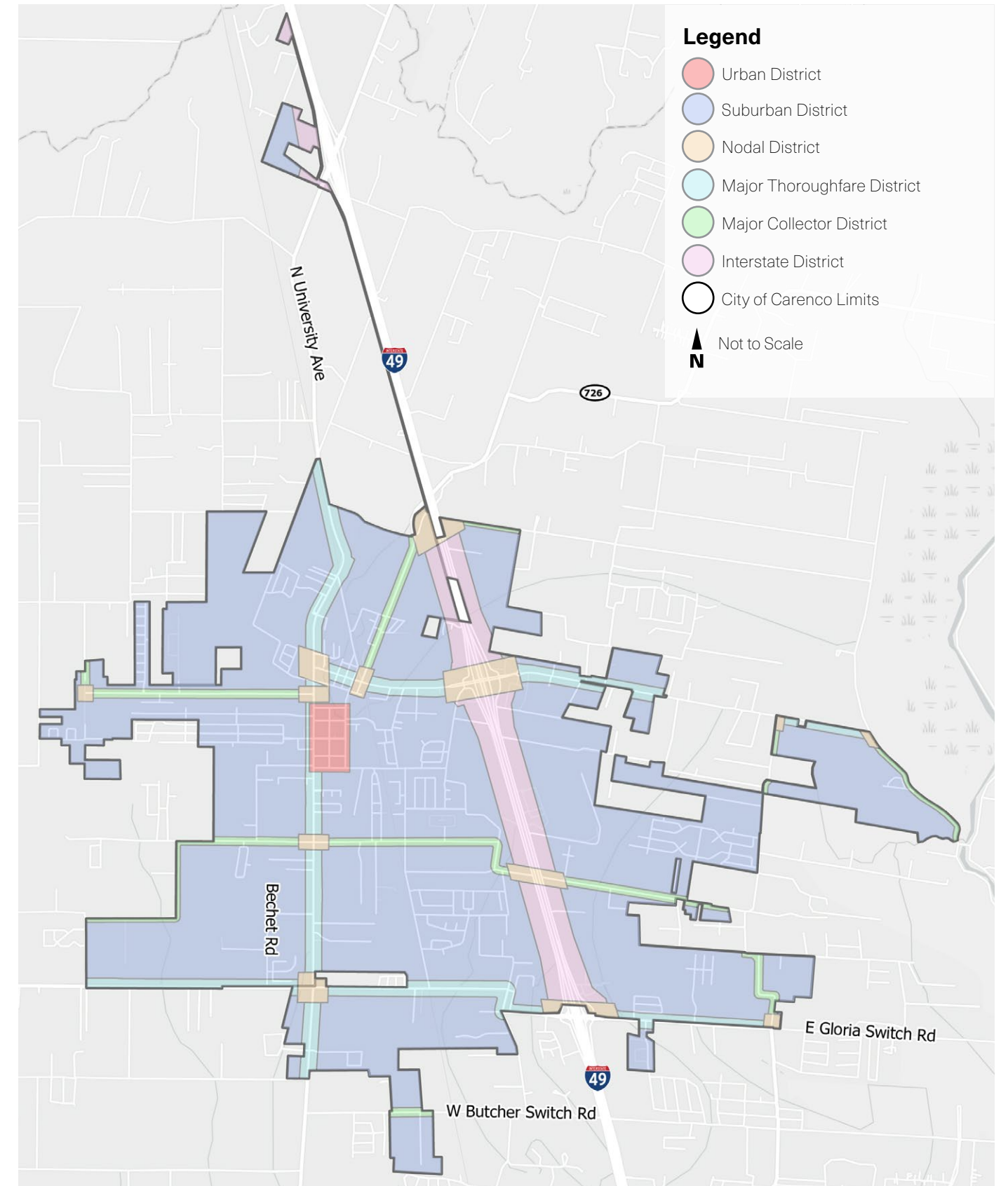
Regulatory Measures

The city has implemented several regulatory measures to ensure the harmonious development of land. Buffers, greenbelts, and fences may be required to minimize conflicts with adjacent properties, while specific construction standards are set for fences, including height, materials, and colors. Certain uses, such as nightclubs, vehicle repair, and mobile home parks, may be prohibited in certain areas. Additionally, there are enclosure requirements for dumpsters, with penalties for non-compliance.

The ordinances also establish a conflict level matrix, which defines the required greenbelt and buffer distances, as well as fence requirements based on the conflict level between different land uses. Compliance and enforcement measures are stringent, with violations subject to fines up to \$500 per day or imprisonment for up to 60 days. Public hearings are required for the adoption, amendment, or repeal of performance land use and overlay district regulations.

		Greenbelt (Feet)	Buffer (Feet)	Fence Required
A.	Conflict Level 1:	10	0	No
B.	Conflict Level 2:	15	0	Yes
C.	Conflict Level 3:	20	0	Yes
D.	Conflict Level 4:	25	0	Yes
E.	Conflict Level 5:	50	0	Yes
F.	Conflict Level 6:	100	0	Yes
G.	Conflict Level 7:	150	600	Yes
H.	Conflict Level 8:	200	1,320	Yes
I.	Conflict Level 9:	300	2,640	Yes
J.	Conflict Level 10:	400	5,280	Yes

Regulatory Codes
Source: City of Carencro



Land Use District Map of Carencro
Source: Fenstermaker, ESRI GIS

Comprehensive Assessment

Recommendations for Land Use

The City of Carencro currently has performance land use districts that can really be utilized anywhere, following the conflict matrix of course. To promote sustainable growth and organized development, the city could move toward the more traditional land use/zoning districts. By integrating stakeholder input, environmental considerations, and best practices in urban and

rural development, these recommendations seek to promote sustainable growth, preserve natural resources, and improve the quality of life for all residents. The creation of land use and zoning districts can assist in infrastructure planning and provide property value stabilization as benefits to the property owners. Some of the common land use types are:



Residential: Includes low, medium, and high-density housing.



Commercial: Retail, office, and service-oriented businesses.



Agricultural: Preserved for farming and related uses.



Mixed-Use: Combines residential, commercial, and sometimes industrial uses in a cohesive manner.



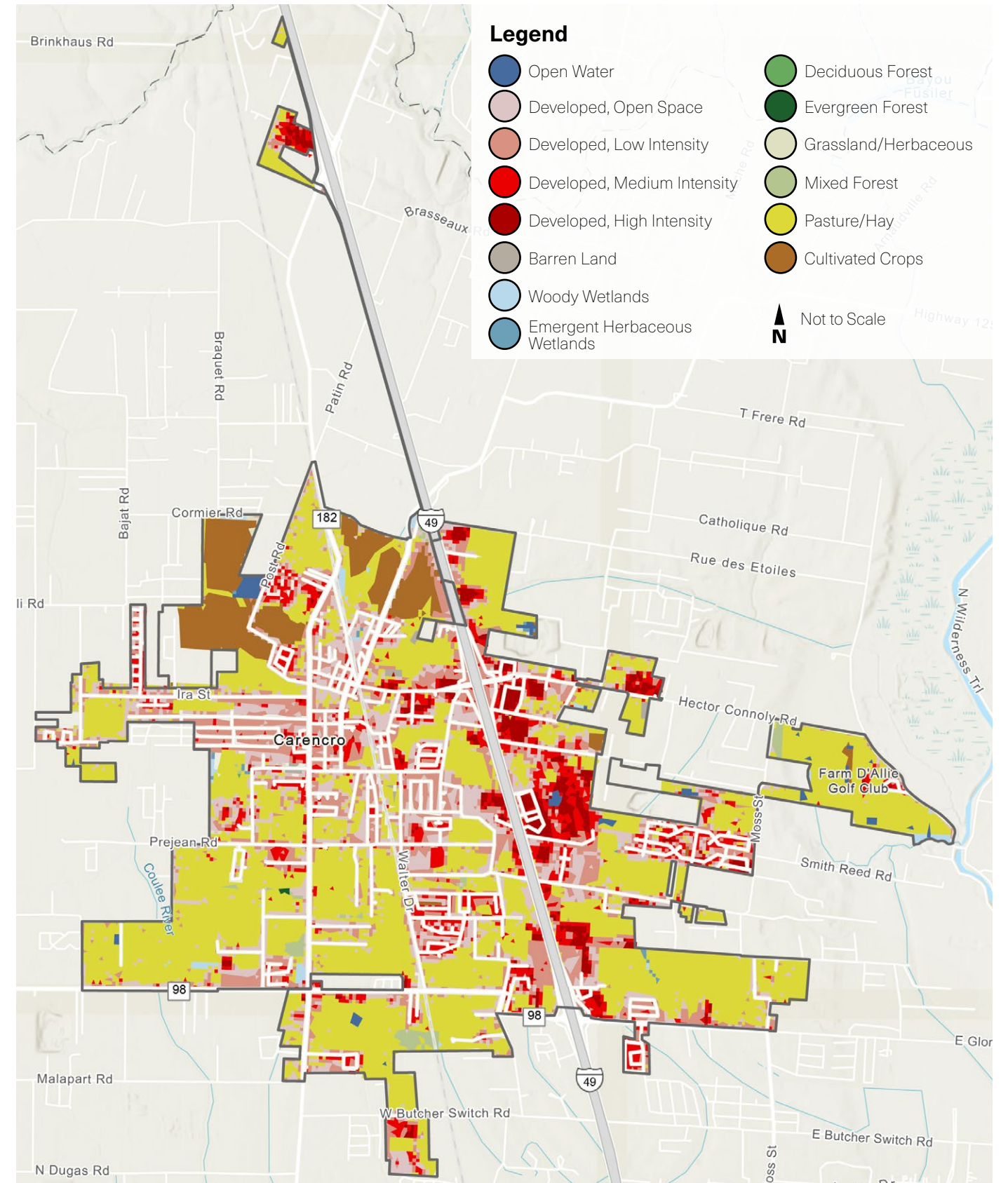
Industrial: Manufacturing, warehousing, and other industrial activities.



Parks and Open Spaces: Areas dedicated to recreation and natural preservation.



Special Districts: Historic, cultural, and other unique areas with tailored regulations.



Landcover Analysis Map of Carencro
Source: Fenstermaker

Comprehensive Assessment



Housing Today

The Housing Element of the Carencro Comprehensive Master Plan aims to provide a detailed analysis of the existing housing stock, household characteristics, occupancy status, and the age and condition of housing. This comprehensive overview is essential for understanding current housing dynamics and planning for future housing needs. By understanding and planning for these trends, Carencro can better prepare for the future, ensuring that housing and community development efforts align with projected demographic changes.

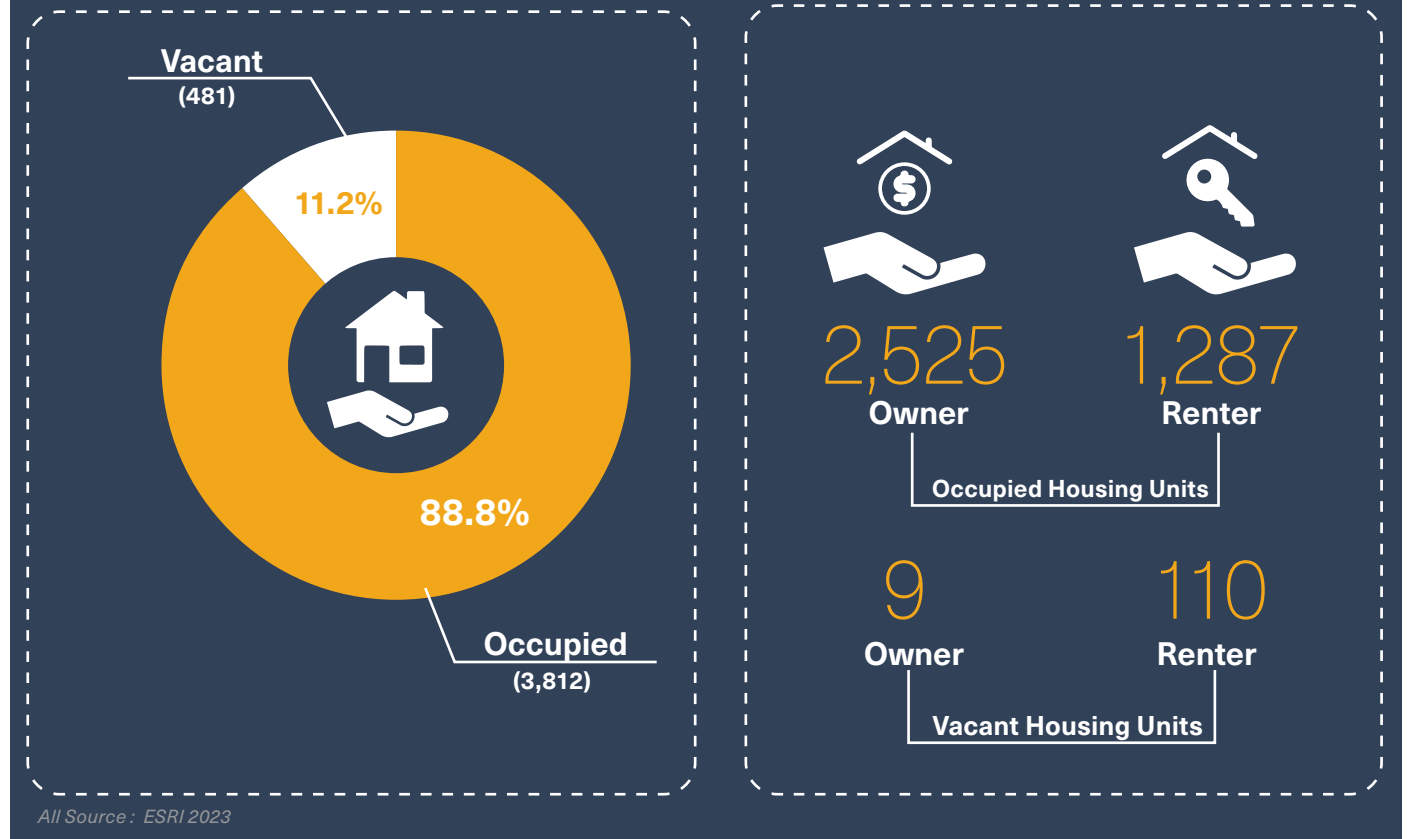
Household Size and Type

Household size is a key indicator of housing needs and trends within a community. It reflects the average number of people living in each household and can influence the type of housing required. In Carencro, the average household size is 2.41 persons per household. This figure is slightly lower than both the national average of 2.60 and the Louisiana state average of 2.59. This trend towards smaller households suggests the potential for increased demand for smaller housing units or multi-family housing options. The breakdown by tenure reveals that owner-occupied units have an average household size of 2.49, while renter-occupied units have an average household size of 2.26.

The distribution of housing types in Carencro provides insight into the variety of available housing options, which is crucial for meeting diverse housing needs. Carencro's housing stock is predominantly comprised of single-family detached homes, with 2,783 units in this category. This represents a significant majority of the housing stock. Other housing types include 37 units of single-family attached homes (e.g., townhomes), 19 duplexes, and 81 units in structures with three or four units. The limited number of multi-family units suggests a potential need for diversification to accommodate different demographic and economic segments of the population.

Understanding the age and condition of the housing stock is crucial for planning maintenance, renovations, and new housing developments. The age of housing stock in Carencro varies, with a mix of older and newer homes. A substantial proportion of the housing units were built after 2000, with 596 units built in 2014 or later, 275 units built between 2010 and 2013, and 655 units built between 2000 and 2009. The median year of construction for housing units in Carencro is 1988, indicating a relatively modern housing stock compared to the national median of 1978 and the Louisiana state median of 1980.

Occupancy Status



Why Plan for Housing?

The City of Carencro population has increased from 9,272 in 2020 to 12,639 in 2023. This steady growth trend underscores the need for proactive housing planning to accommodate the expected population increase. Strategic housing policies should focus on developing diverse housing options to meet the needs of a growing population, ensuring sustainable development, and maintaining the quality of life for all residents. The projected growth also highlights the importance of expanding infrastructure and public services to support the anticipated increase in population.



Existing Housing in Carencro
Source: Acadiana Historical

Comprehensive Assessment

Rising Homeownership Costs

Recent studies highlight that homeownership costs have escalated sharply. According to Harvard University's Joint Center for Housing Studies, in 2022, the estimated monthly cost to purchase a median-priced home, including mortgage, insurance, and property tax, reached \$3,000. This significant rise in costs has priced out an additional 2.4 million renters from the housing market compared to the previous year. The annual income required to afford these costs surged by 20% to \$117,000, well above the national median income for renters, disproportionately affecting Black and Hispanic potential home buyers. Housing cost burdens, defined as spending more than 30% of income on housing, have reached their highest levels in years. In 2021, 19 million homeowners (22.7%) were cost-burdened, with 8.7 million (10.4%) spending more than half their income on housing. The burden is more pronounced among low-income households, Black, Hispanic, and Asian homeowners, and those over age 65. For renters, the situation is even more dire, with nearly half (49%) spending more than 30% of their income on housing, and 26.4% spending over half their income.

The supply of homes for sale remains critically low, contributing to rising home prices and reduced affordability. By the end of 2022, the inventory of single-family homes was 30% lower than at the end of 2019, and the rate of new home construction slowed dramatically due to rising mortgage rates. This shortage is most severe for lower-priced homes.

Some states and localities have begun to address housing affordability through policy reforms. Measures include zoning reforms to allow for higher-density housing, reducing building permit fees, and streamlining review processes. States like Washington and Montana have legalized duplexes in most neighborhoods, and Colorado has created incentives for localities to amend zoning codes to accommodate affordable housing. These efforts aim to lower barriers to affordable housing and increase the supply of entry-level homes.

Implications for Housing Policy

The trend towards smaller households, along with the average number of people per household, indicates a need for a greater diversity of housing types, including smaller single-family homes, apartments, and senior housing. Encouraging the development of a variety of housing types, particularly multi-family units, can provide more options for residents and address different housing needs. Monitoring occupancy and vacancy rates is essential for maintaining a balanced housing market. Policies should ensure that there is a mix of rental and ownership opportunities to meet the community's needs. Policies should support homeowners in maintaining and upgrading older homes. Encouraging new housing developments can help meet the needs of a growing population and provide modern amenities. Additionally, identifying and preserving historically significant homes can enhance community character and heritage.



Arceneaux House
Source: Acadiana Historical



Angelle Home
Source: Kathy Higgenbotham, St. Pierre Geneological Society



Carencro Welcome Center
Source: City of Carencro



Felix Martin House
Source: Kathy Higgenbotham, St. Pierre Geneological Society

Comprehensive Assessment

Housing Diversity:

Single-Family Attached

A single-family dwelling that shares at least one common wall with another dwelling. These homes are typically part of a row or cluster of houses but are individually owned. Each unit usually has its own entrance, and may have a front or back yard, depending on the layout.

Key Features:

- Shares walls with one or more neighboring units.
- Typically 2 or 3 stories.

Examples: Townhouses, Rowhouses, and Brownstones.

Single-Family Detached

A standalone house that is not attached to any other dwelling. It is fully separated on all sides by open space (yard, driveway, etc.). These homes are typically the most common form of housing in Carencro.

Key Features:

- Typically comes with a front and back yard.
- One or more stories.
- Entire property is owned by a single household.

Examples: Traditional suburban homes, Ranch-style houses, Bungalows, Cottages.



Existing Housing in Carencro
Source: Louisiana Historic Resource Inventory

Duplex

A residential building divided into two separate living units, usually side by side. Each unit has its own entrance and may be individually rented or owned. A duplex can either be a single structure with two units or two separate buildings on the same property.

Key Features:

- Two separate living units within one structure or complex.
- Often each unit has its own entrance, yard, and garage (if applicable).
- Commonly found in both urban and suburban areas, particularly in higher-density locations.
- Can be used for multi-generational families or as a rental property (one unit rented, the other owner-occupied).

Examples: Side-by-side duplex, Stacked duplex



Existing Housing in Carencro
Source: Louisiana Historic Resource Inventory

Apartment

A housing unit that is part of a larger building or complex, typically located in a multi-story structure. Apartments are usually rented, although some buildings may offer condominium-style ownership. They can vary in size from studio apartments to larger multi-bedroom units.

Key Features:

- Located within a multi-unit building with common areas such as hallways, elevators, and shared amenities (e.g., laundry rooms, gyms).
- Units are often smaller in size than single-family homes.
- Typically owned by a landlord or a property management company, with renters occupying the individual apartments.
- Common in urban settings, like cities.

Examples: High-rise apartments, Low-rise apartments, Condominiums



Arceneaux House
Source: Acadiana Historical

Summary Comparison:

Feature	Single-Family Detached	Single-Family Attached	Duplex	Apartment
Structure	Standalone Home	Attached to One or More Homes	Two Separate Units in One Structure	Multiple Units in a Larger Building
Ownership	Fully Owned	Individually Owned Units	Can be Rented or Owned	Typically Rented (or Condo Ownership)
Privacy	High (No Shared Walls)	Moderate (Shared Walls)	Moderate (Shared Walls)	Low (Shared Walls, Floors, Ceilings)
Space	Larger Lot, Front/Back Yards	Smaller Yards, Limited Exterior Space	Shared Yard or Lot	Limited Space, No Private Yard
Common Features	Private Garden, Driveway, Garage	Shared Walls, Possibly Shared Driveways	Separate Entrance, Possibly a Garage	Shared Common Areas (Hallways, Laundry, etc.)
Pros	Privacy, Space, Flexibility	More Affordable, Convenient Locations	Potential Rental Income, Extra Space	Affordable, Low Maintenance
Cons	Expensive, High Maintenance	Less Privacy, Shared Walls	Shared Walls, Potential Noise	Less Privacy, Limited Space

Comprehensive Assessment



Transportation Infrastructure

Carencro's existing transportation infrastructure reflects a significant reliance on automobiles. This reliance has shaped the development patterns within the city, leading to dispersed residential areas, limited public transportation services, and a road network designed primarily for vehicular traffic.

According to recent survey data, most households own at least one vehicle, with many owning multiple vehicles. This car dependency contributes to several issues, including:

Traffic Congestion

- » Peak hours see considerable traffic jams, particularly on major thoroughfares and at key intersections.

Environmental Impact

- » High levels of car usage contribute to air pollution and increased carbon emissions.

Limited Mobility Options

- » The lack of robust public transportation and safe, connected pathways for pedestrians and cyclists limits mobility options, particularly for non-drivers, including the elderly and youth.

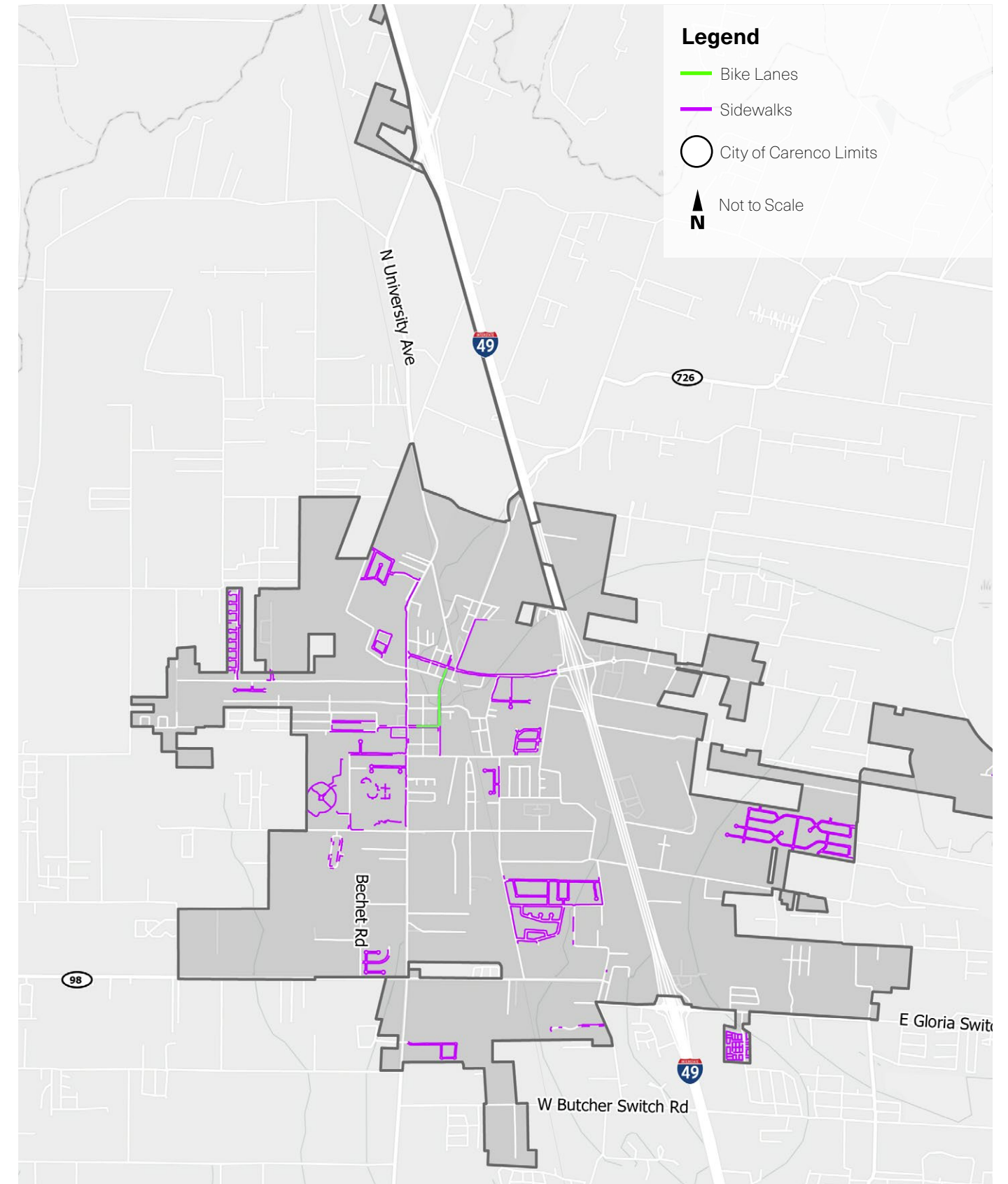
The current state of Carencro's infrastructure presents both strengths and areas needing improvement. While the city's major roads and highways facilitate regional connectivity, local streets often lack adequate pedestrian and cycling facilities. Additionally, some intersections and road segments are noted for high accident rates, indicating a need for improved safety measures.



Existing Street
Source: Fenstermaker



Existing Street
Source: Fenstermaker



Map of Carencro Sidewalks and Bike Lanes System
Source: Fenstermaker, ESRI GIS

Comprehensive Assessment

Vehicle Availability and Commuting Patterns

The vehicle availability and commuting patterns in Carencro provide essential insights for understanding the transportation needs and planning requirements of the city. Based on data from the American Community Survey (ACS) 5-Year Estimates, it is evident that vehicle ownership and availability play a significant role in the daily lives of Carencro's residents.

Analyzing vehicle availability within these households reveals that approximately 3.7% (143 households) do not have a vehicle, highlighting a segment of the population that may rely heavily on public transportation, cycling, or walking. Additionally, around 19.9% of households (758 households) have one vehicle, which may indicate either a single-car family or reliance on shared transportation modes. The data also show that 24.0% of households (915 households) have two vehicles, suggesting a higher degree of mobility and flexibility for these families. The remaining households possess three or more vehicles, indicating a significant capacity for personal transportation.

These statistics indicate that while most households in Carencro have at least one vehicle, there is a small but significant portion of the population that does not have access to personal transportation. This underscores the importance of enhancing public transit options and ensuring robust pedestrian and cycling infrastructure to support those without vehicles. By doing so, Carencro can promote greater accessibility, reduce congestion, and improve the overall quality of life for its residents.

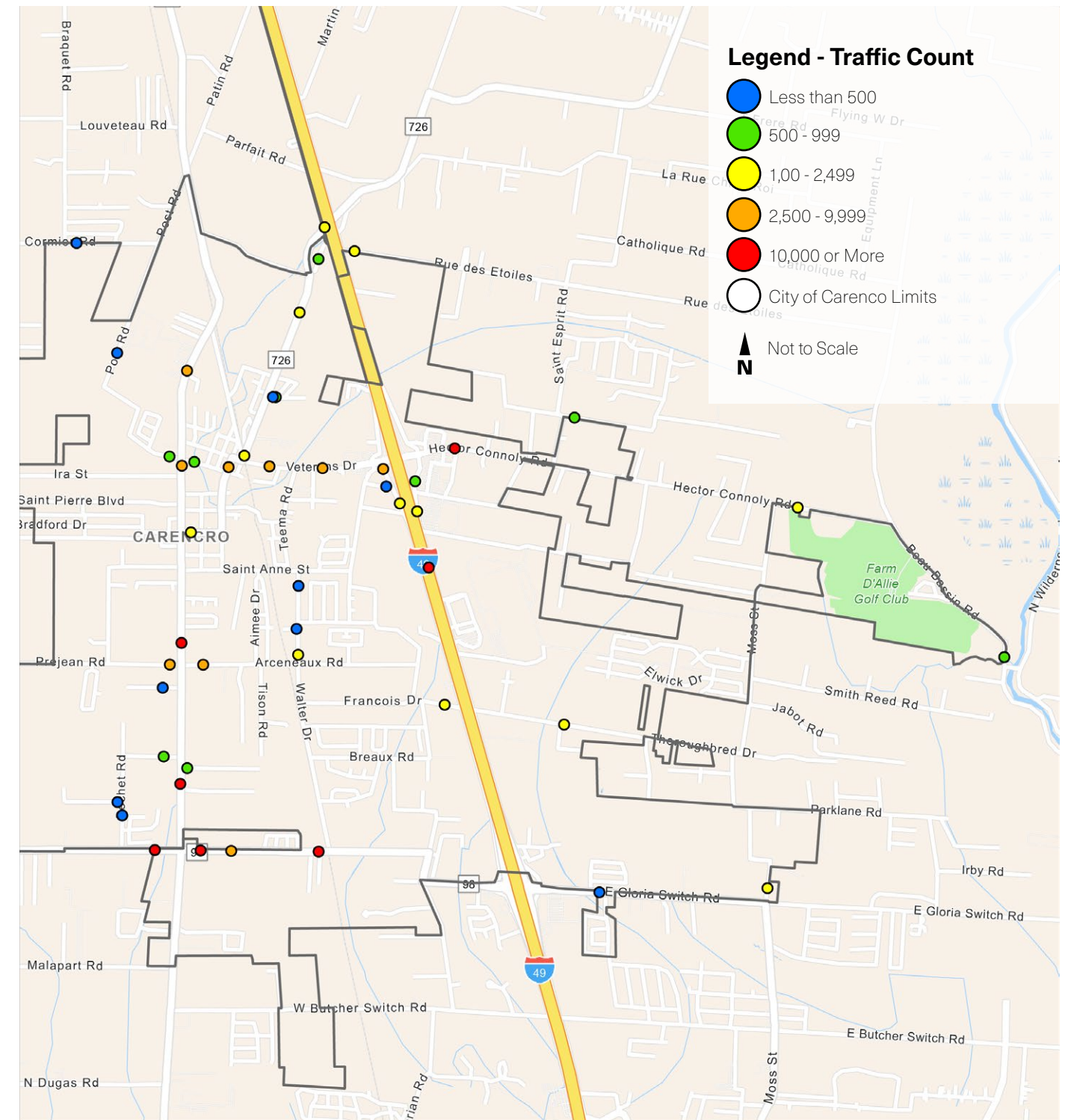
Understanding vehicle availability and commuting patterns is crucial for developing a comprehensive and effective transportation strategy for Carencro. Addressing the needs of both vehicle owners and those without vehicles is essential to creating an inclusive transportation plan.

Enhancing public transit, promoting alternative transportation modes, and continuously monitoring vehicle availability and commuting trends will enable Carencro to adapt and refine its transportation strategies as needed. These steps will help ensure that all residents have access to efficient and reliable transportation options, fostering a more connected and sustainable community.

Travel Mode

Understanding the travel modes of Carencro's workforce is crucial for developing an effective and comprehensive transportation strategy. Based on data from the American Community Survey (ACS) 5-Year Estimates, it is evident that the majority of workers in Carencro rely on personal vehicles for their daily commute. The dataset indicates that Carencro has a total workforce of 4,476 individuals. A striking 94.7% of these workers commute by car, truck, or van. Among these, a substantial 89.9% drive alone, while only 4.7% participate in carpooling. These figures highlight a strong dependence on personal vehicles, which underscores the need for robust road infrastructure and efficient traffic management systems to accommodate the high volume of individual commuters.

Overall, the data emphasizes the critical need for a well-rounded transportation strategy that caters to the diverse commuting needs of Carencro's residents. By enhancing public transit services, investing in alternative transportation modes such as biking and walking, and ensuring efficient road infrastructure, Carencro can create a more inclusive and sustainable transportation system. Addressing these needs will not only improve mobility and accessibility for all residents but also contribute to reducing traffic congestion and promoting a healthier, more connected community.



Map of Carencro Average Traffic Analysis Map
Source: Fenstermaker

Comprehensive Assessment

Street Typologies:

1. Interstate:

I-49 is the backbone of regional connectivity, facilitating high-speed fast travel to Lafayette while also supporting freight and long-distance traffic.

2. Arterial Roads:

These are primary roads intended for high-capacity movement, connecting Carencro to larger road networks and nearby cities like Lafayette. They typically have limited access points, wider lanes, and may include signalized intersections. In Carencro, main arterials may include streets like I-49 service roads and certain segments of University Avenue, which facilitate regional traffic flow.

3. Collector Streets:

Collector streets serve as intermediaries between arterials and local streets, directing traffic from residential and commercial areas toward arterial routes. These roads might handle moderate traffic volumes and often allow for residential or business access along the roadway.

Roads like Hector Connolly Road and Gloria Switch Road distribute traffic between local streets and arterials, often featuring moderate traffic capacity and access to residential and business areas.

4. Local Streets:

Local streets make up the majority of Carencro's street grid and are intended for low-speed, local access to homes, schools, parks, and businesses. These streets prioritize pedestrian access and may feature narrower widths, sidewalks, and slower speed limits to promote safe, walkable environments.

These roads prioritize neighborhood access and pedestrian-friendly design, forming the core of Carencro's residential networks with slower speeds and direct property access.

5. Mixed-use Streets:

In downtown and commercial corridors, Carencro has streets that combine pedestrian-friendly features with some vehicle access. These streets are designed to encourage economic activity and social interaction, often featuring streetscaping elements like lighting, benches, and planters. A section of St. Peter Street exemplifies this type, especially where it aligns with commercial and community activities.



Existing Street
Source: Fenstermaker

Street Design Minimum Standards

The table indicates the minimum street design standards required by the Lafayette Development Code from Lafayette Consolidated Government. It describes the minimum facilities required for each roadway type and minimum widths of those facilities.



Existing Street
Source: Fenstermaker

Street Design Minimum Standards

Source: Table 89-44-1 from the Lafayette Consolidated Government Lafayette Development Code

	Arterial	Collector	Collector - Downtown	Local Road	Local Road Open Ditch	Compact Road	Private Streets	Private Alleys
<i>R/W = right-of-way ft = feet mph = miles per hour N/A = not applicable Op = Optional</i>								
Number of Traffic Lanes	4	2-4	2	2	2	2	2	2
Width of Traffic Lanes (ft)	11.5'-12'	10.5'-12'	12'	11.5'-12'	11'	10'	11'	11'
Minimum R/W Width (ft)	102'	60'	70'	50'	60'	42'	N/A	N/A
Medians (min. width-ft)	21'	Op (13')	N/A	N/A	N/A	N/A	N/A	N/A
Sidewalk Width (ft; see subsection (e) for requirements)	5	5	5	5	5	5	Op	N/A
On Street Parking Lane	No	Op	Op	Op	No	Op	Op	No
Curb	Yes	Yes	Yes	Yes	No	Yes	Op	Op
Bike Facilities Within Street (min. Width-ft)	Yes (4')	Op (4')	Op	Op	Op	Op	Op	No
Street Trees Within R/W	Permitted in Median	Op (7-20')	Yes (7-20')	Op (8')	Op (8' min)	Op (8')	Op (8')	Op (8')

Comprehensive Assessment

Parks and Recreation



The parks and recreation element of Carencro's Comprehensive Master Plan is designed to enhance the quality of life for all residents by providing safe, accessible, and well-maintained recreational facilities and programs. This element addresses current deficiencies, plans for future growth, and ensures the equitable distribution of recreational opportunities across the city. Parks and recreation are closely linked with other elements of the comprehensive plan, such as land use, transportation, community services, and tourism. Effective planning in this area can promote community health, increase property values, and support economic development.

Existing Conditions

Carencro's current recreational facilities include Pelican Park, Carencro Park, and Carencro Sports Complex, all which require significant upgrades. Pelican Park needs improvements in lighting, seating, and safety features to better serve the community. Carencro Park needs substantial enhancements to all its amenities and overall safety to meet community standards. Carencro Sports Complex needs more parking and better public outreach of events offered.

The distribution of parks in Carencro is uneven, with some residential areas lacking nearby recreational facilities. Accessibility is another concern, as many parks and recreational areas are not easily accessible to all residents, particularly those with disabilities or those living in underserved neighborhoods.

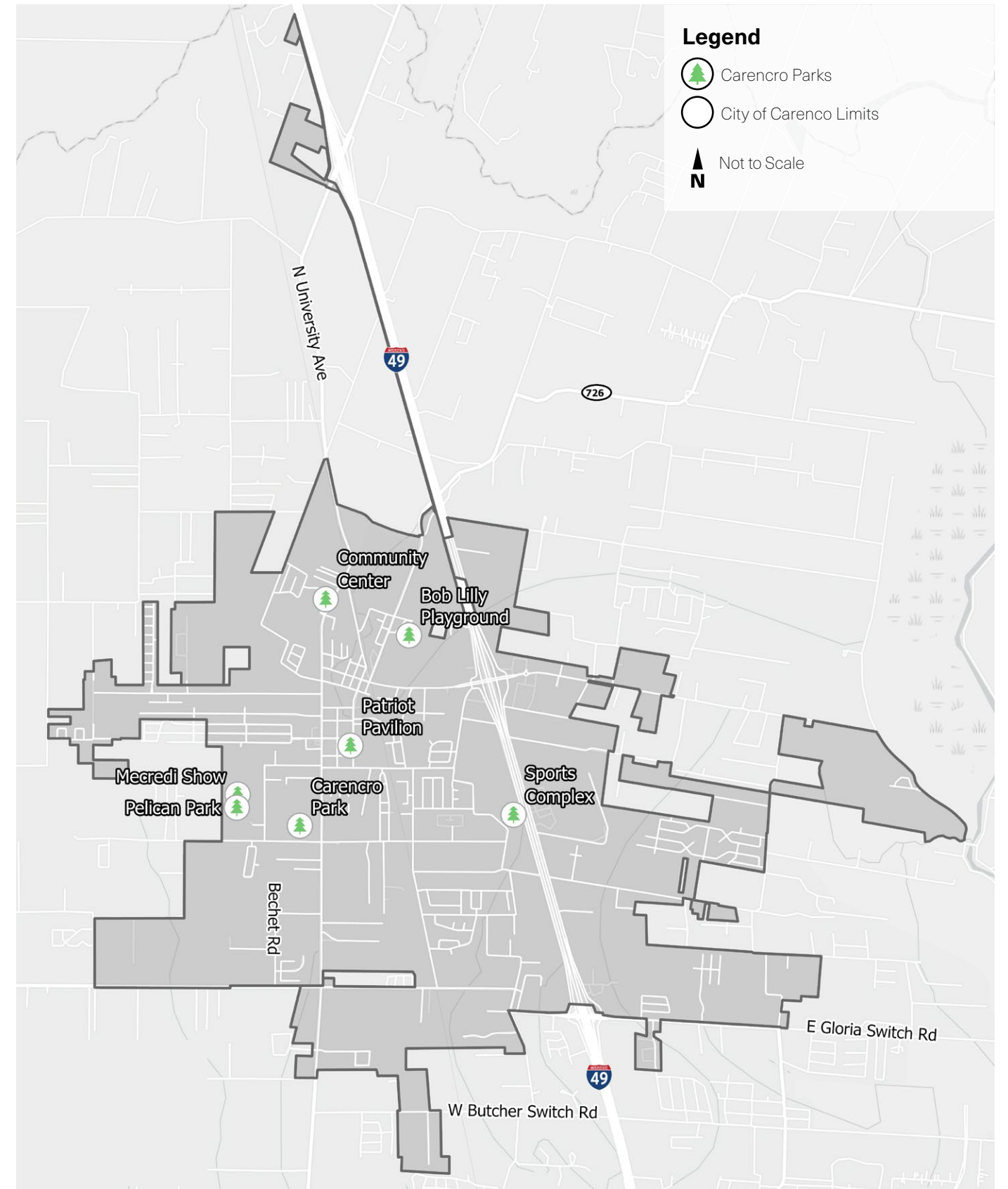
Current usage patterns indicate a high interest for sports facilities, particularly basketball, volleyball, and pickleball courts. There is also an increasing interest in diverse recreational activities and facilities, such as splash pads, walking trails, and indoor sports venues. Safety concerns, a lack of facilities, and inadequate communication are significant barriers to the utilization of existing recreational services.



Pelican Park
Source: DK Hebert Photography



Pelican Park
Source: Fenstermaker



Parks and Recreation Map of Carencro
Source: Fenstermaker, ESRI GIS

Comprehensive Assessment

Infrastructure and Public Facilities



Infrastructure is essential for supporting both industry and residential development. Proper planning and investment are crucial to meet the demands of a growing population and to maintain service levels during periods of population decline. Rapid population growth can lead to increased demand for services, overstressing existing infrastructure, and necessitating new infrastructure investments. Conversely, population decline can shrink the tax base, reducing funds available for maintenance and upgrades. Areas with concentrated infrastructure need proactive planning to support future growth without compromising existing service levels.

Drainage

Flooding is a significant concern in regions experiencing rapid population growth or urbanization. Effective drainage infrastructure is critical to mitigate these risks. Older or inadequately maintained drainage systems can lead to frequent service disruptions and increased management costs.

Flooding is a significant concern for Carencro, exacerbated by inadequate drainage systems and areas with poorly maintained ditches and culverts. Community feedback highlights the need for better drainage infrastructure to manage stormwater effectively and reduce the risk of flooding, which has been a recurrent issue in some areas.



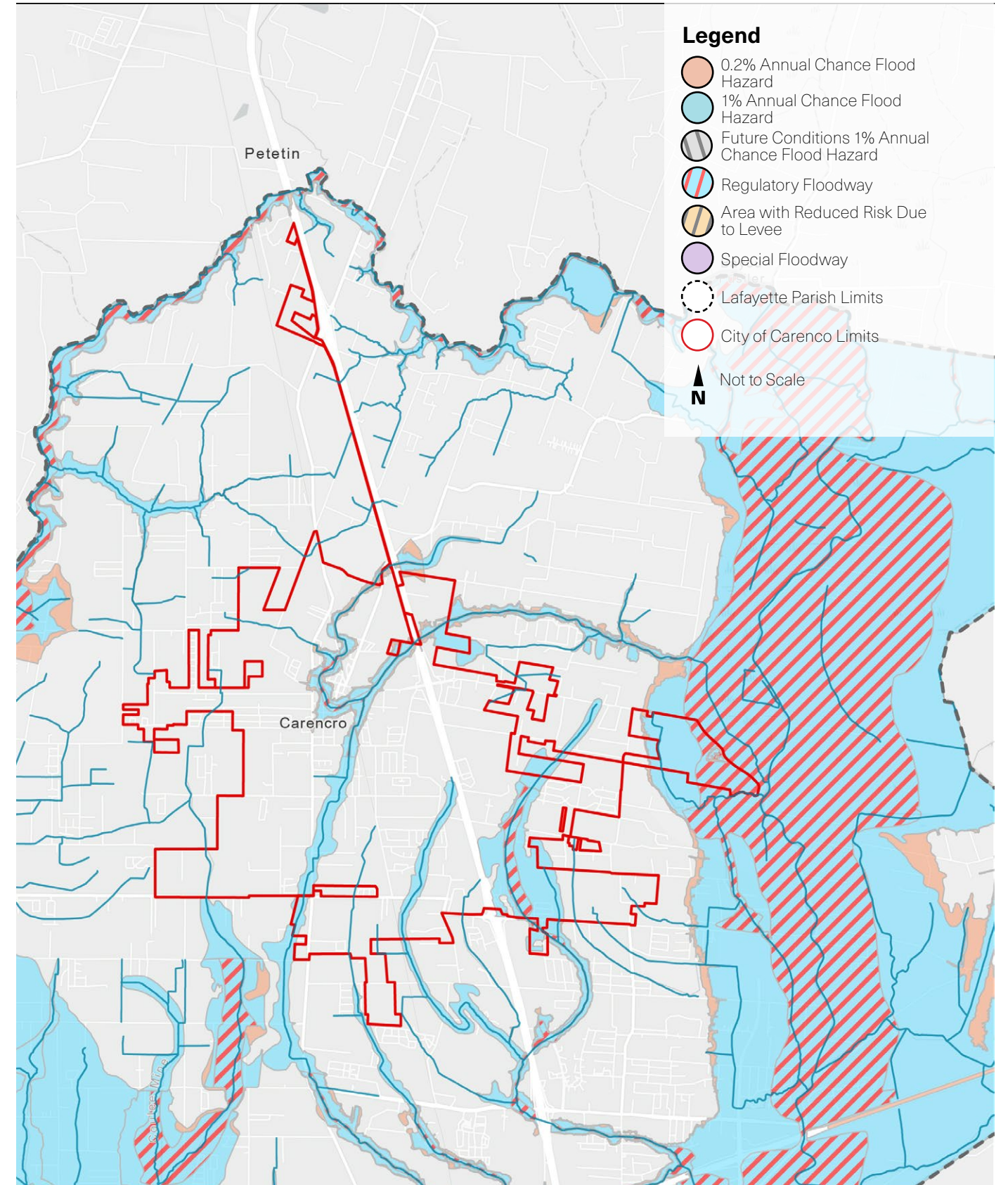
Existing Drainage System
Source: DK Hebert Photography



Existing Drainage System
Source: DK Hebert Photography

FEMA Flood Zones

To understand the insights into flood risk and water management for Carencro. The FEMA flood zone map highlights areas within Carencro that are susceptible to flooding, indicating zones with 1% and 0.2% annual flood risks (corresponding to 100-year and 500-year floodplains). Regulatory floodways and levee-protected areas are marked, emphasizing locations where flood risks are most prominent and where water flow is managed to reduce flood impact.



Flood Zone Map of Carencro
Source: Fenstermaker, ESRI GIS

Comprehensive Assessment

Drinking Water

In Louisiana, the grading system for community water systems plays a crucial role in addressing these challenges at the state level. The Louisiana Department of Health (LDH) administers this grading system, which evaluates community water systems based on seven standards: federal water quality, state violations, financial sustainability, operation and maintenance, infrastructure, customer satisfaction, and secondary contaminants. Established by Act 98 (SB129 2021 Legislative Session) under the Community Drinking Water Infrastructure Sustainability Act, the grading system aims to create an accountability process that supports the sustainability of drinking water infrastructure across the state.

The grades range from A to F and are published annually to ensure transparency and encourage improvements where needed. Water systems must notify their customers of their grades through their annual Consumer Confidence Reports.

For the year 2023, the City of Carencro Water System received a B grade with an overall score of 85 out of 100. This grade reflects the following assessments:

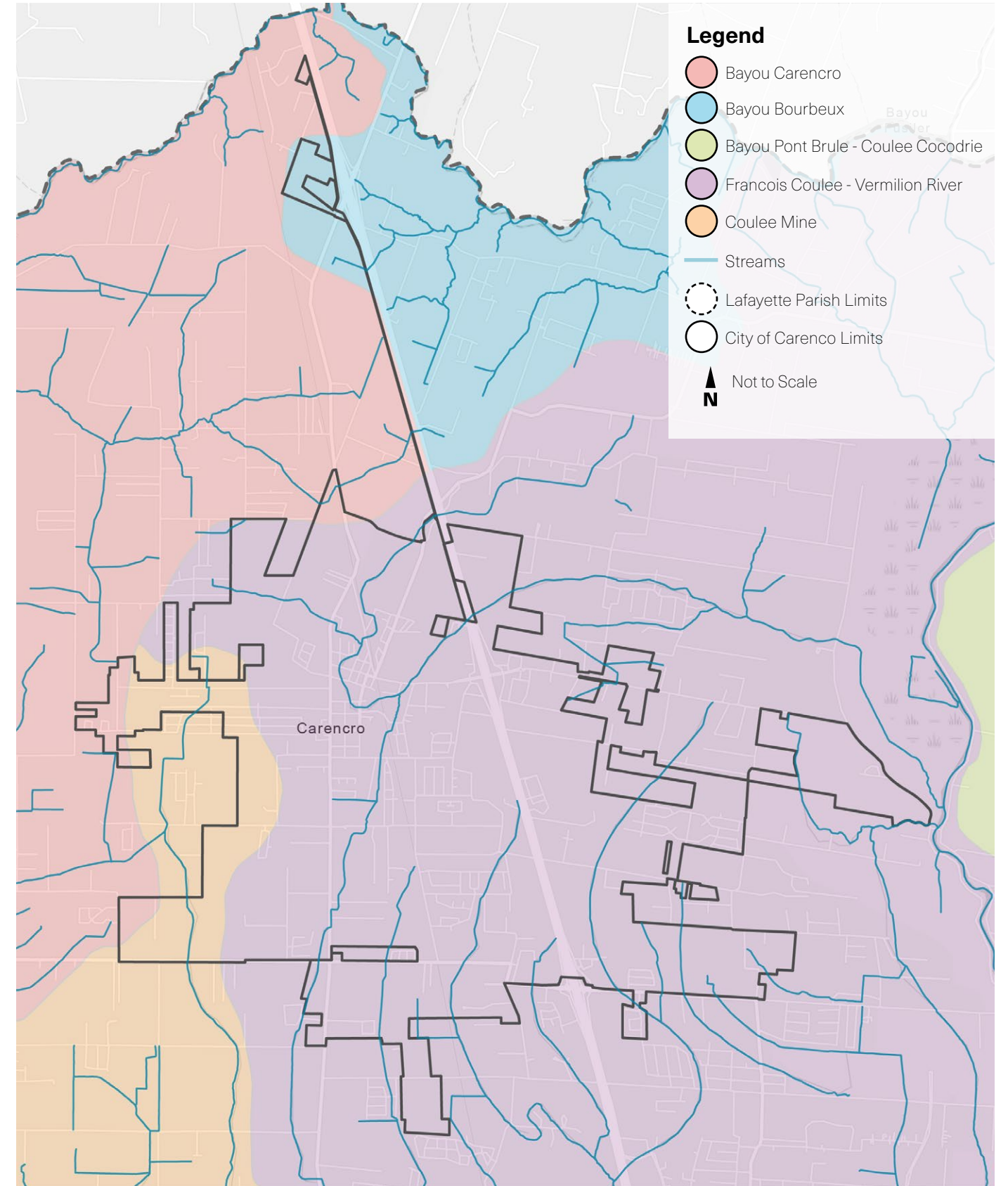
- » **Federal Water Quality:** No points were deducted, indicating compliance with federal water quality standards.
- » **State Water Quality:** No points were deducted, showing compliance with state-specific water quality standards.
- » **Financial Sustainability:** 10 points were deducted due to the lack of measures ensuring financial sustainability, which is critical for the long-term maintenance and upgrade of the water system.
- » **Operations & Maintenance:** No points were deducted, reflecting satisfactory operational and maintenance practices.
- » **Infrastructure:** No points were deducted, indicating the infrastructure is currently adequate.

- » **Customer Satisfaction:** 10 points were deducted due to validated customer complaints regarding water quality or quantity.
- » **Secondary Contaminants:** 5 points were deducted for iron and manganese levels exceeding the secondary maximum contaminant levels, which, while not posing a health risk, affect the aesthetic quality of the water.
- » **Bonus Points:** The system was awarded 10 bonus points for having an asset management plan and participating in capacity development programs.

This grading reflects Carencro's commitment to maintaining high standards in its water system, while also highlighting areas for improvement, particularly in financial sustainability and addressing customer complaints. The city's proactive measures and participation in asset management and development programs demonstrate its dedication to continually enhancing its water infrastructure to meet the needs of its residents. However, the system faces challenges related to financial sustainability and customer satisfaction, particularly concerning secondary contaminants like iron and manganese, which affect the aesthetic quality of the water.

Watershed

The watershed basins map divides Carencro into distinct watershed areas, each colored to show its primary drainage basin, such as Bayou Carencro, Francois Coulee-Vermilion River, and others. This delineation helps understand how water flows across different parts of the city and into larger bodies of water. Together, these maps support Carencro's flood management planning by illustrating where water is likely to flow during heavy rains and identifying areas that may require flood mitigation efforts to protect infrastructure and maintain water quality.



Watershed Boundaries Map of Carencro
Source: Fenstermaker, ESRI GIS

Comprehensive Assessment



Source: DK Hebert Photography

Wastewater

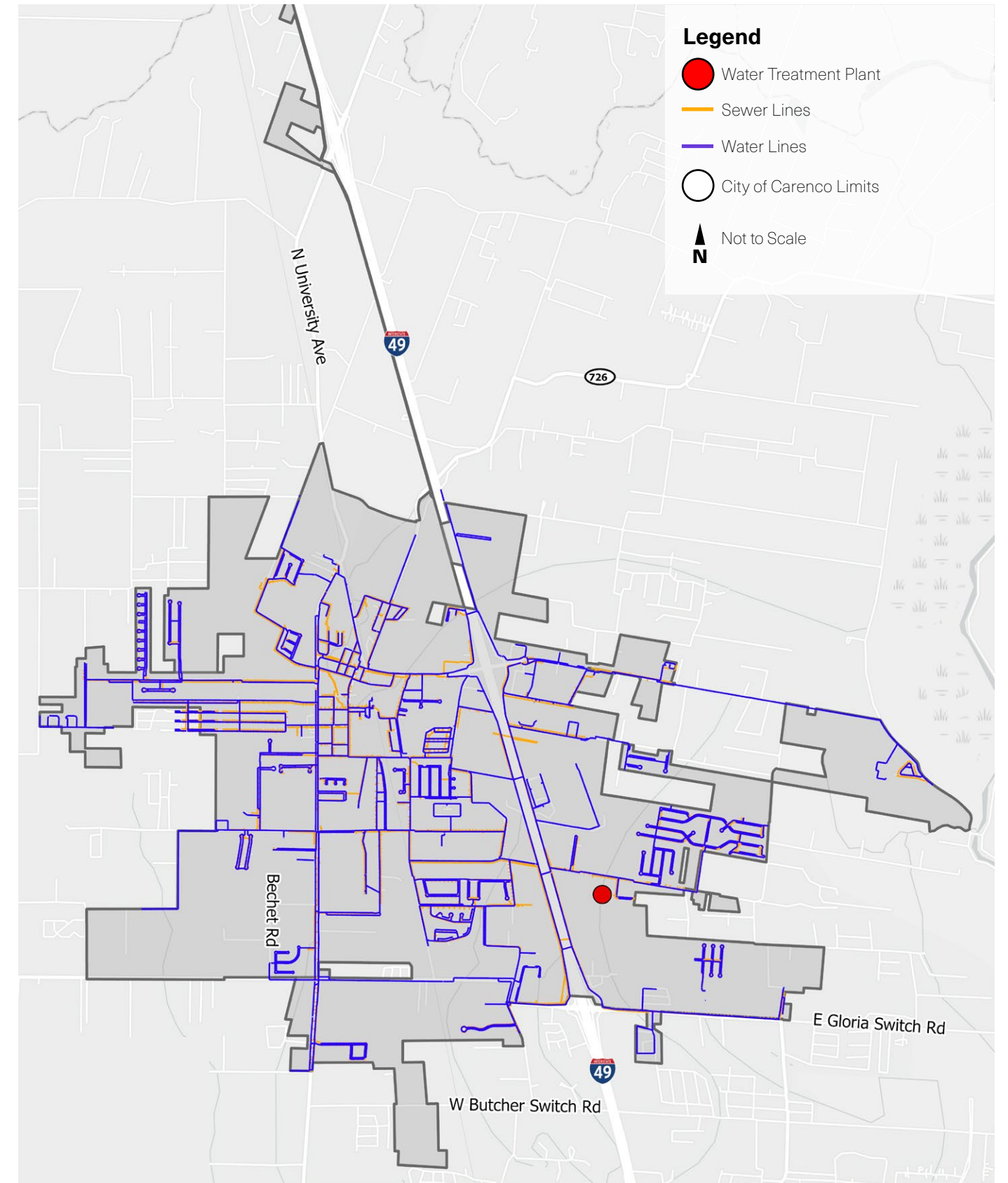
The City of Carencro owns, maintains, and operates the municipal wastewater collection and treatment within the City limits. As of today, the system comprises the following assets:

- Lift Stations: 32
- Manholes: 1,075
- Gravity Mains (feet): 243,282
- Force Mains (feet): 67,225

The City of Carencro operates two main wastewater treatment plants: the Post Road Oxidation Pond and the Manola Treatment Plant. Built in the early 1960s, the Post Road facility relies on a 10-acre oxidation pond for wastewater treatment through aeration and chemical processes. Significant upgrades in 1999 added clarifiers, aerators, sludge pumps, and a chlorine contact chamber to improve its capacity. However, despite these improvements, the facility now faces critical issues with sludge buildup. Over the years, the accumulated sludge has nearly filled the pond, leaving only six inches of water

storage capacity, which severely limits its ability to manage excess water during heavy rainfall. This has resulted in frequent overflows, with untreated wastewater spilling into nearby waterways and violating discharge permits set by the Louisiana Department of Environmental Quality (LDEQ). The City has documented multiple overflow incidents, leading to environmental risks and potential fines. Although several rehabilitation efforts have been made, the aging infrastructure is proving inadequate for current wastewater flow volumes, making comprehensive solutions urgent.

The Manola Treatment Plant, built in the 1970s with a design capacity of 0.5 million gallons per day (MGD), was upgraded in 2010 to include improved screening of fine materials. This plant operates through an extended aeration treatment process, featuring aeration/nitrification basins, a clarifier, and a chlorine contact chamber. However, it has been consistently operating at or above its designed capacity, which strains operations and increases maintenance demands.



Water and Sewer System Map of Carencro
Source: Fenstermaker, ESRI GIS

Comprehensive Assessment



Source: Fenstermaker

Unlike the Post Road facility, the Manola plant does not have on-site sludge treatment, meaning all sludge must be transported to the Post Road facility for processing. This practice is both costly and labor-intensive, and given the constraints of the current setup, it is not sustainable. Additionally, the Manola plant is landlocked, surrounded by residential and commercial properties, which limits the potential for future expansion.

Public feedback has consistently highlighted several issues with Carencro's wastewater system. Residents report being charged for more sewage than the amount of water they use, suggesting a disconnect between water usage and sewage processing. Complaints about high wastewater costs and overcharging by the service provider are common, with some residents expressing frustration over perceived overcharging. Moreover, there are concerns about the slow pace of sewer system upgrades, which have led to frequent sewage backups into homes. These incidents have caused significant inconvenience,

and residents have expressed dissatisfaction with the City's perceived unwillingness to take responsibility for the issues.

To address these ongoing challenges, the City of Carencro is developing plans to build a new wastewater treatment facility. This new facility will have a capacity of 2.0 MGD, with the flexibility to expand up to 5.0 MGD to accommodate future growth. The new facility will also incorporate advanced sludge handling systems, eliminating the need for costly and labor-intensive off-site transport, thereby reducing the risks associated with sludge buildup that currently plague the Post Road facility. By investing in new facilities and infrastructure improvements, Carencro aims to create a more reliable wastewater management system that can support the City's expansion while addressing the legitimate concerns raised by residents. This comprehensive approach is critical for ensuring that future growth is sustainable and that the City's wastewater infrastructure can meet the demands of its expanding population.

Electric, Gas, and Broadband

The public comments highlight several difficulties with the electric, gas, and broadband services in Carencro. Frequent power outages are a major issue, with residents reporting that power goes out often, even without severe weather. While the city does not provide the electric infrastructure, one strategy to improve this could be more proactive tree trimming and maintenance to prevent power line issues. Regarding the gas service, the stakeholder comments from city employees provide additional insights. The gas meters in Carencro are not currently electric, which could improve and make more efficient the monthly reading and billing cycles. For broadband, residents complain about a lack of high-speed, reliable internet options. Many are limited to a single provider, such as Cox, which is described as having frequent outages and poor service. There is a strong desire for the expansion of fiber optic internet, such as LUS Fiber, to provide more competition and better connectivity.



Source: Fenstermaker

Public Facilities

Public Facilities include parks and playgrounds; health-care clinics and hospitals; animal shelters; libraries; schools; churches; the police station and the fire station; city hall; the welcome center; and facilities for community activities. Of all public facilities, there is a call from the community to increase the number of health and wellness facilities. Amongst many of the community feedback received, maintenance of the facilities was also one of the top comments. To address these concerns, the city can partner with health providers to try and strategically place more health and wellness centers or apply for funding to construct a facility. The city can also work with the existing staff to better maintain public facilities as well as partner with local organizations for volunteer days at different facilities.



Source: DK Hebert Photography

Comprehensive Assessment



Source: DK Hebert Photography

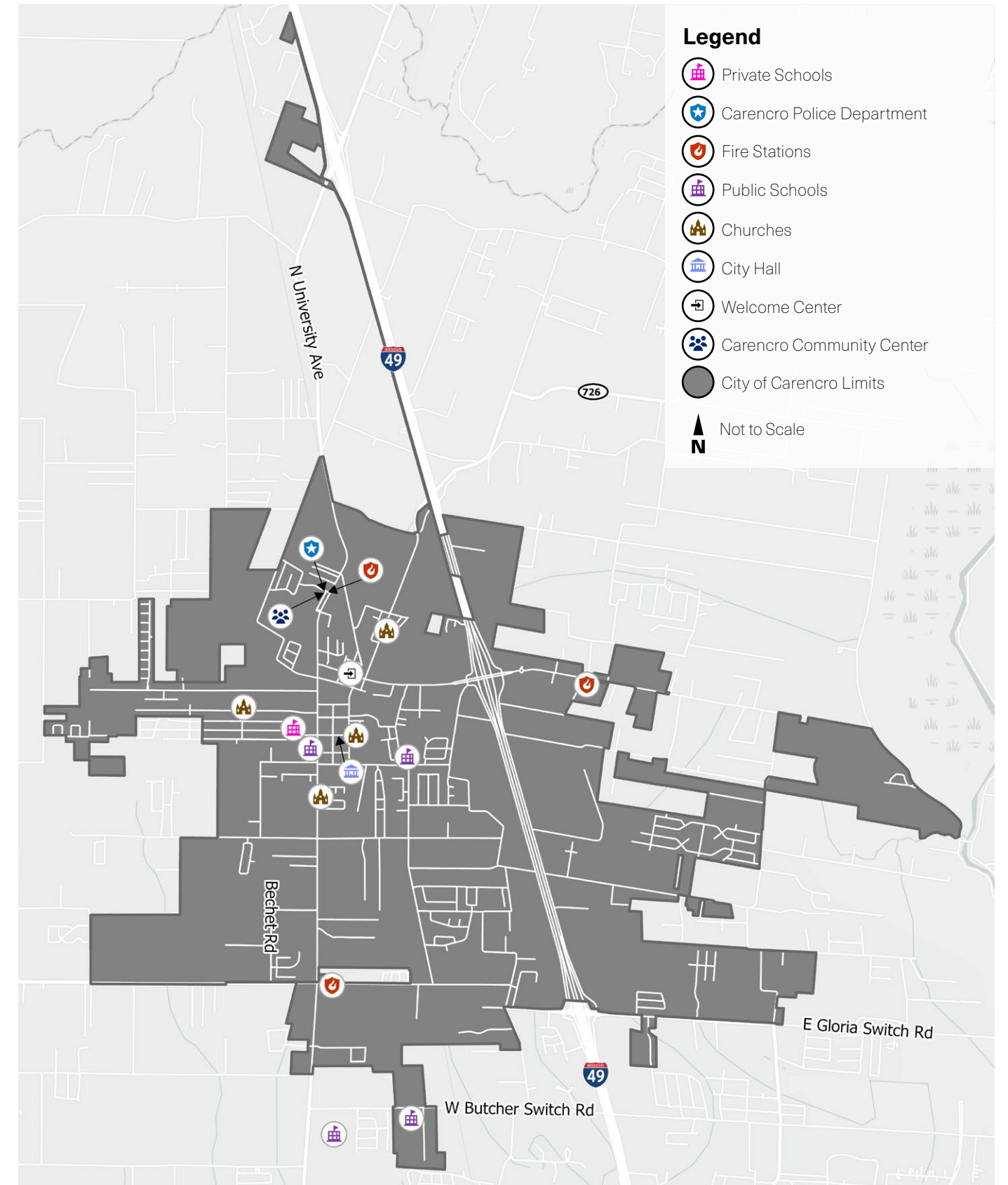
Public Safety

The Carencro Police Department is facing resource constraints, with a limited budget and staffing challenges that often result in fewer patrol cars on the streets than desired. While many residents would like to see more police presence and patrols in neighborhoods to deter crime and violence, there are challenges to meet those needs of the community. The department has identified juvenile crime as a major focus area with 14–18-year-olds committing 90% of the crime. To address this, the department has programs like Badges of Trust and school resource officers to proactively engage with youth. To improve public safety, the police department recommends strategies such as increased budget advocacy, personnel recruitment and retention programs, expansion of youth engagement initiatives, technological upgrades, and the implementation of smart traffic management systems.

The Carencro Fire Department faces challenges related to human resources, equipment sufficiency, operational standards, and

geographical constraints. Staffing levels, both full-time and volunteer, appear inadequate to meet operational demands, impacting the department's emergency response capabilities.

Equipment needs, such as additional radios and a new truck, are noted, alongside budget management concerns. The department is also working to comply with fire safety standards set by the Property Insurance Association of Louisiana (PIAL), which requires training hours and the creation of new divisions like fire prevention. The fire department has challenges with the narrow streets and limited access in some areas, as well as hydrant placement, for emergency responses. The recommended strategies for the fire department include recruitment and retention initiatives, grant applications and long-term capital planning for equipment, review of standard operating procedures, continuous training programs, and collaboration with city planners to address infrastructure challenges.



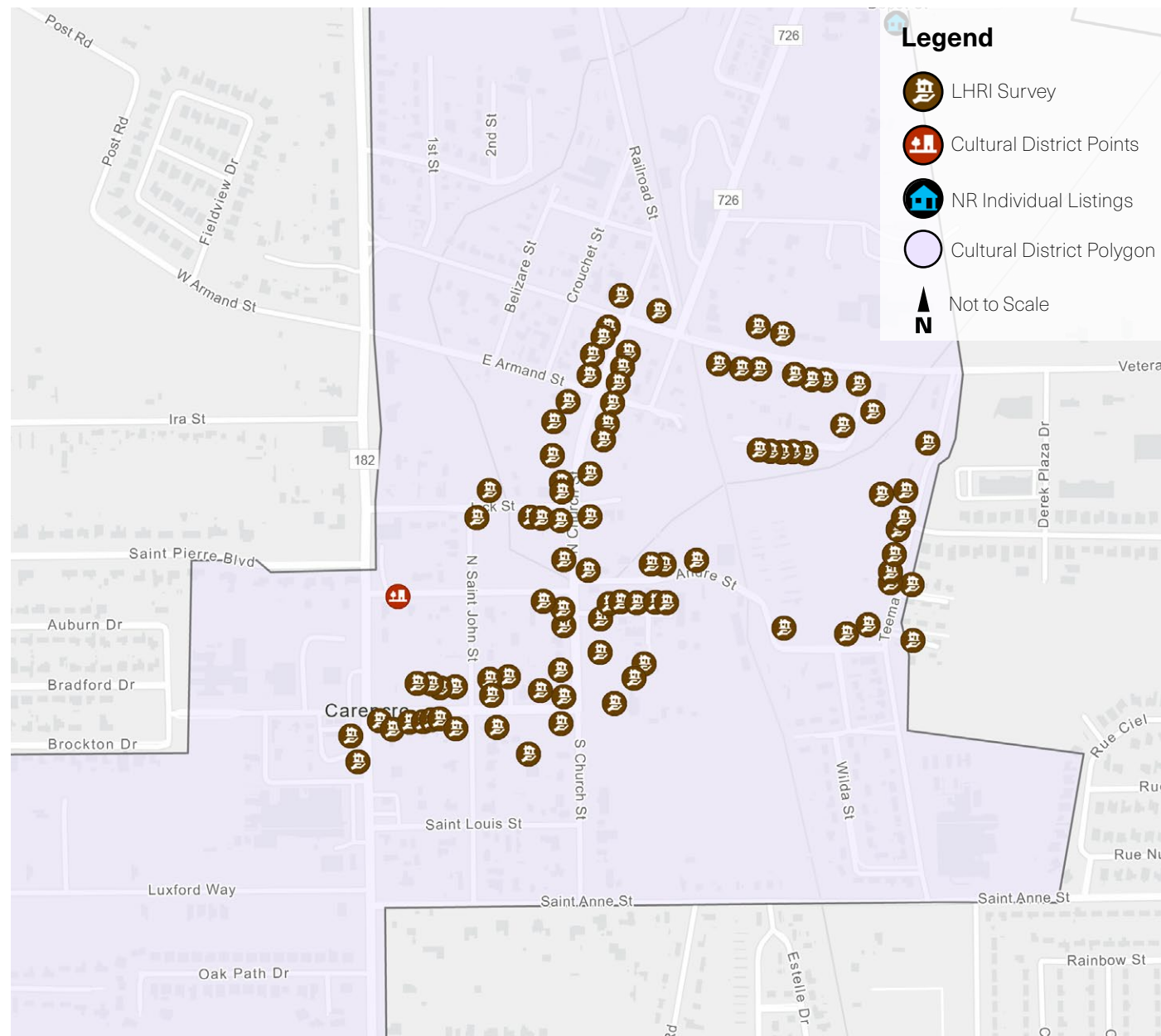
Public Facilities Map of Carencro
Source: Fenstermaker, ESRI GIS

Comprehensive Assessment



Cultural Tourism and Historical Preservation

Historical preservation in Carencro, LA, is a cornerstone for fostering community pride and attracting tourism. This section highlights the existing conditions, community feedback, and strategic opportunities for preserving Carencro's cultural and historical assets and promoting tourism to Carencro. The aim is to balance growth and modernization with the preservation of the city's unique heritage, ensuring a vibrant future that honors its past. Carencro presents a unique blend of cultural, recreational, and historical attractions.



Map indicating Historical Structures in Carencro
Source: Fenstermaker, ESRI GIS



Source: City of Carencro



Source: Kathy Higgenbotham, St. Pierre Genealogical Society

To promote tourism in Carencro, the development of multi-use sports and recreation facilities presents a significant opportunity. These facilities can host various activities and events, attracting both residents and visitors, thus enhancing local quality of life and tourism. Feedback was received from the community wanting additional activities for the youth in the area. This type of facility can serve the community in a number of ways. Additionally, developing safe and well-maintained pedestrian pathways will improve the walkability of Carencro, making it more attractive for tourists who prefer exploring on foot.

Collaborations with local and regional businesses can further develop attractions and services that highlight Carencro's unique characteristics, including local culture, cuisine, and heritage. Making use of and promoting Carencro's Cultural District can enhance Carencro's appeal as a tourist destination by preserving historical sites and promoting local festivals and events. Festivals, cook-offs, and cultural celebrations could showcase local traditions, foods, and arts, drawing both residents and visitors to experience the area's unique heritage. Carencro's Cultural District was designated in July 2015 by the Louisiana Cultural District Program. This designation provides for state and federal tax incentives to revitalize old buildings that meet state guidelines. Having a cultural district can foster vibrant community life and attract tourists, increasing participation and tourism revenue. Promoting Carencro's Cultural District can revitalize the downtown area to stimulate economy, encourage creativity, and increase the property values of the downtown area.

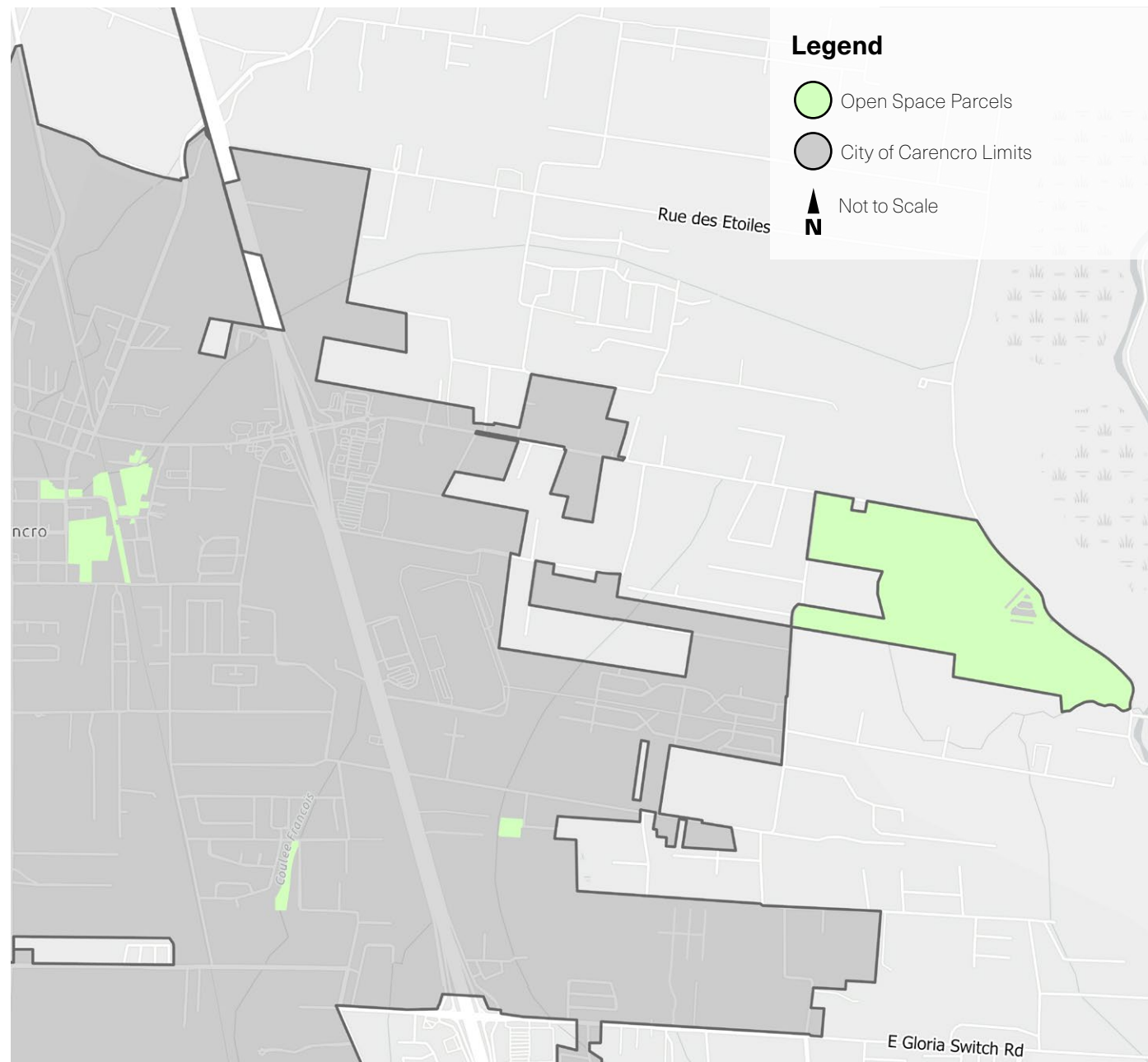
Carencro boasts a rich historical and cultural landscape, with notable sites and structures that reflect its diverse heritage. The downtown area, in particular, holds significant historical value, with several buildings and landmarks that date back to the early development of the city. The preservation of these sites is crucial not only for maintaining Carencro's historical integrity but also for enhancing its appeal as a cultural tourism destination. Efforts to preserve and promote Carencro's cultural and historical heritage are ongoing, essential for attracting tourists interested in local history and culture.

However, existing preservation efforts face several challenges. The community has expressed concerns about the impact of commercial development on historical areas, fearing that unchecked growth could lead to the loss of Carencro's unique character. Part of the community's vision is that the City would require new development and growth in this area to maintain the existing aesthetics to conserve the charm of the downtown area. Another concern with growth comes from infrastructure issues, such as inadequate pedestrian facilities and insufficient maintenance of historical sites, which can further complicate preservation efforts. This plan with outline actions to help mitigate the community's concerns.

Environmental Sustainability and Resilience



Environmental sustainability and resilience are critical components of Carencro's future growth and development. This section examines the existing conditions, community feedback, and strategic opportunities to enhance Carencro's environmental sustainability and resilience. The goal is to promote a healthy environment, manage natural resources wisely, and prepare the community for future environmental challenges.



Existing Open Space Framework Map of Carencro
Source: Fenstermaker, ESRI GIS

Solar Energy

Renewable energy sources are essential for promoting energy independence, reducing air pollution, supporting economic growth, and lowering costs. Solar power can benefit everyone in the community and increase Carencro's environmental sustainability as well. Through several strategic efforts outlined in the goals and objectives, the City of Carencro can work to preserve the character of the community, protect and enhance community assets, and increase the community's resiliency.

Waste Management and Recycling

The City of Carencro contracts out its waste disposal with Pelican Waste and Debris and offers curbside recycling to residents in city limits. Acadiana Landfill, a full-service waste disposal facility, is also located along the I-49 Frontage Road just outside of Carencro as well. Residents express frustration with the current waste collection services, citing issues such as inconsistent pickup schedules. This frustration may be limited to residents in the unincorporated areas outside of Carencro, however it indicates the need for more public education on trash pickup services and cycles around the city. The widespread litter problem along roadsides, in waterways, and in business parking lots is also a major concern.

Regarding recycling, there is a clear demand for improved services in Carencro. Many residents express a desire for home recycling options and suggest implementing recycling drop-off points, especially for those living outside city limits. There are proposals for dedicated recycling days for specific types of waste such as hazardous materials and electronics. Placement of recycling bins at public events like the Mercredi Show to encourage sustainable practices are recommended.

Overall, Carencro needs to address several key areas in waste management and recycling. These include improving the reliability and quality of trash collection services, implementing more comprehensive recycling programs and facilities, enhancing litter prevention and cleanup efforts, providing more public waste disposal options in high-traffic areas, considering cost-effective and sustainable waste management solutions, and educating and encouraging more residents to participate in recycling efforts. Addressing these concerns could significantly improve the cleanliness of the city, increase sustainability efforts, and enhance overall resident satisfaction with municipal services. The community's feedback emphasizes the importance of creating a cleaner, more environmentally conscious Carencro, with residents eager to see tangible improvements in how the city manages its waste and promotes recycling initiatives.

Electric Vehicles

There are many benefits for the City of Carencro to promote the use of electric vehicles (EVs). Electric vehicles have a smaller carbon footprint, are energy efficient, and reduce emissions. By the City providing EV charging stations, it can cater to all EV car owners. For the community, investing in EV charging stations near industries like retail and food services can promote these local businesses.



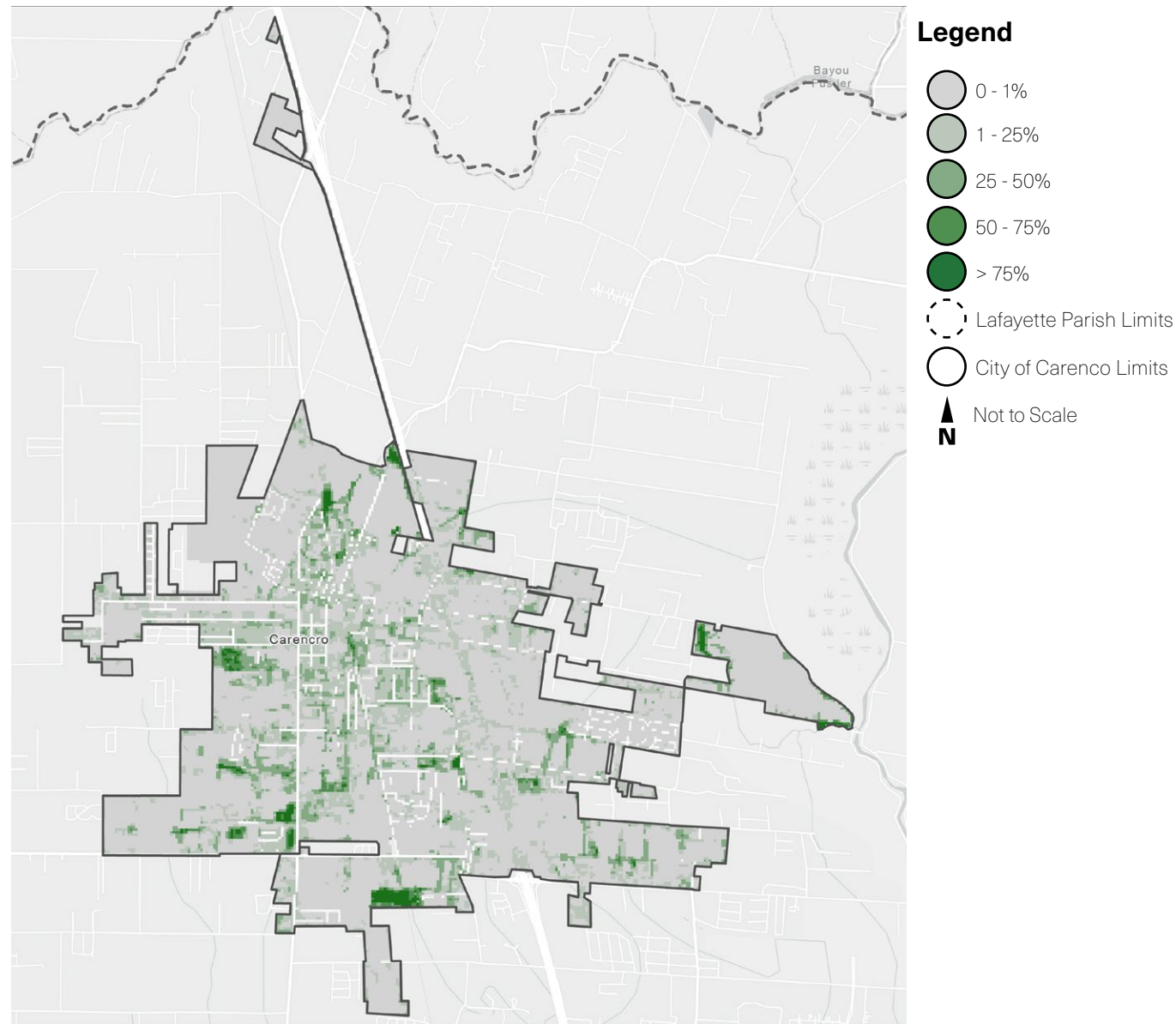
Source: Adobe Stock

Comprehensive Assessment

Tree Canopy Cover

The map illustrates the distribution of tree canopy cover within the city limits of Carencro, Louisiana, with areas shaded in varying degrees of green to represent different canopy coverage levels. This map highlights concentrations of tree canopy in certain neighborhoods, contributing to the city's green infrastructure. Tree canopy cover is vital for urban environments as it provides numerous environmental, social, and economic benefits. Trees help reduce urban heat, improving comfort and reducing energy needs, and they

also play a role in air purification and stormwater management by absorbing rainwater, reducing runoff, and mitigating flooding risks. Additionally, tree canopies enhance community aesthetics and support biodiversity, creating healthier and more pleasant urban spaces that can boost residents' quality of life. For Carencro's master plan, increasing and preserving tree canopy cover could support environmental resilience and enhance livability.

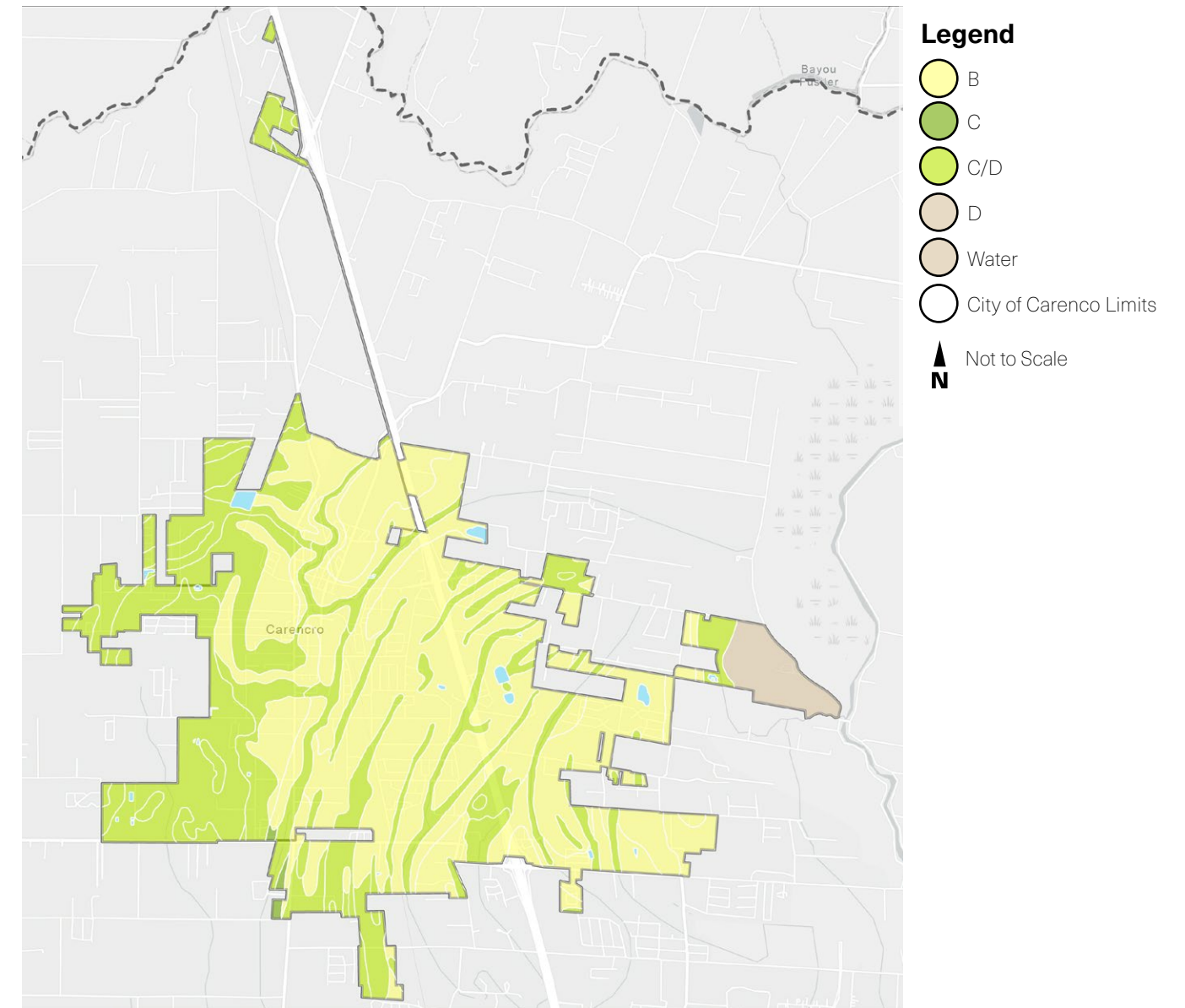


Tree Canopy Map of Carencro
Source: Fenstermaker, ESRI GIS

Soils

The soil composition in Carencro, Louisiana, consists of various hydrologic soil groups, each influencing water infiltration and drainage. Group B soils have moderate infiltration rates, making them suitable for development and vegetation due to their balanced drainage capabilities. Group C soils have slower infiltration rates and tend to retain water, which can increase runoff potential during heavy rains. Group C/D soils, represented in pale yellow, combine characteristics of both C and D groups, with low to very low permeability that is further impacted by seasonal high water tables.

Group D soils have the lowest infiltration rates and are mostly clay-rich or nearly impermeable, making them highly susceptible to runoff and flooding without adequate drainage infrastructure. Additionally, water bodies mark small ponds and similar features that serve as natural retention areas, contributing to the hydrologic dynamics of Carencro. This distribution highlights the importance of strategic stormwater management, infrastructure planning, and land use to accommodate varying soil drainage capacities and mitigate flood risks across the city.



Soil Map of Carencro
Source: Fenstermaker, ESRI GIS



COMMUNITY ENGAGEMENT

3

Community Engagement



Source: Fenstermaker

A comprehensive engagement process was essential to shaping the master plan. To gain a deep understanding of Carencro's needs and desires, the project team engaged in thoughtful conversations with a diverse array of stakeholders. In-depth interviews were conducted with over 70 individuals from various aspects of the community including city officials, educators, first responders, spiritual leaders, business owners, developers, recreation professionals, landowners, and high school students. To broaden the scope of public input, an online survey was distributed, generating over 400 responses from community members. Additionally, the project team actively sought community feedback by participating in the Mercredi Show and hosting a Visioning Workshop, providing platforms for residents to share their ideas and aspirations for Carencro's future. The project team also conducted public outreach with a group of students from the local high school to get feedback from the youth in the community as well.

Public outreach also included meetings with the Mayor and a Steering Committee appointed by the Mayor and City Council Members throughout

the project. The Steering Committee is comprised of individuals that were selected based on their involvement and ability to represent various facets of the Carencro community. The members of the Steering Committee represent all walks of life in Carencro and help ensure that the plan aligns with the community's vision. The Steering Committee met regularly to guide and give feedback on the planning process for the Comprehensive Master Plan and to give the project team valuable insight into the community. Through all of these meetings, summarized in Appendix: Thematic Analyses, an analysis was performed to gather themes from the feedback

Community meetings led to a shared vision for Carencro, emphasizing walkability, connectivity, and youth development through recreation and athletics. The vision also prioritized collaboration, economic balance, and a strong sense of community, while respecting Carencro's history and embracing innovation.

Community engagement goals included:

- 1 Engage a wide range of community members, including residents, business owners, and stakeholders, to ensure diverse input in the planning process.
- 2 Maintain open communication and provide regular updates to build trust and keep the community informed about the progress of the master plan.
- 3 Facilitate a collaborative process through workshops and public meetings to develop a shared vision for Carencro's future.
- 4 Actively involve the next generation and key stakeholders by organizing high school meetings and conducting stakeholder interviews to gather comprehensive perspectives.
- 5 Incorporate community feedback into the planning process and empower residents to take an active role in shaping the city's future, fostering a sense of ownership and responsibility.

Community Feedback

The community vision for Carencro is built on extensive public engagement, emphasizing safety, walkability, recreational opportunities, and historical preservation. Residents have shown a strong desire for preserving their historical features while embracing innovation and growth. A focus across all stakeholder groups was on improved recreational facilities such as indoor sports center, walking trails, and water features, addressing safety concerns, and enhancing maintenance practices. The community also seeks more diverse events catering to different demographics, with better communication channels to inform residents about upcoming activities and available facilities.

The vision for Carencro reflects a comprehensive approach to addressing current challenges while fostering a vibrant, safe, and sustainable community.



Source: Fenstermaker

Community Feedback



Community Development and Infrastructure:

Many survey respondents and stakeholders emphasized the need for enhancing both physical infrastructure, such as roads, parks, and public spaces, and utilities infrastructure. This includes addressing issues like drainage, traffic congestion, and the need for better pedestrian and cycling paths. In terms of transportation, there is a significant demand for enhanced public transportation, more sidewalks, bike lanes, and pedestrian-friendly pathways to promote healthier lifestyles and environmental sustainability. Traffic management improvements are also a priority to alleviate congestion and improve road safety.

Infrastructure improvements are critical, particularly in drainage and flooding management, water quality, and financial sustainability. There is a call for ongoing upgrades to water infrastructure and enhanced communication regarding water issues.



Cultural and Historical Preservation:

Preserving Carencro's historical and cultural heritage while fostering new developments is also a priority. Stakeholders emphasized the importance of maintaining the city's unique character amidst growth, the stakeholders have a love of the community events taking place and want to see that continue.

Ultimately, the community engagement and feedback received is what shapes the Comprehensive Plan. The goals and guiding principles are strongly influenced by the community members themselves. The specific feedback that was provided is reflected in the action plan outline in Chapter 5 of this document.



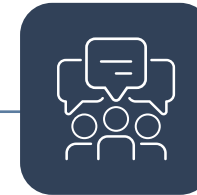
Resource Management and Staffing:

Several city departments highlighted the need for better resource allocation. This includes hiring more staff where needed, training existing staff, and improving the physical workspaces to support more efficient operations.

There is a clear call for the adoption and integration of modern technology across various city departments. This includes upgrading outdated systems, digitizing processes, and ensuring that new technological solutions are user-friendly and efficient.



Source: Fenstermaker



Community Engagement and Communication:

Many stakeholders pointed out the need for better communication channels between the city and its residents, as well as within city departments. This includes the use of digital tools for public engagement, more transparency in planning processes, and better internal communication to streamline operations.



Safety and Public Services:

Enhancing public safety through better policing, improved public safety infrastructure (like lighting and surveillance), and ensuring that public spaces are well-maintained and secure.



Housing and Land Use:

Respondents stressed the importance of making housing more affordable, particularly for young families and low-income residents. Suggestions included zoning changes to allow for more diverse housing options. There was a strong call for smart growth strategies that balance development with the preservation of green spaces and agricultural land, advocating for responsible land use to prevent urban sprawl.



Economic and Recreational Development:

There is a focus on diversifying economic opportunities and improving recreational facilities. This includes developing mixed-use areas, supporting local businesses, and enhancing parks and sports facilities to meet the community's needs. Respondents expressed a strong desire to support and attract local businesses, with calls for more retail stores, restaurants, and entertainment options to boost the local economy.

For parks and recreation, the growing population necessitates updated facilities and new parks, particularly in underserved areas, with a focus on safety, accessibility, and family-friendly options. The vision highlights the need for a recreation center with indoor courts and educational spaces, improved communication about services, and community engagement through volunteer programs. Respondents showed enthusiasm for more community events and festivals to foster a sense of community and provide entertainment for all age groups.



Source: Fenstermaker



GOALS & GUIDING PRINCIPLES

4

Overview



Source: Fenstermaker

The goals and objectives presented in this chapter of the Carencro Comprehensive Plan provides a structured vision to guide the city's growth, balancing Carencro's rich cultural heritage with modern development needs. This section establishes clear goals to address key areas, such as sustainable land use, housing diversity, transportation improvements, and economic vitality. Objectives under each goal articulate the community's aspirations to enhance livability, protect natural resources, and support local businesses. Together, these goals reflect input from residents and stakeholders, ensuring a development strategy that honors Carencro's unique identity while preparing it for a sustainable and resilient future.

GOAL G1

Governance and Administration

Objective 1.1: Strengthen City Staffing, Management, and Program Efficiency

- Action 1.1.1:** Conduct a comprehensive staffing needs assessment to identify gaps, overlaps, and areas requiring additional resources.
- Action 1.1.2:** Clarify and document roles and responsibilities for all city positions including the development of standard operating procedures for each department.
- Action 1.1.3:** Create a succession planning program to ensure continuity in key city positions and identify potential leaders within the organization, provide them with targeted development opportunities, and prepare them to step into critical roles.
- Action 1.1.4:** Develop and implement citywide staff training and professional development for all city employees to enhance their skills, keep them updated on best practices, and improve service delivery.
- Action 1.1.5:** Establish and staff a Housing Department, Environmental Services Department, Economic Development Department, and Cultural Affairs and Tourism Department.
- Action 1.1.6:** Incorporate a Master Plan Administrator role into the Planning Department



Our Lady of Assumption Church
Source: Fenstermaker

GOAL L1

Encourage Mixed-Use and Sustainable Development

Objective 1.1: Promote mixed-use development to create vibrant, walkable communities.

Action 1.1.1: Develop land use ordinances that support mixed-use buildings combining residential, commercial, and office spaces, particularly in downtown Carencro.

Action 1.1.2: Establish design guidelines that maintain the historical character of Carencro while integrating modern amenities.

Objective 1.2: Ensure environmentally sustainable and resource-efficient developments.

Action 1.2.1: Update building codes to include requirements for BSEGS (Building Code Effectiveness Grading Schedule), energy efficiency, water conservation, and green building practices.

Action 1.2.2: Promote the use of renewable energy sources in new developments and encourage green building certifications.

GOAL L2

Promote Efficient Land Use Patterns

Objective 2.1: Optimize land use to support economic growth and community needs.

Action 2.1.1: Establish guidelines for lot size and floor area ratios to ensure efficient use of land while maintaining community character.

Action 2.1.2: Encourage higher-density developments in appropriate areas to support local businesses and reduce sprawl.

Action 2.1.3: Establish a city planning commission to oversee and guide the city's development and growth.

Action 2.1.4: Develop traditional zoning-like ordinances to assist in infrastructure planning.

Objective 2.2: Control urban growth and preserve open spaces.

Action 2.2.1: Implement urban growth boundary controls to separate urban development areas from urbanization-control areas.

Action 2.2.2: Develop policies to preserve and protect agricultural lands and open spaces from encroaching development.

GOAL L3

Enhance Community Design and Aesthetics

Objective 3.1: Promote aesthetically pleasing and functional urban design.

Action 3.1.1: Develop design standards for all new developments that include landscaping, public art, and architectural guidelines.

Action 3.1.2: Encourage the use of green infrastructure, such as green roofs and walls, to enhance urban aesthetics and environmental quality.

Objective 3.2: Improve the visual and functional quality of public spaces.

Action 3.2.1: Enhance the streetscape in commercial and residential areas through better lighting, signage, and street furniture.

Action 3.2.2: Develop public plazas and community gathering spaces as part of new developments to foster community interaction and engagement.

Objective 3.3: Incorporate cultural heritage into new developments.

Action 3.3.1: Ensure new developments in historical areas complement the existing cultural and historical context.

Action 3.3.2: Promote cultural and historical tourism through land use planning that highlights Carencro's heritage.

GOAL L4

Support Economic Development through Strategic Land Use

Objective 4.1: Attract and retain businesses through strategic land use policies.

Action 4.1.1: Designate specific areas for commercial and industrial development, ensuring they are well-served by infrastructure and transportation.

Action 4.1.2: Offer incentives for businesses that invest in sustainable practices and provide local employment opportunities.

Action 4.1.3: Partner with LEDA to promote and provide more retail options for Carencro residents through proper zoning to support commercial businesses like Costco, Sam's, etc.

Land Use

Objective 4.2: Foster tourism and hospitality by developing cultural and recreational amenities.

Action 4.2.1: Create and promote a tourist-friendly zone in downtown Carencro, featuring local shops, restaurants, and historical sites.

Objective 4.3: Protect and enhance historical sites and buildings.

Action 4.3.1: Develop ordinances to preserve and maintain historical buildings and sites in Carencro.

Action 4.3.2: Provide incentives for property owners to restore and reuse historical structures.



Source: Fenstermaker



GOAL H1

Ensure a Diverse and Affordable Housing Supply

Objective 1.1: Increase the availability of affordable housing for all income levels.

Action 1.1.1: Identify and prioritize suitable sites for affordable housing developments.

Action 1.1.2: Provide incentives such as tax abatements, density bonuses, and expedited permitting for developers who include affordable units in their projects.

Action 1.1.3: Leverage existing housing affordability data (23.6% of income for mortgage) to set realistic targets for housing affordability improvements.

Objective 1.2: Promote a mix of housing types to meet the diverse needs of the community.

Action 1.2.1: Update land use policies to allow for a variety of housing types, including single-family homes, multi-family units, townhomes, and accessory dwelling units (ADUs).

Action 1.2.2: Encourage the development of mixed-income housing projects to foster inclusive communities.

Action 1.2.3: Ensure that there is a mix of rental and ownership opportunities to meet the community's needs.

Action 1.2.4: Support the development of housing for senior citizens such as nursing homes, assisted living, and townhouses.

Objective 1.3: Improve the quality and character of new housing developments.

Action 1.3.1: Develop design guidelines that promote high-quality construction and architectural variety in new housing developments.

Action 1.3.2: Require developers to incorporate community feedback into their designs to ensure new homes meet local standards for quality and character.

Objective 1.4: Encourage the development of housing that reflects the community's identity and aesthetic preferences.

Action 1.4.1: Implement a review process for new housing developments that includes input from a design review board comprising local residents and professionals.

Action 1.4.2: Promote the use of traditional and local architectural styles in new housing projects to preserve and enhance Carencro's unique character.

GOAL H2

Preserve and Improve Existing Housing Quality

Objective 2.1: Maintain and enhance the quality of the existing housing stock.

Action 2.1.1: Establish a housing rehabilitation program to provide financial assistance to homeowners for repairs and improvements.

Action 2.1.2: Implement regular inspections and code enforcement to ensure housing quality and safety.

Action 2.1.3: Develop policies that support homeowners in maintaining and upgrading older (e.g., those built before 1980) and blighted properties to renovate and rehabilitate.

Objective 2.2: Prevent the displacement of existing residents due to rising housing costs.

Action 2.2.1: Develop anti-displacement policies that protect low-income and vulnerable populations.

Action 2.2.2: Support community land trusts and other models that keep housing affordable in the long term.

GOAL H3

Promote Sustainable and Resilient Housing

Objective 3.1: Encourage the development of energy-efficient and environmentally friendly housing.

Action 3.1.1: Update building codes to require energy-efficient design and construction practices.

Action 3.1.2: Provide incentives for developers to incorporate green building materials and renewable energy sources into their projects.

Action 3.1.3: Establish clear guidelines and timelines for the approval of housing projects.

Objective 3.2: Ensure housing resilience to natural disasters and climate change.

Action 3.2.1: Develop building standards that enhance the resilience of housing to flooding, hurricanes, and other natural disasters.

Action 3.2.2: Promote the use of climate-resilient materials and construction techniques in new housing developments.

GOAL H4

Enhance Community Engagement and Support

Objective 4.1: Foster community involvement in housing planning and development.

Action 4.1.1: Conduct regular community meetings and workshops to gather input on housing needs and preferences.

Action 4.1.2: Develop outreach programs to educate residents about housing resources and opportunities.

Objective 4.2: Collaborate with regional and state agencies to address housing challenges.

Action 4.2.1: Partner with regional housing authorities and organizations to leverage resources and expertise.

Action 4.2.2: Advocate for state and federal funding to support local housing initiatives.



Source: Design Workshop



GOAL T1

Develop a Transportation Improvement Plan

Objective 1.1: Improve the condition and safety of streets and roads.

Action 1.1.1: Conduct a comprehensive road quality assessment.

Action 1.1.2: Prioritize upgrades to critical roadways and intersections to address issues such as restriping, new street signs, and service road congestion.

Action 1.1.3: Install traffic lights at key intersections.

Action 1.1.4: Conduct regular safety audits of transportation infrastructure to identify and mitigate hazards.

Objective 1.2: Implement neighborhood traffic calming measures.

Action 1.2.1: Introduce speed humps, roundabouts, and other traffic calming measures in residential areas to enhance safety.

Action 1.2.2: Conduct regular traffic studies to identify and address high-traffic areas and accident-prone locations.

Objective 1.3: Develop a comprehensive network of sidewalks and bike lanes.

Action 1.3.1: Construct and maintain sidewalks and bike lanes connecting key areas such as downtown, schools, parks, and residential neighborhoods.

Action 1.3.2: Create a greenway from Lafayette to Carencro to promote sustainable transport options like walking and biking.

Objective 1.4: Improve safety and accessibility for pedestrians and cyclists.

Action 1.4.1: Implement pedestrian and bicycle safety programs, including education campaigns and enforcement of traffic laws.

Action 1.4.2: Install adequate lighting, signage, and crosswalks in high-traffic pedestrian and cyclist areas.

Objective 1.5: Improve the availability and management of parking.

Action 1.5.1: Conduct a parking study to identify areas with parking shortages and develop strategies to address them.

Action 1.5.2: Implement smart parking solutions such as real-time availability apps and electronic payment options.

Objective 1.6: Improve connectivity within and between neighborhoods.

Action 1.6.1: Develop a comprehensive sidewalk and trail system to ensure all areas of Carencro are accessible by foot and bicycle.

Action 1.6.2: Utilize public spaces and rights-of-way to create pedestrian-friendly corridors and green spaces.

GOAL T2

Improve Local and Regional Transit Options

Objective 2.1: Evaluate the accessibility and convenience of public transportation.

Action 2.1.1: City of Carencro to investigate the LYNX micro-transit system further to see if this is a viable option for the City.

Action 2.1.2: Upgrade bus stops to be ADA compliant and provide covered seating.

Objective 2.2: Expand regional transit connections.

Action 2.2.1: Work with regional transit authorities to create direct routes from Carencro to major destinations such as the airport.

Action 2.2.2: Advocate for increased frequency and reliability of regional transit services.

Transportation

GOAL T3

Optimize Transportation Demand Management

Objective 3.1: Implement strategies to reduce congestion and improve traffic flow.

Action 3.1.1: Promote carpooling and ridesharing programs to reduce the number of single-occupancy vehicles on the road.

Action 3.1.2: Encourage local businesses to develop and promote flexible work schedules and telecommuting options to reduce peak-hour traffic.

GOAL T4

Secure Sustainable Transportation Revenue

Objective 4.1: Identify and secure funding for transportation projects.

Action 4.1.1: Apply for federal and state grants focused on transportation infrastructure and safety improvements.

Action 4.1.2: Explore public-private partnerships to fund transportation initiatives and maintenance.

Action 4.1.3: Evaluate the use of a local road tax and/or impact fees.

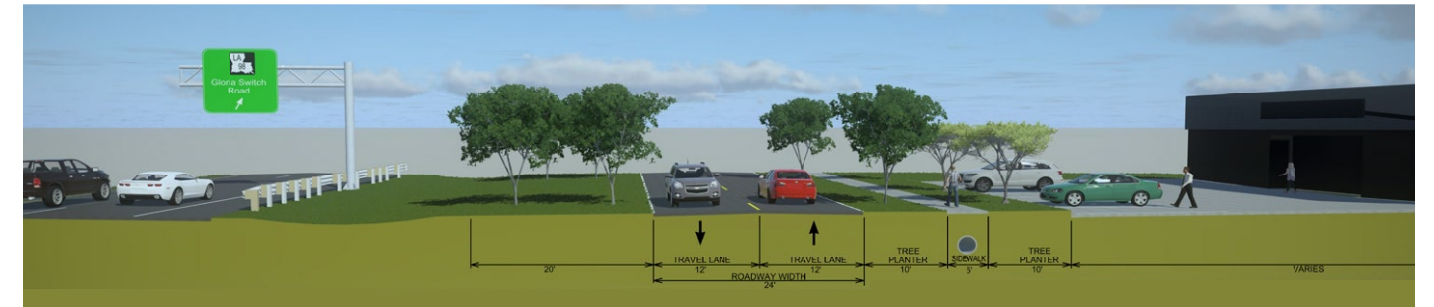
Objective 4.2: Promote the use of public transit and non-motorized transportation.

Action 4.2.1: Improve public transit routes and services to reduce reliance on personal vehicles.

Action 4.2.2: Develop a network of safe and accessible bike lanes and pedestrian pathways.

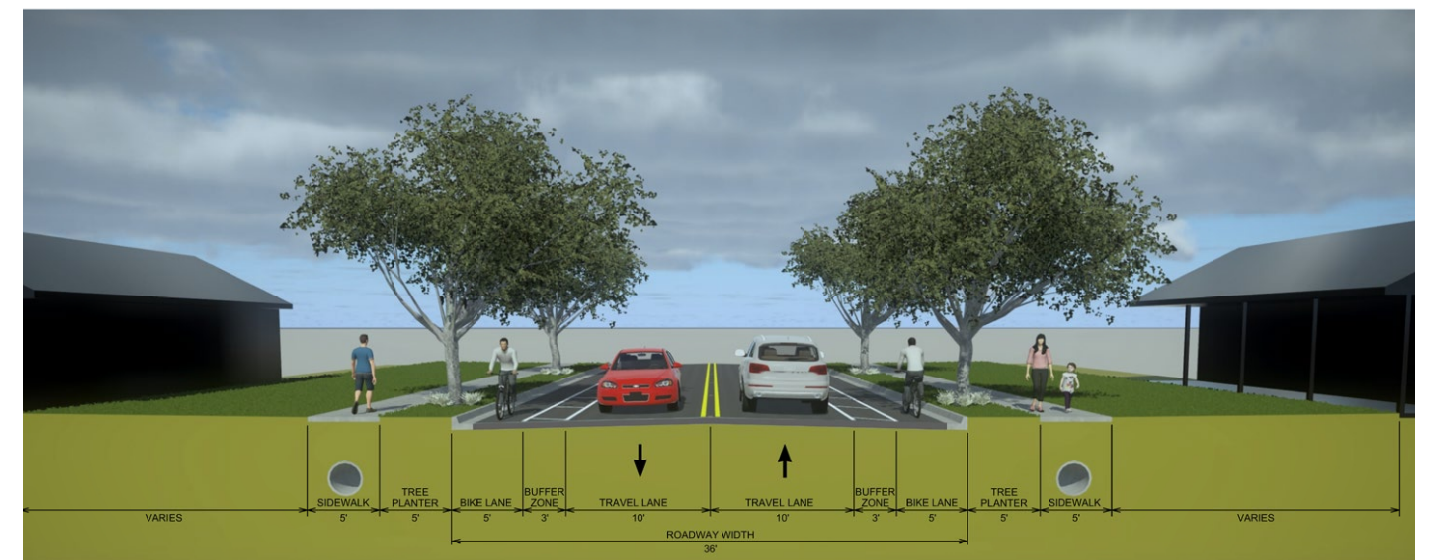
Objective 4.3: Reduce greenhouse gas emissions from transportation.

Action 4.3.1: Align the vehicle fleet standards to the Louisiana Climate Action Plan.



Proposed Street Section of I-49 Frontage Road

Source: Fenstermaker



Proposed Street Section of St. Peter Street

Source: Fenstermaker

These two typical sections illustrate potential future improvements for Carencro. The I-49 Frontage Road section showcases a multi-lane roadway with landscaped medians and tree plantings, enhancing visual appeal and providing separation between vehicle lanes, sidewalks, and adjacent developments.

The St. Peter Street section presents a more pedestrian- and cyclist-friendly design, with bike lanes, tree planters, buffer zones, and sidewalks on both sides. Together, these designs emphasize safety, accessibility, and aesthetic improvements, aligning with Carencro's goals for sustainable and inclusive urban development.

Transportation

Transportation Vision

The community of Carencro envisions a future where transportation infrastructure supports a vibrant, connected, and sustainable city. The residents aspire for a transportation system that prioritizes safety, accessibility, and convenience, ensuring that all citizens, regardless of age or ability, can move freely and efficiently. The vision includes a reduction in reliance on automobiles, an increase in active transportation options such as walking and cycling, and enhanced public transportation services.

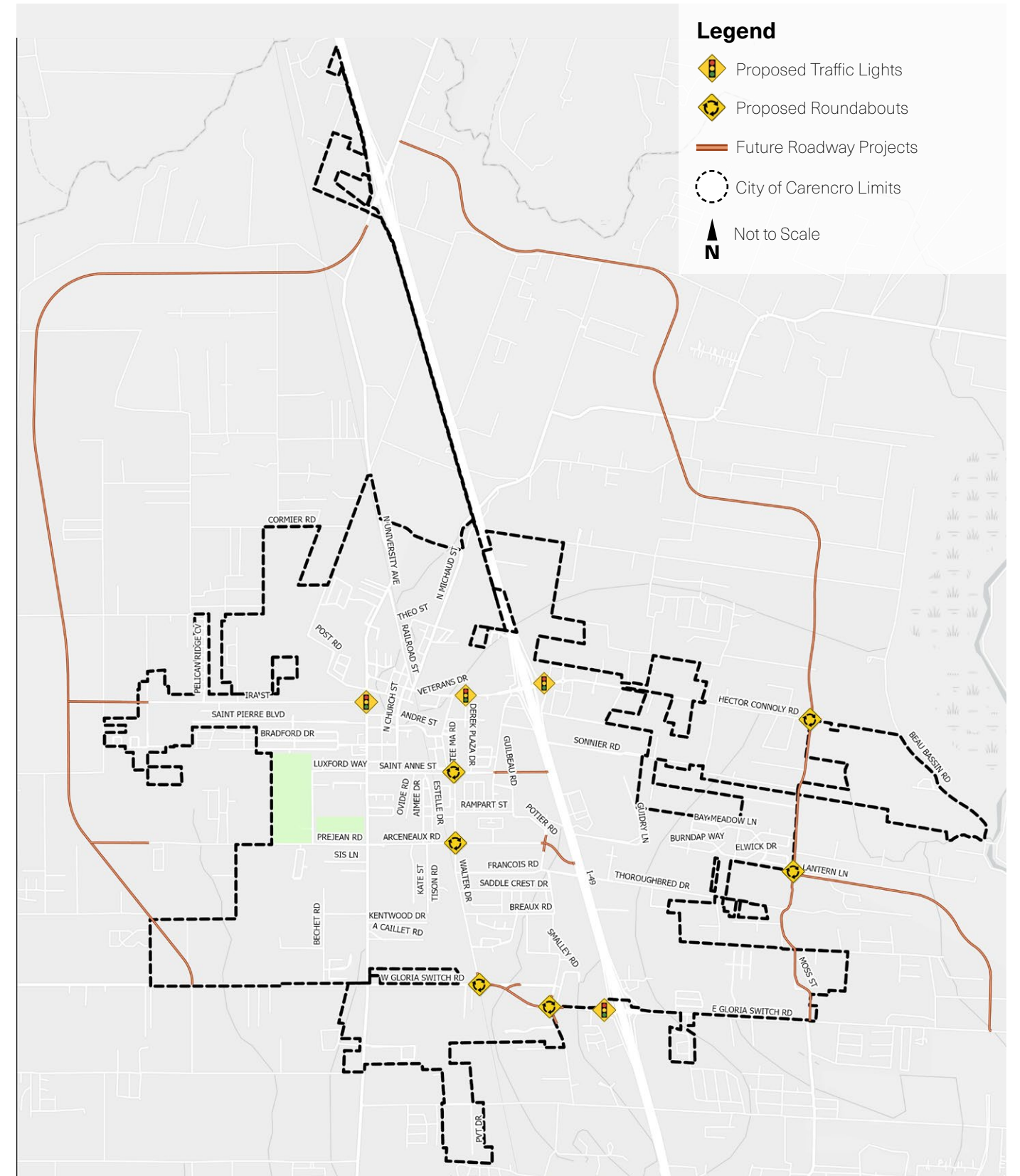
This vision is grounded in the feedback gathered from extensive stakeholder engagement sessions, where community members expressed a desire for better-connected neighborhoods, improved traffic management, and a more walkable city. The ultimate goal is to create a transportation network that not only meets current needs but also anticipates future growth and development, fostering a high quality of life for all Carencro residents.



Existing St. Peter Street Carencro
Source: Lynn Guidry Architect



Proposed St. Peter Street Carencro
Source: Lynn Guidry Architect



Transportation Improvement Plan of Carencro
Source: Fenstermaker, ESRI GIS

Parks and Recreation

GOAL P1

Expand Recreational Programs and Services

Objective 1.1: Develop a diverse range of recreational programs that cater to all age groups.

- Action 1.1.1:** Launch a community survey to identify desired recreational programs.
- Action 1.1.2:** Introduce new programs, such as youth sports leagues, adult fitness classes, senior activities, and pickleball leagues, based on survey results.
- Action 1.1.3:** Collaborate with local schools and community organizations to use their facilities for community sports and recreational activities.
- Action 1.1.4:** Update recreational hubs such as multi-use sports complexes and trails, fitness areas, and pavilion to include ADA equipment.
- Action 1.1.5:** Develop after school programs to create a space for the youth like a Boy and Girls Club or YMCA.

Objective 1.2: Increase community engagement and awareness of recreational opportunities.

- Action 1.2.1:** Implement a city-wide communication plan, including social media, newsletters, and a centralized events calendar for all parks and recreation in Carencro.
- Action 1.2.2:** Host quarterly community events in parks to promote new and existing programs.

GOAL P2

Develop New Parks and Recreational Spaces

Objective 2.1: Identify and develop new park spaces in underserved areas.

- Action 2.1.1:** Conduct a land use and needs assessment to identify potential sites for new parks to even out the distribution of parks in Carencro.
- Action 2.1.2:** Secure funding and partnerships for the development of new parks, targeting underserved neighborhoods.
- Action 2.1.3:** Design and build an additional multi-sport complex to include spaces for indoor basketball and volleyball courts, fitness classes, and other recreation activities.

Objective 2.2: Integrate green spaces and multi-use trails throughout the city.

- Action 2.2.1:** Develop a walking trail along existing remnants of the railroad similar to Rails to Trails Conservancy.
- Action 2.2.2:** Create multi-use trails for walking, biking, and horseback riding within new and existing parks.

GOAL P3

Improve Safety and Accessibility

Objective 3.1: Enhance safety measures in all parks and recreational areas.

- Action 3.1.1:** Increase police patrols and install security cameras in all major parks.

Objective 3.2: Ensure all recreational facilities are easily accessible to all community members.

- Action 3.2.1:** Provide adequate parking, improve traffic flow around major parks, and install directional signage.
- Action 3.2.2:** Create a sidewalk network around recreation facilities
- Action 3.2.3:** Develop and implement a comprehensive sidewalk and trail plan connecting Pelican Park to Carencro Park.
- Action 3.2.4:** Ensure all parks have ADA-compliant facilities and clear signage

GOAL P4

Develop a formal Parks and Recreation Master Plan

Objective 4.1: Establish formalized operational procedures for a unified parks department.

- Action 4.1.1:** Clearly identify roles and responsibilities within the parks department.

Objective 4.2: Ensure transparent and strategic allocation of funds for park improvements.

- Action 4.2.1:** Regularly publish budget and expenditure reports accessible to the public to enhance transparency.
- Action 4.2.2:** Develop a strategic financial plan that aligns with long-term goals for park improvements and services..

Parks and Recreation

Objective 4.3: Leverage external funding sources for park development and maintenance.

Action 4.3.1: Seek grant opportunities and partnerships with local businesses and organizations to fund park projects.

Action 4.3.2: Allocate a specific portion of the department's budget for capital improvements and maintenance.

Objective 4.4: Develop unique outdoor attractions to differentiate Carencro as a tourist destination.

Action 4.4.1: Create a greenway with a trail network from Lafayette to Carencro for walking and biking.

Action 4.4.2: Promote the development of unique attractions such as a farmers' market, outdoor music venues, and adventure parks.

Objective 4.5: Upgrade existing park facilities to meet current standards and community needs.

Action 4.5.1: Conduct a thorough infrastructure audit of Pelican Park and Carencro Park to identify critical needs such as lighting, court resurfacing, and playground equipment.

Action 4.5.2: Renovate Carencro Park with new playground equipment, updated basketball courts, and modern turf.

Action 4.5.3: Install water features, such as splash pads, at Pelican Park and Carencro Park.

Action 4.5.4: Improve safety and accessibility by installing adequate lighting and ensuring all facilities meet ADA standards.

Objective 4.6: Improve communication and feedback channels between the Parks Department and the community.

Action 4.6.1: Enhance the digital presence of parks by regularly updating websites with event calendars, facility availability, and online booking options.

Action 4.6.2: Implement a structured feedback system using digital tools like iWorks for real-time feedback and traditional methods like comment cards during events.

Action 4.6.3: Launch public relations campaigns to raise awareness about the parks' offerings using local media, flyers, community bulletin boards, and schools.



Parks and Recreation

The Vision

The City of Carencro aims to create an inclusive and diverse parks and recreation system that enhances the quality of life for all residents and visitors. This vision encompasses the enhancement of existing parks features, especially at Carencro Park, development of new and improved facilities, including an additional multi-use sports complex, indoor recreational spaces, and updated park amenities such as splash pads and outdoor fitness equipment. The community feedback emphasizes expanding recreational programs to cater to all age groups, from youth sports leagues to senior activities, and improving accessibility through better infrastructure and connectivity.

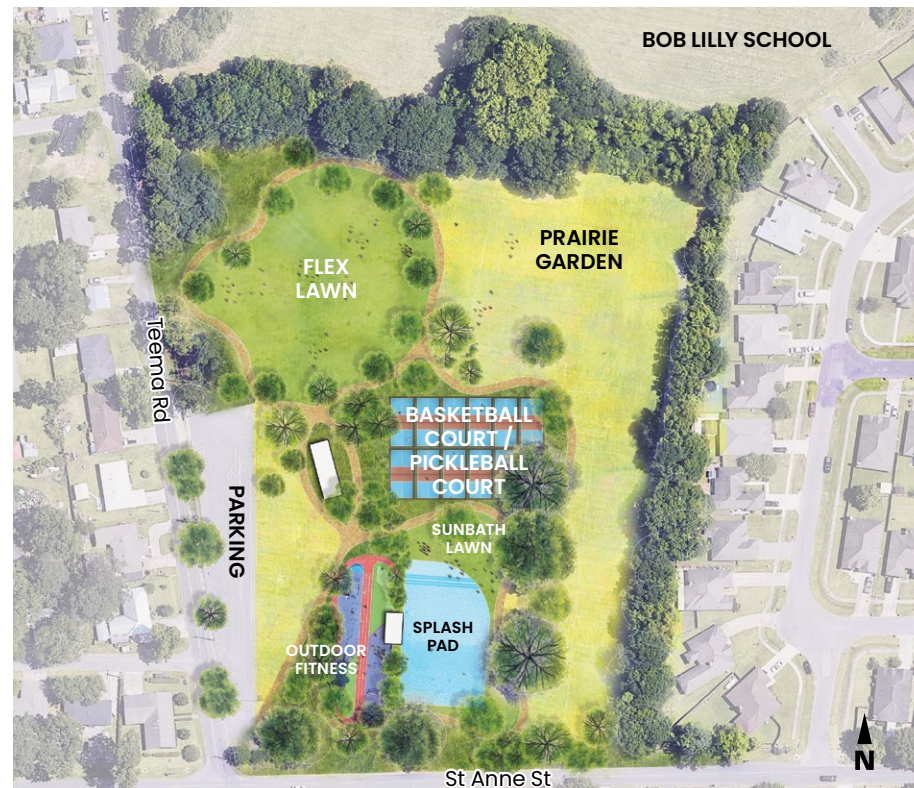
The vision also includes fostering community engagement through improved communication channels, transparent financial management, and the organization of diverse community events and programs. By focusing on these areas, Carencro aims to create a parks and recreation system that not only meets the current needs of its residents but also anticipates future growth, promotes health and wellness, strengthens community bonds, and potentially attracts visitors, contributing to the city's overall development and appeal as a desirable place to live and visit.



Conceptual Downtown Park Programming
Source : Design Workshop



Conceptual Picnic Area View in the Downtown Park
Source : Design Workshop



Conceptual Community Park Programming
Source : Design Workshop



Conceptual Splash Pad View in the Community Park
Source : Design Workshop

Infrastructure and Public Facilities

GOAL I1

Upgrade Public Facilities and Services

Objective 1.1: Modernize existing public facilities to meet current and future needs.

- Action 1.1.1:** Conduct an audit of all public facilities to identify critical upgrades and maintenance needs.
- Action 1.1.2:** Prioritize and implement upgrades to key facilities, such as the community center and city hall.
- Action 1.1.3:** Ensure all public facilities have adequate parking, modern amenities, and are ADA-compliant.

Objective 1.2: Develop new public facilities to support community growth.

- Action 1.2.1:** Identify and secure locations for new public facilities, including health and wellness facilities, parks, community centers, and libraries.
- Action 1.2.2:** Design and construct new facilities with sustainable practices and community input.
- Action 1.2.3:** Incorporate multipurpose spaces in new facilities to accommodate a variety of community needs and events.

Objective 1.3: Enhance Internet Service and Quality Across Carencro.

- Action 1.3.1:** Conduct a comprehensive broadband needs assessment to identify areas with inadequate internet service.
- Action 1.3.2:** Partner with internet service providers to expand high-speed internet access and offer fiber optic internet access.



GOAL I2

Enhance Utility Infrastructure

Objective 2.1: Improve the reliability and efficiency of utility services.

- Action 2.1.1:** Modernize water, gas, and sewer systems with updated technology and infrastructure.
- Action 2.1.2:** Implement smart utility meters and automated systems to streamline operations and improve service delivery.
- Action 2.1.3:** Develop and execute a maintenance and replacement schedule for aging infrastructure.
- Action 2.1.4:** Introduce measures to ensure financial sustainability for your water system to prepare for long-term maintenance and upgrades.
- Action 2.1.5:** Implement a customer feedback system for real time feedback on utility services to improve customer satisfaction.
- Action 2.1.6:** Address water issues such as brown water and water pressure.
- Action 2.1.7:** Conduct regular tree trimming near power lines to prevent power line issues during severe weather.

Objective 2.2: Expand utility services to underserved areas.

- Action 2.2.1:** Conduct a needs assessment to identify underserved areas and plan utility expansions.
- Action 2.2.2:** Secure funding and partnerships to extend water, gas, and sewer services to identified areas.
- Action 2.2.3:** Ensure all new developments include necessary utility infrastructure to support community growth.



GOAL I3

Improve Public Safety Infrastructure

Objective 3.1: Enhance the capabilities and resources of public safety departments.

- Action 3.1.1:** Increase funding for the police and fire departments to support personnel growth, training, and equipment upgrades.
- Action 3.1.2:** Implement advanced surveillance and communication systems to improve response times and efficiency.
- Action 3.1.3:** Develop a comprehensive safety protocol for public events, including crowd control measures and emergency access routes.
- Action 3.1.4:** Implement recruitment and retention programs for the police and fire departments.

Objective 3.2: Improve public safety infrastructure to ensure community safety.

- Action 3.2.1:** Install additional street lighting, security cameras, and smart traffic management systems in high-traffic and vulnerable areas.
- Action 3.2.2:** Enhance pedestrian safety by improving crosswalks and pedestrian signals at major intersections.
- Action 3.2.3:** Establish a city-wide emergency notification system to inform residents of urgent safety issues.
- Action 3.2.4:** Develop emergency response plans for transportation incidents and ensure they are regularly updated and practiced.
- Action 3.2.5:** Conduct an assessment of narrow streets and fire hydrant placement in Carencro to ensure that fire trucks are able to access and provide emergency services to all areas.



Source: Fenstermaker

GOAL I4

Foster Sustainable and Resilient Infrastructure

Objective 4.1: Promote sustainable infrastructure development.

- Action 4.1.1:** Implement green building practices for all new public facilities and major renovations.
- Action 4.1.2:** Increase the use of renewable energy sources in public buildings and facilities.
- Action 4.1.3:** Develop urban green spaces and promote tree planting initiatives to enhance environmental quality.

Objective 4.2: Enhance the resilience of infrastructure to natural disasters.

- Action 4.2.1:** Conduct a vulnerability assessment of critical infrastructure to identify areas at risk from natural disasters.
- Action 4.2.2:** Develop and implement a disaster resilience plan to protect infrastructure and ensure rapid recovery.
- Action 4.2.3:** Establish emergency response protocols and conduct regular drills with community participation.

Objective 4.3: Enhance stormwater management systems.

- Action 4.3.1:** Conduct a comprehensive assessment of the city's stormwater infrastructure.
- Action 4.3.2:** Implement green infrastructure solutions, such as rain gardens and permeable pavements, to manage stormwater runoff.
- Action 4.3.3:** Upgrade stormwater drains and culverts to prevent flooding in high-risk areas.

Objective 4.4: Develop a drainage master plan.

- Action 4.4.1:** Develop a comprehensive masterplan to improve stormwater management and reduce flood risks.

GOAL C1

Preserve and Enhance Historical Sites

Objective 1.1: Identify and protect significant historical sites and buildings.

Action 1.1.1: Conduct a comprehensive survey of all historical sites and buildings in Carencro.

Action 1.1.2: Develop and implement a historic preservation ordinance to protect identified sites.

Action 1.1.3: Secure funding and partnerships for the restoration and maintenance of key historical sites.

Objective 1.2: Promote the adaptive reuse of historical buildings.

Action 1.2.1: Create incentives for property owners to preserve and repurpose historical buildings.

Action 1.2.2: Develop guidelines and policies that support the preservation and adaptive reuse of historical buildings, ensuring their structural and historical integrity.

Action 1.2.3: Partner with local businesses and developers to integrate historical buildings into new developments.

Objective 1.3: Increase public awareness and participation in cultural and historical preservation.

Action 1.3.1: Launch targeted marketing campaigns highlighting Carencro's cultural events, historical sites, and recreational activities.

Action 1.3.2: Develop a volunteer program for preservation projects, encouraging community involvement in maintaining and restoring historical sites.

Action 1.3.3: Host public meetings and forums to gather input and engage the community in preservation planning.

Objective 1.4: Enhance and promote local tourism.

Action 1.4.1: Partner with the Lieutenant Governor's office to promote Carencro's Mardi Gras festivities throughout the entire State of Louisiana and out of state.

Action 1.4.2: Organize events such as food truck Fridays, farmer's markets, art walks to support local vendors and bring residents from surrounding communities to Carencro.

Action 1.4.3: Collaborate with regional tourism boards and local businesses to promote Carencro's attractions.

Objective 1.5: Improve accommodation options for tourists.

Action 1.5.1: Encourage the development of new hotels at various price points, particularly along I-49, to cater to business travelers and tourists.

Action 1.5.2: Support the development of boutique hotels and bed-and-breakfast establishments to provide unique lodging experiences.

Action 1.5.3: Develop packages and promotions in partnership with local hotels, restaurants, and tour operators.

Objective 1.6: Develop facilities to support large events and conferences.

Action 1.6.1: Construct a conference center or event center capable of hosting large meetings, conventions, concerts, and events.

Action 1.6.2: Ensure that new event spaces have modern amenities and are accessible to all visitors.

GOAL C2

Foster Cultural Heritage and Community Identity

Objective 2.1: Celebrate and promote Carencro's cultural heritage through events and programs.

Action 2.1.1: Organize annual cultural festivals, cook-offs, and events that celebrate local culture, food, and music and highlight Carencro's history and cultural diversity.

Action 2.1.2: Develop educational programs in collaboration with local schools to teach students about Carencro's history and cultural heritage.

Action 2.1.3: Establish a community heritage committee to plan and oversee cultural heritage events.

Objective 2.2: Create public spaces that reflect and honor Carencro's cultural heritage.

Action 2.2.1: Design and construct cultural heritage monuments and murals in public spaces.

Action 2.2.2: Incorporate elements of Carencro's history and culture into the design of new public buildings and parks.

Action 2.2.3: Develop informational signage and walking tours that educate residents and visitors about historical and cultural landmarks.

Action 2.2.4: Implement wayfinding signs and a welcome gate way at key locations throughout Carencro.

GOAL C3

Enhance Community Engagement and Support of Local Traditions

Objective 3.1: Promote local arts and crafts.

Action 3.1.1: Establish a local arts council to support and promote the work of local artists and craftsmen.

Action 3.1.2: Develop and host regular art fairs and craft markets to showcase local talent.

Action 3.1.3: Create public art programs, including murals and sculptures, that reflect the community's cultural heritage.

Objective 3.2: Preserve and support traditional cultural practices.

Action 3.2.1: Identify and document local traditions, crafts, and practices.

Action 3.2.2: Provide grants and resources to community members who practice traditional crafts and arts.

Action 3.2.3: Develop workshops and classes to teach traditional crafts and practices to younger generations.

Objective 3.3: Partner with local organizations and educational institutions.

Action 3.3.1: Collaborate with local schools, colleges, and universities to develop curricula and projects focused on local history and preservation.

Action 3.3.2: Partner with historical societies and cultural organizations to support preservation initiatives and events.

Action 3.3.3: Secure internships and volunteer opportunities for students in preservation projects.

Objective 3.4: Increase community involvement in tourism planning and development.

Action 3.4.1: Conduct regular community meetings and workshops to gather input on tourism initiatives and ensure they meet community needs.

Action 3.4.2: Establish a tourism advisory board comprising local residents, business owners, and cultural leaders to guide tourism development.

GOAL C4

Secure Sustainable Funding for Preservation Efforts

Objective 4.1: Identify and secure diverse funding sources for cultural and historical preservation.

Action 4.1.1: Apply for state and federal grants for historical preservation projects.

Action 4.1.2: Develop partnerships with local businesses and philanthropic organizations to fund preservation efforts.

Action 4.1.3: Create a dedicated fund within the city budget for ongoing maintenance and preservation of historical sites.

GOAL C5

Improve Marketing and Promotion of Carencro

Objective 5.1: Develop a comprehensive marketing strategy to promote Carencro as a tourist destination.

Action 5.1.1: Launch targeted marketing campaigns highlighting Carencro's cultural events, historical sites, and recreational activities.

Action 5.1.2: Utilize social media, local media, and tourism websites to reach a wider audience.

Objective 5.2: Foster partnerships to enhance tourism promotion.

Action 5.2.1: Collaborate with regional tourism boards and local businesses to promote Carencro's attractions.

Action 5.2.2: Develop packages and promotions in partnership with local hotels, restaurants, and tour operators.



Source: City of Carencro



Source: City of Carencro

GOAL E1

Promote Sustainable Development Practices

Objective 1.1: Encourage green building and energy efficiency.

Action 1.1.1: Develop and adopt green building standards and incentives for new developments to include greenery and trees into designs.

Action 1.1.2: Retrofit existing public buildings with energy-efficient technologies, such as LED lighting and solar panels.

Action 1.1.3: Provide incentives for residential and commercial properties to implement energy-efficient upgrades.

Objective 1.2: Reduce waste and promote recycling.

Action 1.2.1: Implement a city-wide recycling program with curbside pickup services and recycling drop-off points for those living outside city limits.

Action 1.2.2: Establish drop-off locations for hazardous and electronic waste.

Action 1.2.3: Launch a public education campaign on waste reduction and recycling practices.

Action 1.2.4: Establish a sustainable waste management program for outdoor events and festivals by putting out more trash and recycling cans.

Action 1.2.5: Regularly conduct trash pickup along roadsides, in waterways, and in public areas.

Objective 1.3: Establish an Electric Vehicle (EV) Charging Station Network.

Action 1.3.1: Identify strategic locations for EV charging stations, such as public parking lots, near commercial centers, and at key transportation hubs.

Action 1.3.2: Securing partnerships with private companies and state or federal agencies to fund and install EV charging infrastructure, such as EV grant from DOTD.

GOAL E2

Improve Water Management and Resilience

Objective 2.1: Ensure sustainable water use and quality.

Action 2.1.1: Develop a water conservation plan that includes public education and incentive programs for water-saving technologies.

Action 2.1.2: Monitor and manage water quality in local water bodies and drinking water sources.

Action 2.1.3: Promote the use of greywater systems and rainwater harvesting for non-potable uses.

GOAL E3

Enhance Community Resilience

Objective 3.1: Increase public awareness and preparedness for atmospheric impacts.

Action 3.1.1: Develop and distribute educational materials on atmospheric impacts and resilience strategies.

Action 3.1.2: Host annual community workshops on emergency preparedness and resilience.

Action 3.1.3: Establish a community resilience hub to provide resources and support during extreme weather events.

Objective 3.2: Integrate extreme weather resilience into city planning and operations.

Action 3.2.1: Conduct an extreme weather vulnerability assessment to identify at-risk populations and infrastructure.

Action 3.2.2: Develop and implement a heat action plan to address extreme heat events, including cooling centers and urban greening.

GOAL E4

Strengthen Community Engagement and Partnerships

Objective 4.1: Encourage community involvement in sustainability initiatives.

- Action 4.1.1:** Establish a community advisory board for environmental sustainability.
- Action 4.1.2:** Launch a volunteer program for local environmental projects and events.
- Action 4.1.3:** Partner with local schools and organizations to promote environmental education and stewardship about sustainable waste management solutions.

Objective 4.2: Build partnerships with regional and national organizations.

- Action 4.2.1:** Collaborate with regional governments and organizations to share best practices and resources for sustainability.
- Action 4.2.2:** Secure grants and funding from state and federal agencies for sustainability projects.
- Action 4.2.3:** Participate in national sustainability networks and initiatives to stay informed of new developments and opportunities.



Source: Fenstermaker





ACTION PLAYBOOK

5

Overview

The action playbook serves as a roadmap to turn Carencro's vision into a reality. This chapter presents a clear and actionable framework, detailing specific initiatives, timelines, and responsible departments to implement each action. Organized into distinct categories—**Policy and Regulation, Infrastructure and Facilities Projects, Programs and Services, Community Engagement and Support, and Economic and Financial Strategies**—this playbook provides a detailed approach for each focus area.

The **Policy and Regulation** section establishes ordinances and design guidelines to preserve Carencro's character, promote sustainable growth, and maintain housing affordability.

Infrastructure and Facilities Projects target critical upgrades, including modernizing public utilities, expanding green spaces, and enhancing connectivity.

The **Programs and Services** section supports Carencro's development through initiatives like recycling programs, educational outreach, and public safety enhancements.

Community Engagement and Support fosters partnerships and active resident participation, ensuring the plan reflects community priorities.

Lastly, **Economic and Financial Strategies** focuses on building a resilient economic base for Carencro by supporting local businesses, diversifying revenue streams, and identifying sustainable funding sources.

Each action item within these categories includes short-, mid-, and long-term timelines, responsible departments, fiscal impacts, and potential funding sources to guide implementation and track progress toward a sustainable, vibrant Carencro.

Action plan matrix elements:

GOALS & OBJECTIVES These rows and columns identify the name of recommendation with the corresponding objective number.	ACTION ITEMS This column provides steps to address the goals of the comprehensive plan.
CATEGORIES This row indicates the action items that fall under the corresponding category of focus area.	RESPONSIBLE DEPARTMENT This column lists the departments responsible for advancing the implementation of the action items.
TIMEFRAME Short-, Mid-, Long-Term This column outlines the suggested start time for implementation of each action items. Short: 0-2 years, Mid: 3-7 years, Long: 7-15+	POTENTIAL FUNDING This column lists the public and private organizations that could provide funding for the action items.



Action Plan Matrix

ACTION ITEM		Timeline	Responsible Department	Potential Funding Source
POLICY AND REGULATION				
GOVERNANCE AND ADMINISTRATION				
1.1	Conduct a comprehensive staffing needs assessment to identify gaps, overlaps, and areas requiring additional resources.	Short Term	Human Resources, City Manager's Office	Local budget
1.2	Clarify and document roles and responsibilities for all city positions including the development of standard operating procedures for each department.	Mid Term	Human Resources, Department Heads	Local budget
1.3	Create a succession planning program to ensure continuity in key city positions and identify potential leaders within the organization, provide them with targeted development opportunities, and prepare them to step into critical roles.	Long Term	Human Resources, City Manager's Office	Local budget
1.4	Develop and implement citywide staff training and professional development for all city employees to enhance their skills, keep them updated on best practices, and improve service delivery.	Ongoing	Human Resources	Local budget, State and federal grants
1.5	Establish and staff a Housing Department, Environmental Services Department, Economic Development Department, and Cultural Affairs and Tourism Department.	Mid Term	Human Resources, Major's Office	Local budget
1.6	Incorporate a Master Plan Administrator role into the Planning Department	Short Term	Planning	Local budget

ACTION ITEM		Timeline	Responsible Department	Potential Funding Source
LAND USE 1				
1.1	Develop planning ordinances that support mixed-use buildings combining residential, commercial, and office spaces, particularly in downtown Carencro.	Short Term	Planning	Local budget
1.2	Establish design guidelines that maintain the historical character of Carencro while integrating modern amenities.	Short Term	Planning	Local budget, grants
1.3	Update building codes to include requirements for BSEGS (Building Code Effectiveness Grading Schedule), energy efficiency, water conservation, and green building practices.	Mid Term	Planning	State and federal grants
LAND USE 2				
2.1	Establish guidelines for lot size and floor area ratios to ensure efficient use of land while maintaining community character.	Mid Term	Planning	Local budget
2.2	Develop traditional zoning-like ordinances to assist in infrastructure planning.	Long Term	Planning	Local budget
2.3	Implement urban growth boundary controls to separate urban development areas from urbanization-control areas.	Mid Term	Planning	Local budget, state grants
2.4	Develop policies to preserve and protect agricultural lands and open spaces from encroaching development.	Long Term	Planning	State and federal grants

Action Plan Matrix

ACTION ITEM		Timeline	Responsible Department	Potential Funding Source
LAND USE 4				
4.1	Develop ordinances to preserve and maintain historical buildings and sites in Carencro.	Long Term	Planning	Local budget, state grants
HOUSING 1				
1.1	Identify and prioritize suitable sites for affordable housing developments.	Short Term	Housing, Planning	State and federal grants
1.2	Update land use policies to allow for a variety of housing types including single-family homes, multi-family units, townhomes, and accessory dwelling units (ADUs).	Mid Term	Planning	Local budget, state grants
1.3	Encourage the development of mixed-income housing projects to foster inclusive communities.	Mid Term	Housing, Planning	State and federal grants
1.4	Ensure that there is a mix of rental and ownership opportunities to meet the community's needs.	Long Term	Planning	Local budget
1.5	Support the development of housing for senior citizens such as nursing homes, assisted living, and townhouses.	Long Term	Planning	Local budget, state grants
1.6	Develop design guidelines that promote high-quality construction and architectural variety in new housing developments.	Short Term	Planning	Local budget

ACTION ITEM		Timeline	Responsible Department	Potential Funding Source
HOUSING 2				
2.1	Develop anti-displacement policies that protect low-income and vulnerable populations.	Long Term	Housing	State and federal grants
2.2	Support community land trusts and other models that keep housing affordable in the long term.	Long Term	Housing	State and federal grants
HOUSING 3				
3.1	Update building codes to require energy-efficient design and construction practices.	Mid Term	Planning	State and federal grants
3.2	Develop building standards that enhance the resilience of housing to flooding, hurricanes, and other natural disasters.	Long Term	Planning	State and federal grants
TRANSPORTATION 1				
1.1	Conduct regular safety audits of transportation infrastructure to identify and mitigate hazards.	Short Term	Public Works	Local budget
1.2	Conduct regular traffic studies to identify and address high-traffic areas and accident-prone locations.	Short Term	Public Works	Local budget
TRANSPORTATION 4				
4.1	Evaluate the use of local road tax and/or impact fees.	Short Term	Public Works	Local budget

Action Plan Matrix

ACTION ITEM		Timeline	Responsible Department	Potential Funding Source
4.2	Align the vehicle fleet standards to the Louisiana Climate Action Plan.	Mid Term	Public Works	Local budget
PARKS AND RECREATION 2				
2.1	Conduct a land use and needs assessment to identify potential sites for new parks to even out the distribution of parks in Carencro.	Mid Term	Parks and Recreation	Local budget
PARKS AND RECREATION 4				
4.1	Clearly identify roles and responsibilities within the parks department.	Short Term	Parks and Recreation	Local budget
INFRASTRUCTURE 3				
3.1	Develop a comprehensive safety protocol for public events including crowd control measures and emergency access routes.	Short Term	Public Safety	Local budget
INFRASTRUCTURE 4				
4.1	Conduct a vulnerability assessment of critical infrastructure to identify areas at risk from natural disasters.	Short Term	Public Works, Public Safety	State and federal grants
4.2	Establish emergency response protocols and conduct regular drills with community participation.	Short Term	Public Safety	Local budget
4.3	Conduct a comprehensive assessment of the city's stormwater infrastructure.	Short Term	Public Works	Local budget

ACTION ITEM		Timeline	Responsible Department	Potential Funding Source
CULTURAL PRESERVATION 1				
1.1	Develop and implement a historic preservation ordinance to protect identified sites.	Mid Term	Planning	State and federal grants
1.2	Develop guidelines and policies that support the preservation and adaptive reuse of historical buildings ensuring their structural and historical integrity.	Mid Term	Planning	State and federal grants, private investment
ENVIRONMENTAL 1				
1.1	Develop and adopt green building standards and incentives for new developments.	Mid Term	Planning, Public Works	State and federal grants
ENVIRONMENTAL 2				
2.1	Develop a water conservation plan that includes public education and incentive programs for water-saving technologies.	Mid Term	Public Works, Environmental Services	State and federal grants
ENVIRONMENTAL 3				
3.1	Conduct an extreme weather vulnerability assessment to identify at-risk populations and infrastructure.	Short Term	Public Works, Environmental Services	Local budget
3.2	Develop and implement a heat action plan to address extreme heat events including cooling centers and urban greening.	Mid Term	Public Works, Environmental Services	State and federal grants

Action Plan Matrix

ACTION ITEM		Timeline	Responsible Department	Potential Funding Source
INFRASTRUCTURE AND FACILITIES PROJECTS				
LAND USE 3				
3.1	Enhance the streetscape in commercial and residential areas through better lighting, signage, and street furniture.	Mid Term	Public Works	Local budget, grants
3.2	Develop public plazas and community gathering spaces as part of new developments to foster community interaction and engagement.	Long Term	Planning, Public Works	Local budget, grants
HOUSING 2				
2.1	Establish a housing rehabilitation program to provide financial assistance to homeowners for repairs and improvements.	Mid Term	Housing	State and federal grants
2.2	Develop policies that support homeowners in maintaining and upgrading older (e.g., those built before 1980) and blighted properties to renovate and rehabilitate.	Mid Term	Housing, Planning	State and federal grants
HOUSING 3				
3.1	Provide incentives for developers to incorporate green building materials and renewable energy sources into their projects.	Mid Term	Housing	State and federal grants
TRANSPORTATION 1				
1.1	Conduct a comprehensive road quality assessment.	Short Term	Public Works	Local budget

ACTION ITEM		Timeline	Responsible Department	Potential Funding Source
1.2	Prioritize upgrades to critical roadways and intersections to address issues such as restriping, new street signs, and service road congestion. Specific areas to address include: widening University Avenue, Ira/University intersection, Malapart and University, Arceneaux Road, Frontage Road at Super1, Hector Connolly Roundabout, Veterans, widening of several key roads, Prejean Road	Mid Term	Public Works	State and federal grants
1.3	Install traffic lights at key intersections. Specific locations include the intersection of Ira and University (LA-182).	Short Term	Public Works	State and federal grants
1.4	Introduce speed humps, roundabouts, and other traffic calming measures in residential areas to enhance safety.	Mid Term	Public Works	Local budget
1.5	Construct and maintain sidewalks and bike lanes connecting key areas such as downtown, schools, parks, and residential neighborhoods. Specifically, along the major thoroughfares and the I-49 service roads. Construct and maintain sidewalks and bike lanes connecting key areas such as downtown, schools, parks, and residential neighborhoods.	Mid Term	Public Works	State and federal grants
1.6	Create a greenway from Lafayette to Carencro to promote sustainable transport options like walking and biking.	Long Term	Public Works	State and federal grants
1.7	Install adequate lighting, signage, and crosswalks in high-traffic pedestrian and cyclist areas.	Short Term	Public Works	Local budget

Action Plan Matrix

ACTION ITEM		Timeline	Responsible Department	Potential Funding Source
1.8	Conduct a parking study to identify areas with parking shortages and develop strategies to address them.	Mid Term	Public Works	Local budget
1.9	Implement smart parking solutions such as real-time availability apps and electronic payment options.	Mid Term	Public Works	Local budget, grants
1.10	Develop a comprehensive sidewalk and trail system to ensure all areas of Carencro are accessible by foot and bicycle.	Mid Term	Public Works	State and federal grants
1.11	Utilize public spaces and rights-of-way to create pedestrian-friendly corridors and green spaces, specifically along the I-49 service roads and other roads.	Mid Term	Public Works, Planning	State and federal grants
TRANSPORTATION 2				
2.1	Upgrade bus stops to be ADA compliant and provide covered seating.	Mid Term	Public Works	State and federal grants
TRANSPORTATION 4				
4.1	Expand and improve public transit routes and services to reduce reliance on personal vehicles.	Mid Term	Public Works	Local budget
4.2	Develop a network of safe and accessible bike lanes and pedestrian pathways.	Mid Term	Public Works	State and federal grants
PARKS AND RECREATION 1				
1.1	Develop new recreational hubs such as multi-use sports complexes and trails, fitness areas, and pavilion that also include ADA equipment.	Mid Term	Parks and Recreation	State and federal grants, local budget

ACTION ITEM		Timeline	Responsible Department	Potential Funding Source
1.2	Develop after school programs to create a space for the youth like a Boy and Girls Club or YMCA.	Mid Term	Parks and Recreation	State and federal grants, local budget
PARKS AND RECREATION 2				
2.1	Secure funding and partnerships for the development of new parks targeting underserved neighborhoods.	Long Term	Parks and Recreation	State and federal grants
2.2	Design and build an additional multi-sport complex to include spaces for indoor basketball and volleyball courts, fitness classes, and other recreation activities.	Mid Term	Parks and Recreation	State and federal grants
2.3	Develop a walking trail along existing remnants of the railroad similar to Rails to Trails Conservancy.	Mid Term	Parks and Recreation	State and federal grants
2.4	Create multi-use trails for walking, biking, and horseback riding within new and existing parks.	Long Term	Parks and Recreation	State and federal grants
PARKS AND RECREATION 3				
3.1	Increase police patrols and install security cameras in all major parks.	Short Term	Parks and Recreation, Public Safety	Local budget
3.2	Provide adequate parking and improve traffic flow around major parks.	Mid Term	Parks and Recreation, Public Works	Local budget
3.3	Create a sidewalk network around recreation facilities.	Mid Term	Parks and Recreation, Public Works	Local budget

Action Plan Matrix

ACTION ITEM		Timeline	Responsible Department	Potential Funding Source
3.4	Develop and implement a comprehensive sidewalk and trail plan connecting Pelican Park to Carencro Park.	Long Term	Parks and Recreation	State and federal grants
3.5	Ensure all parks have ADA-compliant facilities and clear signage.	Mid Term	Parks and Recreation	Local budget
PARKS AND RECREATION 4				
4.1	Create a greenway with a trail network from Lafayette to Carencro for walking and biking.	Long Term	Parks and Recreation	State and federal grants
4.2	Promote the development of unique attractions such as a farmers' market, outdoor music venues, and adventure parks.	Long Term	Parks and Recreation, Tourism	State and federal grants, private investment
4.3	Conduct a thorough infrastructure audit of Pelican Park and Carencro Park to identify critical needs such as lighting, court resurfacing, and playground equipment.	Short Term	Parks and Recreation	Local budget
4.4	Renovate Carencro Park with new playground equipment, updated basketball courts, and modern turf.	Mid Term	Parks and Recreation	Local budget and State grants
4.5	Install water features such as splash pads at Pelican Park and Carencro Park.	Mid Term	Parks and Recreation	Local budget and State grants
4.6	Improve safety and accessibility by installing adequate lighting and ensuring all facilities meet ADA standards.	Mid Term	Parks and Recreation	State and federal grants

ACTION ITEM		Timeline	Responsible Department	Potential Funding Source
INFRASTRUCTURE 1				
1.1	Conduct an audit of all public facilities to identify critical upgrades and maintenance needs.	Short Term	Public Works	Local budget
1.2	Prioritize and implement upgrades to key facilities such as the community center and city hall.	Mid Term	Public Works	Local budget, state grants
1.3	Ensure all public facilities have adequate parking, modern amenities, and are ADA-compliant.	Mid Term	Public Works	State and federal grants
1.4	Identify and secure locations for new public facilities including parks, community centers, and libraries.	Long Term	Planning, Public Works	State and federal grants
1.5	Design and construct new facilities with sustainable practices and community input.	Long Term	Public Works	State and federal grants
1.6	Incorporate multipurpose spaces in new facilities to accommodate a variety of community needs and events.	Long Term	Planning, Public Works	State and federal grants
1.7	Conduct a comprehensive broadband needs assessment to identify areas with inadequate internet service.	Short Term	Public Works	Local budget
1.8	Partner with internet service providers to expand high-speed internet access and offer fiber optic internet access.	Long Term	Public Works	Local budget

Action Plan Matrix

ACTION ITEM		Timeline	Responsible Department	Potential Funding Source
INFRASTRUCTURE 2				
2.1	Modernize water, gas, and sewer systems with updated technology and infrastructure.	Mid Term	Public Works	State and federal grants
2.2	Implement smart utility meters and automated systems to streamline operations and improve service delivery.	Mid Term	Public Works	State and federal grants
2.3	Develop and execute a maintenance and replacement schedule for aging infrastructure.	Mid Term	Public Works	State and federal grants
2.4	Implement a customer feedback system for real time feedback on utility services to improve customer satisfaction.	Mid Term	Public Works	Local budget
2.5	Secure funding to design and construct a wastewater treatment plant to support Carencro's growth.	Mid Term	Public Works	State and federal grants
2.6	Conduct regular tree trimming near power lines to prevent power line issues during severe weather.	Long Term	Public Works	Local budget
2.7	Ensure all new developments include necessary utility infrastructure to support community growth.	Mid Term	Public Works	State and federal grants

ACTION ITEM		Timeline	Responsible Department	Potential Funding Source
INFRASTRUCTURE 3				
3.1	Implement advanced surveillance and communication systems to improve response times and efficiency.	Mid Term	Public Safety	State and federal grants
3.2	Install additional street lighting and security cameras in high-traffic and vulnerable areas.	Mid Term	Public Safety, Public Works	State and federal grants
3.3	Enhance pedestrian safety by improving crosswalks and pedestrian signals at major intersections.	Mid Term	Public Works	Local budget
3.4	Develop emergency response plans for transportation incidents and ensure they are regularly updated and practiced.	Short Term	Public Works	Local budget
3.5	Conduct an assessment of narrow streets and fire hydrant placement in Carencro to ensure that fire trucks are able to access and provide emergency services to all areas.	Mid Term	Public Works	Local budget
INFRASTRUCTURE 4				
4.1	Implement green building practices for all new public facilities and major renovations.	Mid Term	Public Works	State and federal grants
4.2	Increase the use of renewable energy sources in public buildings and facilities.	Mid Term	Public Works	State and federal grants

Action Plan Matrix

ACTION ITEM		Timeline	Responsible Department	Potential Funding Source
4.3	Develop urban green spaces and promote tree planting initiatives to enhance environmental quality.	Mid Term	Public Works	Local budget
4.4	Implement green infrastructure solutions such as rain gardens and permeable pavements to manage stormwater runoff.	Mid Term	Public Works	State and federal grants
4.5	Upgrade stormwater drains and culverts to prevent flooding in high-risk areas.	Long Term	Public Works	State and federal grants
4.6	Develop a comprehensive drainage masterplan to improve stormwater management and reduce flood risks.	Mid Term	Public Works	State and federal grants
CULTURAL PRESERVATION 1				
1.1	Conduct a comprehensive survey of all historical sites and buildings in Carencro.	Short Term	Planning	Local budget
1.2	Secure funding and partnerships for the restoration and maintenance of key historical sites.	Long Term	Planning, Mayor's Office	State and federal grants, private investment
1.3	Create incentives or offer grants for property owners to preserve and repurpose historical buildings.	Mid Term	Planning	State and federal grants, tax incentives
1.4	Encourage the development of new hotels, particularly along I-49 to cater to business travelers and tourists.	Mid Term	Tourism, Economic Development	Local budget

ACTION ITEM		Timeline	Responsible Department	Potential Funding Source
1.5	Support the development of boutique hotels and bed-and-breakfast establishments to provide unique lodging experiences.	Long Term	Tourism, Economic Development	Local budget
1.6	Construct a conference center or event center capable of hosting large meetings, conventions, concerts, and events.	Long Term	Public Works, Economic Development	Local budget
1.7	Ensure that new event spaces have modern amenities and are accessible to all visitors..	Long Term	Public Works, Economic Development	Local budget
CULTURAL PRESERVATION 2				
2.1	Design and construct cultural heritage monuments and murals in public spaces.	Mid Term	Cultural Affairs, Public Works	Local budget, grants
2.2	Incorporate elements of Carencro's history and culture into the design of new public buildings and parks.	Long Term	Planning, Cultural Affairs	Local budget, state grants
2.3	Implement wayfinding signs and a welcome gate way at key locations throughout Carencro.	Mid Term	Tourism and Planning	Local budget, state grants
ENVIRONMENTAL 1				
1.1	Retrofit existing public buildings with energy-efficient technologies such as LED lighting and solar panels.	Mid Term	Public Works	State and federal grants
1.2	Provide incentives for residential and commercial properties to implement energy-efficient upgrades.	Mid Term	Planning	State and federal grants, tax incentives

Action Plan Matrix

ACTION ITEM		Timeline	Responsible Department	Potential Funding Source
1.3	Implement a city-wide recycling program with curbside pickup services and recycling drop-off points for those living outside city limits.	Short Term	Public Works, Environmental Services	Local budget
1.4	Establish drop-off locations for hazardous and electronic waste.	Short Term	Public Works, Environmental Services	Local budget
1.5	Establish a sustainable waste management program for outdoor events and festivals by putting out more trash and recycling cans.	Short Term	Public Works, Environmental Services	Local budget
1.6	Regularly conduct trash pickup along roadsides, in waterways, and in public areas.	Long Term	Public Works	Local budget
1.7	Identify strategic locations for EV charging stations, such as public parking lots, near commercial centers, and at key transportation hubs.	Short Term	Planning	State and federal grants
ENVIRONMENTAL 2				
2.1.2	Monitor and manage water quality in local water bodies and drinking water sources.	Short Term	Public Works, Environmental Services	Local budget
2.1.3	Promote the use of greywater systems and rainwater harvesting for non-potable uses.	Long Term	Public Works, Environmental Services	State and federal grants
ENVIRONMENTAL 3				
3.1	Establish a community resilience hub to provide resources and support during extreme weather events.	Long Term	Public Works, Environmental Services	State and federal grants

ACTION ITEM		Timeline	Responsible Department	Potential Funding Source
PROGRAMS AND SERVICES				
LAND USE 1				
1.1	Promote the use of renewable energy sources in new developments and encourage green building certifications.	Mid Term	Planning	Incentives, federal grants
LAND USE 2				
2.1	Establish a city planning commission to oversee and guide the city's development and growth.	Mid Term	Planning	Local budget
LAND USE 3				
3.1	Encourage the use of green infrastructure such as green roofs and walls to enhance urban aesthetics and environmental quality.	Mid Term	Planning	State and federal grants
LAND USE 4				
4.1	Provide incentives for property owners to restore and reuse historical structures.	Long Term	Planning, Mayor's Office	State and federal grants
HOUSING 1				
1.1	Provide incentives such as tax abatements, density bonuses, and expedited permitting for developers who include affordable units in their projects.	Mid Term	Housing, Planning	State and federal grants
HOUSING 2				
2.1	Implement regular inspections and code enforcement to ensure housing quality and safety.	Short Term	Housing	Local budget

Action Plan Matrix

ACTION ITEM		Timeline	Responsible Department	Potential Funding Source
HOUSING 4				
4.1	Develop outreach programs to educate residents about housing resources and opportunities.	Short Term	Housing	Local budget
TRANSPORTATION 1				
1.1	Implement pedestrian and bicycle safety programs including education campaigns and enforcement of traffic laws.	Mid Term	Public Works	Local budget
TRANSPORTATION 2				
2.1	City of Carencro to investigate the LYNX micro-transit system further to see if this is a viable option for the City.	Short Term	Mayor's Office	Local budget
TRANSPORTATION 3				
3.1	Promote carpooling and ridesharing programs to reduce the number of single-occupancy vehicles on the road	Short Term	Public Works, Planning	Local budget
3.2	Develop and promote flexible work schedules and telecommuting options for local businesses to reduce peak-hour traffic	Short Term	Public Works, Planning	Local budget
PARKS AND RECREATION 1				
1.1	Launch a community survey to identify desired recreational programs. Survey results have specified the public is interested in a dog park, fishing pond, disc golf, mini golf, volleyball and pickleball courts.	Short Term	Parks and Recreation	Local budget

ACTION ITEM		Timeline	Responsible Department	Potential Funding Source
1.2	Introduce new programs such as youth sports leagues, adult fitness classes, senior activities, and pickleball leagues based on survey results.	Mid Term	Parks and Recreation	Local budget, grants
1.3	Collaborate with local schools and community organizations to use their facilities for community sports and recreational activities.	Short Term	Parks and Recreation	Local budget
1.4	Implement a city-wide communication plan including social media, newsletters, and a centralized events calendar.	Mid Term	Parks and Recreation	Local budget
1.5	Host quarterly community events in parks to promote new and existing programs.	Short Term	Parks and Recreation	Local budget
PARKS AND RECREATION 4				
4.1	Implement a structured feedback system using digital tools like iWorQ for real-time feedback and traditional methods like comment cards during events.	Mid Term	Parks and Recreation	Local budget
INFRASTRUCTURE 3				
3.1	Increase funding for the police and fire departments to support personnel growth, training, and equipment upgrades such as radios and a new fire truck	Mid Term	Public Safety	State and federal grants
3.2	Implement recruitment and retention programs for the police and fire departments.	Mid Term	Public Safety	Local budget
3.3	Establish a city-wide emergency notification system to inform residents of urgent safety issues.	Short Term	Public Safety	Local budget

Action Plan Matrix

ACTION ITEM		Timeline	Responsible Department	Potential Funding Source
INFRASTRUCTURE 4				
4.1	Develop and implement a disaster resilience plan to protect infrastructure and ensure rapid recovery.	Mid Term	Public Works, Public Safety	State and federal grants
CULTURAL PRESERVATION 1				
1.1	Partner with local businesses and developers to integrate historical buildings into new developments.	Long Term	Planning, Economic Development	State and federal grants, private investment
1.2	Develop packages and promotions in partnership with local hotels, restaurants, and tour operators.	Mid Term	Tourism	Local budget
CULTURAL PRESERVATION 1				
2.1	Develop educational programs in collaboration with local schools to teach students about Carencro's history and cultural heritage.	Mid Term	Cultural Affairs, Education	Local budget, grants
CULTURAL PRESERVATION 3				
3.1	Establish a local arts council to support and promote the work of local artists and craftsmen.	Short Term	Cultural Affairs	Local budget
3.2	Develop and host regular art fairs and craft markets to showcase local talent.	Mid Term	Cultural Affairs, Economic Development	Local budget
3.3	Create public art programs including murals and sculptures that reflect the community's cultural heritage.	Mid Term	Cultural Affairs	Local budget, grants

ACTION ITEM		Timeline	Responsible Department	Potential Funding Source
3.4	Identify and document local traditions, crafts, and practices.	Short Term	Cultural Affairs	Local budget
3.5	Provide grants and resources to community members who practice traditional crafts and arts.	Mid Term	Cultural Affairs	Local budget, grants
3.6	Develop workshops and classes to teach traditional crafts and practices to younger generations.	Mid Term	Cultural Affairs, Education	Local budget, grants
3.7	Secure internships and volunteer opportunities for students in preservation projects.	Short Term	Cultural Affairs, Education	Local budget
ENVIRONMENTAL 1				
1.1	Launch a public education campaign on waste reduction and recycling practices.	Short Term	Public Works, Environmental Services	Local budget
ENVIRONMENTAL 3				
3.1	Develop and distribute educational materials on atmospheric impacts and resilience strategies.	Short Term	Public Works, Environmental Services	Local budget
3.2	Host annual community workshops on emergency preparedness and resilience.	Short Term	Public Works, Environmental Services	Local budget

Action Plan Matrix

ACTION ITEM		Timeline	Responsible Department	Potential Funding Source
ENVIRONMENTAL 4				
4.1	Launch a volunteer program for local environmental projects and events.	Short Term	Public Works, Environmental Services	Local budget
COMMUNITY ENGAGEMENT AND SUPPORT				
LAND USE 3				
3.1	Ensure new developments in the Cultural District complement the existing cultural and historical context.	Mid Term	Planning	Local budget
3.2	Promote cultural and historical tourism through land use planning that highlights Carencro's heritage.	Long Term	Planning, Tourism	Tourism grants, local budget
LAND USE 4				
4.1	Create and promote a tourist-friendly zone in downtown Carencro featuring local shops, restaurants, and historical sites.	Mid Term	Tourism, Planning	Tourism grants, local budget
HOUSING 1				
1.1	Require developers to incorporate community feedback into their designs to ensure new homes meet local standards for quality and character.	Mid Term	Planning	Local budget
1.2	Implement a review process for new housing developments that includes input from a design review board comprising local residents and professionals.	Mid Term	Planning	Local budget

ACTION ITEM		Timeline	Responsible Department	Potential Funding Source
HOUSING 4				
4.1	Conduct regular community meetings and workshops to gather input on housing needs and preferences.	Short Term	Housing	Local budget
4.2	Partner with regional housing authorities and organizations to leverage resources and expertise.	Mid Term	Housing	Local budget
TRANSPORTATION 2				
2.1	Work with regional transit authorities to create direct routes from Carencro to major destinations such as the airport.	Mid Term	Public Works	State and federal grants
2.2	Advocate for increased frequency and reliability of regional transit services.	Long Term	Public Works	State and federal grants
PARKS AND RECREATION 4				
4.1	Enhance the digital presence of parks by regularly updating websites with event calendars, facility availability, and online booking options.	Short Term	Parks and Recreation	Local budget

Action Plan Matrix

ACTION ITEM		Timeline	Responsible Department	Potential Funding Source
4.2	Launch public relations campaigns to raise awareness about the parks' offerings using local media, flyers, community bulletin boards, and schools.	Short Term	Parks and Recreation	Local budget
INFRASTRUCTURE 2				
2.1	Conduct a needs assessment to identify underserved areas and plan utility expansions.	Short Term	Public Works	Local budget
CULTURAL PRESERVATION 1				
1.1	Launch a public awareness campaign to educate residents about the importance of cultural and historical preservation.	Short Term	Cultural Affairs	Local budget
1.2	Develop a volunteer program for preservation projects encouraging community involvement in maintaining and restoring historical sites.	Short Term	Cultural Affairs	Local budget
1.3	Host public meetings and forums to gather input and engage the community in preservation planning.	Mid Term	Cultural Affairs	Local budget
CULTURAL PRESERVATION 2				
2.1	Organize annual cultural festivals, cook-offs, and events that celebrate local culture, food, and music and highlight Carencro's history and cultural diversity.	Short Term	Cultural Affairs	Local budget, sponsorships
2.2	Establish a community heritage committee to plan and oversee cultural heritage events.	Short Term	Cultural Affairs	State and federal grants

ACTION ITEM		Timeline	Responsible Department	Potential Funding Source
2.3	Develop informational signage and walking tours that educate residents and visitors about historical and cultural landmarks.	Mid Term	Cultural Affairs, Tourism	State and federal grants
CULTURAL PRESERVATION 3				
3.1	Collaborate with local schools, colleges, and universities to develop curricula and projects focused on local history and preservation.	Mid Term	Cultural Affairs, Education	Local budget, grants
3.2	Partner with historical societies and cultural organizations to support preservation initiatives and events.	Short Term	Cultural Affairs	Local budget
3.3	Conduct regular community meetings and workshops to gather input on tourism initiatives and ensure they meet community needs.	Short Term	Tourism	Local budget
3.4	Establish a tourism advisory board comprising local residents, business owners, and cultural leaders to guide tourism development.	Mid Term	Tourism	Local budget
ENVIRONMENTAL 4				
4.1	Establish a community advisory board for environmental sustainability.	Short Term	Public Works, Environmental Services	Local budget
4.2	Partner with local schools and organizations to promote environmental education and stewardship.	Mid Term	Public Works, Environmental Services	Local budget
4.3	Collaborate with regional governments and organizations to share best practices and resources for sustainability.	Mid Term	Public Works, Environmental Services	Local budget

Action Plan Matrix

ACTION ITEM		Timeline	Responsible Department	Potential Funding Source
4.4	Participate in national sustainability networks and initiatives to stay informed of new developments and opportunities.	Short Term	Public Works, Environmental Services	Local budget
ECONOMIC AND FINANCIAL STRATEGIES				
LAND USE 2				
2.1	Encourage higher-density developments in appropriate areas to support local businesses and reduce sprawl.	Mid Term	Planning	Local budget, grants
LAND USE 3				
3.1	Develop design standards for new developments that include landscaping, public art, and architectural guidelines.	Short Term	Planning	Local budget
LAND USE 4				
4.1	Designate specific areas for commercial and industrial development ensuring they are well-served by infrastructure and transportation.	Short Term	Planning, Economic Development	Local budget
4.2	Offer incentives for businesses that invest in sustainable practices and provide local employment opportunities.	Long Term	Planning	Local budget, grants
4.3	Partner with LEDA to promote and provide more retail options for Carencro residents through proper zoning to support commercial businesses like Costco, Sam's, etc.	Long Term	Planning	Local budget, grants

ACTION ITEM		Timeline	Responsible Department	Potential Funding Source
HOUSING 1				
1.1	Leverage existing housing affordability data (23.6% of income for mortgage) to set realistic targets for housing affordability improvements.	Short Term	Housing, Planning	Local budget
1.2	Promote the use of traditional and local architectural styles in new housing projects to preserve and enhance Carencro's unique character.	Long Term	Planning	Local budget, state grants
HOUSING 3				
3.1	Establish clear guidelines and timelines for the approval of housing projects.	Short Term	Planning	Local budget
3.2	Promote the use of climate-resilient materials and construction techniques in new housing developments.	Long Term	Planning	State and federal grants
HOUSING 4				
4.1	Advocate for state and federal funding to support local housing initiatives.	Mid Term	Housing, Mayor's Office	Local budget
TRANSPORTATION 4				
4.1	Apply for federal and state grants focused on transportation infrastructure and safety improvements.	Short Term	Public Works	State and federal grants
4.2	Explore public-private partnerships to fund transportation initiatives and maintenance.	Long Term	Public Works, Mayor's Office	Private investment

Action Plan Matrix

ACTION ITEM		Timeline	Responsible Department	Potential Funding Source
PARKS AND RECREATION 4				
4.1	Regularly publish budget and expenditure reports accessible to the public to enhance transparency.	Short Term	Parks and Recreation	Local budget
4.2	Develop a strategic financial plan that aligns with long-term goals for park improvements and services.	Mid Term	Parks and Recreation	Local budget
4.3	Seek grant opportunities and partnerships with local businesses and organizations to fund park projects.	Mid Term	Parks and Recreation	State and federal grants
4.4	Allocate a specific portion of the department's budget for capital improvements and maintenance.	Short Term	Parks and Recreation	Local budget
INFRASTRUCTURE 2				
2.1	Introduce measures to ensure financial sustainability for your water system to prepare for long-term maintenance and upgrades.	Mid Term	Public Works	Local budget
2.2	Secure funding and partnerships to extend water, gas, and sewer services to identified areas.	Mid Term	Public Works	State and federal grants
CULTURAL PRESERVATION 4				
4.1	Partner with the Lieutenant Governor's office to promote Carencro's Mardi Gras festivities throughout the entire State of Louisiana and out of state.	Long Term	Tourism, Planning	State grants, local budget

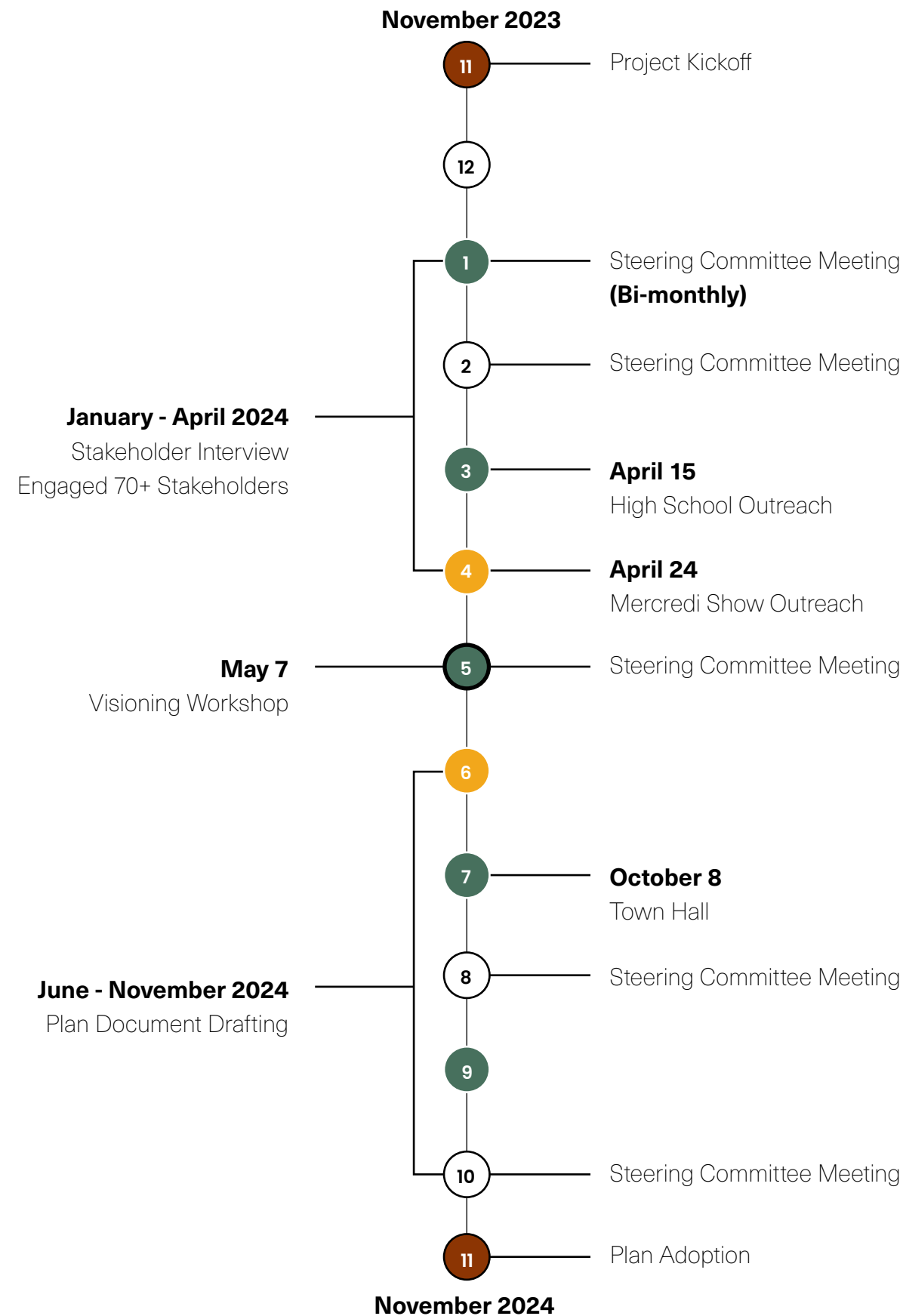
ACTION ITEM		Timeline	Responsible Department	Potential Funding Source
4.2	Organize events such as food truck Fridays, farmer's markets, art walks to support local vendors and bring residents from surrounding communities to Carencro.	Short Term	Planning	Local budget
4.3	Collaborate with regional tourism boards and local businesses to promote Carencro's attractions.	Short Term	Tourism	Local budget
4.4	Apply for state and federal grants for historical preservation projects.	Short Term	Planning, Cultural Affairs	State and federal grants
4.5	Develop partnerships with local businesses and philanthropic organizations to fund preservation efforts.	Mid Term	Planning, Cultural Affairs	Local budget
4.6	Create a dedicated fund within the city budget for ongoing maintenance and preservation of historical sites.	Long Term	Planning, Cultural Affairs	Local budget
ENVIRONMENTAL 1				
1.1	Securing partnerships with private companies and state or federal agencies to fund and install EV charging infrastructure.	Mid Term	Planning	State Grants
ENVIRONMENTAL 4				
4.1	Secure grants and funding from state and federal agencies for sustainability projects.	Short Term	Public Works, Environmental Services	State and federal grants



APPENDIX

6

Project Schedule



Steering Committee Meetings

The Steering Committee met bi-monthly throughout the duration of the planning process. Four meetings were held with the committee to get their insights and direction on the project. A brief description of each meeting is summarized below:

- » **January 2024:**
 - » Steering Committee Kickoff Meeting,
 - » Review project purpose, timeline, objectives,
 - » Brainstorm plan names
- » **March 2024:**
 - » Review draft Visioning Statement
 - » Vote on plan name
- » **May 2024:**
 - » Recap of Visioning Workshop
 - » Public survey results
- » **July 2024:**
 - » Review and prioritize draft goals of plan

Stakeholder Interviews

- » **Online Questionnaire**
 - » Culture and Tourism
 - » Business Leaders and Economic Development
- » **In-person interviews**
 - » City Staff
 - Utilities
 - Public Works
 - Accounting
 - Planning/Permitting
 - Parks Department
 - » Police Chief
 - » Fire Chief
 - » Land Owners and Developers
 - » High school students
- » **Virtual interviews**
 - » Education leaders
 - » Faith-based leaders
 - » Parks and Recreation leaders
 - » City Council Members

Thematic Analyses

STAKEHOLDER GROUP: ACCOUNTING

Introduction

This report presents the findings of a thematic analysis conducted on notes from stakeholder meetings with the Accounting Department of the City of Carencro. The analysis was conducted on notes taken from discussions with the department, focusing on their experiences and perspectives, particularly around a SWOT analysis and free-form discussions. The analysis identified key areas of concern and resulted in actionable strategies aimed at improving communication, technology use, staffing, financial management, and cultural practices within the department. These strategies are intended to inform the Carencro Comprehensive Master Plan and guide the Steering Committee in making data-driven decisions to enhance the city's financial and operational effectiveness.

Thematic Analysis Findings

The following themes were developed during the Thematic Analysis.

- » Organizational Communication
- » Technological Advancements
- » Humans Resources and Capacity Building
- » Financial Management and Planning
- » Cultural Shift in Financial Practices

Each theme is explored in detail below:

» **Organizational Communication**

- » Potential issue of miscommunication, leading to operational inefficiencies and frustration among staff.
 1. Example: "There was a bingo night that no one up front knew about so they were giving out wrong information when citizens called."
- » This exemplifies the systemic failure in circulating information.
- » This lack of communication extends to financial updates and event coordination, suggesting a need for an organizational-wide communication strategy.

» **Technological Advancements**

- » Multiple accounts described the current CSDC software as "antiquated," with one participant noting the need to "move to the cloud for backup."
- » Analysis identified a broader resistance to technological change and a history of short-term fixes rather than long-term solutions.
- » The interview indicated that the software's limitations are not merely technical but also impact staff morale and the department's ability to fulfill its role effectively.

» **Human Resources and Capacity Building**

- » The analysis highlighted significant concerns regarding workload, with the recent acquisition of parks being a focal point of increased stress.
- » Staff reported being stretched thin, and the notes suggest that this has led to manual processes that are ripe for error.
- » For example, the notes mention the requirement for "manual journal entries," which could be automated with updated systems, illustrating the direct impact on staff efficiency and accuracy.

» **Financial Management and Planning**

- » A recurring pattern in the notes is the reactive approach to financial management.
- » This theme suggests not only a need for more strategic financial reserves but also a broader review of financial management practices to ensure transparency and foresight in budgeting.

» **Cultural Shift in Financial Practices**

- » The 'spend-it' mentality was notably criticized, with the notes indicating a culture of immediate expenditure at the risk of long-term financial health.
 1. Example: one stakeholder remarked, "if we have it, spend it," capturing the essence of this theme.
- » A cultural shift is needed, one that values savings and prudent financial planning as cornerstones of a sustainable financial strategy.

Potential Strategies for Improvement

This section presents targeted recommendations in response to challenges identified during the Thematic Analysis of the Carencro Accounting Department's interviews.

» **Organizational Communication:**

- » Implement a city-wide communication platform, such as Microsoft Teams, and establish regular, scheduled updates for all departments.
- » Develop a communication protocol that defines how information should be disseminated, including a clear chain of command for approvals and information release.

» **Technological Advancements:**

- » Conduct a comprehensive needs assessment with input from end-users, IT staff, and an external consultant.
- » Develop a phased implementation plan for a new accounting system, prioritizing user-friendliness and data security.

» **Human Resources and Capacity Building:**

- » Audit current staffing levels against workload and recruit accordingly.
- » Identify processes suitable for automation and implement them to free up staff for more complex tasks.

• **Financial Management and Planning:**

- » Review financial policies and establish clear guidelines for emergency reserves.
- » Create a financial oversight committee to oversee and report on financial health.

• **Cultural Shift in Financial Practices:**

- » Develop a series of workshops and training sessions on financial literacy.

Conclusion:

This report outlines a series of strategic recommendations derived from an in-depth thematic analysis of the Accounting Department's challenges. The strategies proposed are designed to be transformative, fostering a culture of efficient communication, technological innovation, strategic financial management, and sustainable practices within the City of Carencro.

Thematic Analyses

HIGH SCHOOL OUTREACH

Introduction

The thematic analysis for Carencro's comprehensive master plan reflects a synthesis of community feedback, pinpointing five key areas—Community Safety, Urban and Social Infrastructure, Engagement and Leisure, Economic Foundations, and Civic Identity and Agency—for targeted enhancement. Each theme is underpinned by local insights, signifying prevalent concerns and collective aspirations. To actualize these themes, strategic actionable items are proposed, converting resident feedback into practical steps towards Carencro's developmental ambitions. This document presents a concise roadmap for Carencro's transformation into a vibrant, safe, and opportunity-rich community, as envisioned by its citizens.

Thematic Analysis Findings

1. Community Safety

- » Reason 1: The data explicitly mentions a "big theme of the students generally feeling unsafe" and the need to "keep their heads on a swivel," indicating that safety is a significant concern and a recurring pattern in the residents' feedback.
- » Reason 2: The previous favorite hangouts, like parks, are no longer favored due to safety concerns, suggesting a direct impact on community behavior and a longing for safer environments.

2. Urban and Social Infrastructure

- » Reason 1: Comparisons to Lafayette's attractions (Dave and Busters, Top Golf) suggest a desire for similar modern amenities in Carencro, implying a deficiency in local infrastructure that meets resident expectations.
- » Reason 2: Complaints about "too much construction" and the lack of bike lanes suggest a need for thoughtful urban planning that accommodates growth while also providing necessary infrastructure to support a vibrant, accessible community.

3. Engagement and Leisure

- » Reason 1: Suggestions for park improvements, water features, and various types of events such as festivals and cook-offs highlight a community desire for more recreational and leisure options that can foster social interaction and enjoyment.
- » Reason 2: Feedback about the current events being too child-centric and the desire for events aimed at high school and middle school age groups show a gap in age-appropriate engagement opportunities that the community feels needs addressing.

4. Economic Foundations

- » Reason 1: The feedback on the limited job opportunities in Carencro "outside of food places" and the aspirations for businesses like "Canes" and "Shopping centers" suggest a need for economic diversification and development that provides broader career options.
- » Reason 2: Some residents' intentions to move away for college or due to the proximity to family, coupled with the lack of diverse job options, point to economic factors as a significant influence on whether individuals choose to remain in or leave the community.

5. Civic Identity and Agency

- » Reason 1: Descriptions of an ideal Carencro as "safe," "alive," "entertaining," "friendly," and "family-friendly" reflect the residents' aspirations for their community, which are essential for shaping a strong and positive civic identity.
- » Reason 2: Willingness to offer volunteer services for the beautification of parks suggests active community participation and a sense of agency in residents wanting to contribute to the improvement and upkeep of their environment.

Strategies for Improvement

1. Community Safety

- » **Actionable Item 1: Enhance Public Surveillance** - Install additional lighting and CCTV cameras in public spaces to deter criminal activity and create a more secure environment.
- » **Actionable Item 2: Community Policing Initiative** - Develop a community policing strategy that includes regular patrols and engagement activities with residents to foster a sense of safety and community trust.

2. Urban and Social Infrastructure

- » **Actionable Item 1: Infrastructure Improvement Plan** - Undertake an infrastructure audit to identify critical areas for development such as roads, bike lanes, and pedestrian pathways, and then create a phased plan for improvements.
- » **Actionable Item 2: Development of Community Centers** - Construct multi-use community centers that provide diverse amenities like sports facilities, entertainment venues, and meeting spaces.

3. Engagement and Leisure

- » **Actionable Item 1: Recreational Program Development** - Design and implement a range of recreational programs and activities that cater to different age groups, ensuring inclusivity for teenagers and young adults.
- » **Actionable Item 2: Annual Calendar of Events** - Establish an annual calendar of community events that includes festivals, cook-offs, parades, and holiday celebrations, promoting a vibrant community life.

4. Economic Foundations

- » **Actionable Item 1: Business Incubation and Diversification** - Create business incubation programs to support start-ups and encourage the establishment of a variety of businesses beyond the food industry.

- » **Actionable Item 2: Workforce Development Programs** - Partner with educational institutions and businesses to provide training and career development programs that align with the job market's needs.

5. Civic Identity and Agency

- » **Actionable Item 1: Community Visioning Workshops** - Organize workshops where residents can contribute ideas and feedback on the town's development, solidifying a shared vision for Carencro's future.
- » **Actionable Item 2: Volunteer Engagement Program** - Develop a program that facilitates and rewards community volunteerism, connecting residents with opportunities to contribute to town beautification, event planning, and other civic activities.

Thematic Analyses

STAKEHOLDER GROUP: EDUCATION

Introduction

In response to the challenges identified through a thorough analysis of the educational, safety, and community engagement issues in Carencro, a series of strategic themes have been developed. These themes aim to address the core problems affecting the area's schools and broader community, with a focus on improving educational outcomes, enhancing safety, fostering social and emotional well-being, increasing community involvement, and overcoming organizational barriers. Each theme is accompanied by targeted strategies designed to create a positive impact, ensuring that schools can offer a safe, inclusive, and dynamic learning environment. The proposed strategies involve the collaboration of various stakeholders including educators, parents, students, and local government authorities. By implementing these strategies, Carencro can look forward to fostering a more engaging and supportive educational landscape that benefits all members of the community.

Thematic Analysis Findings

Educational Challenges

- » **Prevalence of Issues:** Multiple entries in the notes discuss challenges related to enrollment numbers, parental involvement, and special educational needs, indicating that these are common and pressing concerns across the schools in Carencro.
- » **Impact on School Operations:** These challenges directly affect the ability of schools to operate effectively and provide quality education, making them central to any discussion on educational improvement in the area.

Safety and Transportation

- » **Safety as a Priority:** The mention of gang violence, security measures like weapons detection, and the presence of SROs highlights safety as a critical concern that impacts the school environment and student wellbeing.

- » **Infrastructure Deficiencies:** Issues like bumpy roads and incomplete streets are mentioned multiple times, pointing to systemic problems in transportation and infrastructure that affect daily school commutes and overall community safety.

Social and Behavioral Issues

- » **Behavioral Management:** The need for behavioral intervention plans and the challenges with bullying and emotional balance are frequently mentioned, underscoring the need for robust support systems within schools.
- » **Distractions from Learning:** The consistent mention of cell phones and social media as major distractions in educational settings suggests a widespread problem affecting student focus and engagement.

Community Engagement and Perception

- » **Repeated Concerns About Engagement:** The data repeatedly points to unsuccessful attempts to engage the community and parents in school activities despite various efforts, indicating a gap between schools and the wider community.
- » **Negative Perception of the Locale:** Notes about the youth's reluctance to stay in Carencro and the challenges in changing this perception highlight significant issues with community satisfaction and the desirability of the area.

Organizational and Structural Barriers

- » **Physical Limitations Affecting Safety and Accessibility:** The need to move playgrounds for safety and the lack of walkable paths are specific, tangible problems that indicate broader organizational and structural barriers.
- » **Implications for Future Planning:** These barriers have direct implications on future planning and development within the community and schools, making them critical to address in any comprehensive plan.

Each theme was chosen because it encapsulates critical areas of concern that are evident across the dataset, affecting various aspects of educational and community life in Carencro. Addressing these themes in targeted actions could significantly impact the overall effectiveness of educational institutions and community wellbeing.

Strategies for Improvement

Based on the thematic analysis, here are some targeted strategies for improvement tailored to each of the identified themes:

Educational Challenges

- » **Enhanced Parental Involvement Programs:** Create more inviting and accessible events for parents, such as open houses, workshops that educate parents on how they can support their children's education, and regular parent-teacher meetings with flexible schedules.
- » **Targeted Recruitment and Retention Initiatives:** Develop marketing and outreach campaigns that highlight the unique offerings and successes of schools in Carencro to attract and retain students. Offer scholarships or reduced tuition rates to families in need.

Safety and Transportation

- » **Infrastructure Upgrades:** Collaborate with local government to prioritize and address the infrastructure issues around schools, such as repairing roads and adding traffic signs or lights at key intersections.
- » **Comprehensive Safety Plans:** Implement school-wide safety drills and enhance the physical security infrastructure (e.g., better fencing, upgraded lock systems) to ensure a safe learning environment.

Social and Behavioral Issues

- » **Social and Emotional Learning (SEL) Programs:** Integrate SEL into the curriculum to help students manage emotions, establish positive relationships, and handle challenging situations effectively.

- » **Anti-Bullying Campaigns and Policies:** Develop clear anti-bullying policies that are strictly enforced. Run regular workshops and assemblies to educate students about the impacts of bullying and the importance of kindness.

Community Engagement and Perception

- » **Community Advisory Boards:** Establish a board that includes parents, teachers, students, and community leaders to foster better dialogue and ensure that the community's needs and concerns are addressed in school policies.
- » **Enhanced Communication Channels:** Use social media, local newspapers, and community bulletin boards to keep the community informed and engaged with the happenings at schools.

Organizational and Structural Barriers

- » **School Facility Improvements:** Regularly review and update the physical layout of schools to ensure that facilities like playgrounds are safe and well-maintained. Consider fundraising or grant applications to support these improvements.
- » **Planning and Development Involvement:** Engage with city planners and local government to ensure that future urban development plans consider the needs of schools and are conducive to creating a supportive environment for students.

Implementing these strategies requires a coordinated effort among school administrators, teachers, parents, students, and local government officials. Regular evaluation and adaptation of these strategies will also be crucial to address evolving challenges and ensure that they continue to meet the community's needs effectively.

Thematic Analyses

STAKEHOLDER GROUP: FAITH-BASED LEADERS

Introduction

The thematic analysis conducted on the meeting notes revealed four primary themes: Community Support Needs, Disparity and Unity, Engagement and Visibility, and Infrastructure and Services. These themes provide a structured understanding of the current community dynamics and the multifaceted efforts being made to enhance the quality of life for all residents. Based on these findings, several strategies have been proposed to improve community outreach efforts, bridge socioeconomic gaps, boost visibility of initiatives, and strengthen local infrastructure. This introduction sets the stage for a detailed exploration of the challenges and strategies outlined, aiming to foster a more engaged, cohesive, and well-serviced community in Carencro.

Thematic Analysis Findings

Community Support Needs:

- » **Reason for Choice:** The meeting notes detailed various ministries and outreach programs such as prison ministry, poverty ministry, and homebound ministry, reflecting a strong focus on addressing diverse community support needs. This theme encapsulates the range of services and support offered by the faith-based organizations, demonstrating their responsiveness to specific societal issues like poverty, isolation, and rehabilitation.

Disparity and Unity:

- » **Reason for Choice:** Discussions highlighted during the meeting about the socioeconomic disparities within Carencro, such as the differences in wealth and the distribution of resources, prompted this theme. The idea of finding ways for various community segments to mutually benefit and blend together indicates a significant focus on bridging gaps and fostering unity, which is essential for cohesive community development.

Engagement and Visibility:

- » **Reason for Choice:** Challenges mentioned such as getting people to invest in the community, low attendance at community events, and the need to make police and fire services more visible suggest that there are ongoing issues with engaging the community and making the impacts of outreach efforts visible. This theme is crucial to understand the obstacles to and opportunities for enhancing participation and awareness among residents.

Infrastructure and Services:

- » **Reason for Choice:** The notes mention both successful and proposed infrastructure projects, like the fire and police stations and the idea of a farmers market, highlighting a focus on improving community infrastructure and services. This theme reflects the tangible aspects of community development, which are vital for enhancing quality of life and providing necessary services to residents.

Each theme not only reflects the specific content of the meeting notes but also aligns with broader social and community dynamics, offering insights into how faith-based initiatives are integrated into the larger context of urban development and planning. These themes help to structure the analysis in a way that captures the complexity of community needs and the multifaceted efforts to address them.

Strategies for Improvement

Based on the themes identified from the meeting notes and the challenges discussed, here are some strategies that could help improve the outreach and overall community engagement efforts in Carencro:

Enhance Community Engagement and Participation

- » **Community Events:** Increase the number and variety of community events, such as fairs, markets, and workshops, to attract diverse groups. Promote these events

aggressively through social media, local newspapers, and partnerships with local businesses.

- » **Volunteer Programs:** Develop structured volunteer programs that encourage community members to engage in local initiatives, fostering a sense of ownership and pride in their community improvements.
- » **Incentive Programs:** Introduce incentives for participation in community activities, such as discounts at local businesses for attendees or recognition awards for active participants.

Bridge Socioeconomic Disparities

- » **Resource Sharing Programs:** Implement programs that facilitate sharing of resources between well-off and less affluent community segments. For example, a 'time bank' where individuals trade hours of service for hours of another kind of service.
- » **Community Mentorship:** Establish mentorship programs that connect successful residents with those facing hardships, to provide guidance, support, and networking opportunities.
- » **Educational Workshops and Training:** Offer free or low-cost educational workshops that address specific community needs like financial literacy, job training, and health education.

Improve Visibility of Outreach Efforts

- » **Regular Updates:** Use local media and social platforms to provide regular updates on the progress of community projects and the success of outreach efforts.
- » **Success Stories:** Share success stories of individuals or families who have benefitted from the community programs to highlight the positive impact and encourage further support and participation.
- » **Community Boards:** Set up community boards in prominent locations to post information about upcoming events, ongoing projects, and opportunities for community involvement.

Strengthen Infrastructure and Services

- » **Public Transport Improvements:** Work with local government to enhance the availability and regularity of public transportation, making it easier for residents to attend community events and access services.
- » **Facility Upgrades:** Invest in upgrading community facilities such as parks, libraries, and community centers to make them more welcoming and accessible.
- » **New Community Centers:** Consider the feasibility of establishing new community centers in underserved areas to serve as hubs for outreach and service distribution.

Systematic Feedback and Continuous Improvement

- » **Feedback Mechanisms:** Implement mechanisms to collect feedback from community members at every event and interaction to gauge satisfaction and identify areas for improvement.
- » **Continuous Quality Improvement:** Adopt a continuous quality improvement model that uses feedback to regularly update and refine community programs and initiatives.
- » **Collaboration and Partnerships:** Foster partnerships with local businesses, educational institutions, and non-profits to leverage resources, expertise, and networks for broader impact.

Implementing these strategies can help address the current challenges faced by the community in Carencro, enhancing the effectiveness of outreach efforts, improving community infrastructure, and fostering a more engaged and cohesive community environment.

Thematic Analyses

STAKEHOLDER GROUP: FIRE DEPARTMENT

Introduction

The Carencro Fire Department is confronted with challenges that hinder its efficiency and emergency response capabilities. Our analysis identifies critical areas needing improvement, including human resources, equipment sufficiency, operational standards, and geographical constraints. To address these issues, we propose comprehensive strategies aimed at enhancing staffing levels, optimizing equipment and budget management, refining operational protocols, and improving infrastructure. These initiatives are designed to boost the department's performance and ensure the safety and well-being of the Carencro community.

Thematic Analysis Findings

Human Resources

- » **Recurring Mention of Staffing Needs:** The data repeatedly mentions the current staffing levels, suggesting that both full-time and volunteer positions may be inadequate to meet operational demands. This includes the ideal suggestion of having two full-time staff per station to better cover the needs.
- » **Operational Impact:** The notes imply that staffing limitations are affecting the department's ability to respond effectively to emergencies, especially given the geographic and operational scope of their responsibilities.

Equipment and Budget

- » **Specific Equipment Needs Cited:** The excerpt clearly lists specific equipment needs, such as additional radios and a new truck, indicating a gap between current resources and operational needs.
- » **Financial Constraints and Planning:** There is mention of budget figures and the costs associated with acquiring new equipment, highlighting budget management as a critical aspect of department operations.

Operational Efficiency and Standards

- » **Compliance with Standards:** The data references the Property Insurance Association of Louisiana's (PIAL) fire ratings and the department's target to achieve a lower rating, suggesting ongoing efforts to meet regulatory and performance standards.
- » **Need for Training and Improvement:** It mentions the necessity of training hours for improving ratings and creating new divisions (like fire prevention), which could directly impact the department's effectiveness and efficiency.

Geographical Constraints

- » **Access and Layout Challenges:** Specific problems related to narrow streets and no outlet areas, like in St. Jean and St. Jacques, are highlighted, which could hinder emergency responses.
- » **Infrastructure Mentioned:** The placement of hydrants and the maximum spacing between them suggest logistical considerations that are crucial for planning responses and operational tactics in constrained geographical settings.

These themes were chosen not only because they capture the recurring and significant aspects of the data but also because they reflect critical operational components of the Fire Department that are likely to be relevant in broader planning and strategy discussions within the city's master plan. Each theme ties back to operational capabilities, resource allocation, and strategic planning, which are essential for addressing the noted challenges and improving service delivery.

Strategies for Improvement

Based on the identified themes from the data, here are strategies for improvement that could be considered to enhance the efficiency and effectiveness of the Fire Department:

Human Resources

- » **Recruitment and Retention Initiatives:** Implement targeted recruitment campaigns to increase the number of full-time firefighters and volunteers, especially highlighting the benefits and the critical role these positions play in community safety.
- » **Staff Redistribution:** Assess the distribution of personnel across stations to ensure that all areas are adequately covered, considering the creation of rotating shifts that maximize coverage during peak demand times.

Equipment and Budget

- » **Grant Applications and Fundraising:** Explore opportunities for grants from federal, state, and non-profit organizations dedicated to public safety and emergency services. Additionally, community fundraising events could help supplement the budget for critical equipment.
- » **Long-term Capital Investment Plan:** Develop a multi-year capital investment plan that schedules the purchase of new equipment and maintenance of existing apparatus to spread out expenditures and plan for future budgetary needs effectively.

Operational Efficiency and Standards

- » **Standard Operating Procedures (SOPs) Review:** Regularly review and update SOPs to ensure they align with the best practices and latest industry standards. This could involve revising response strategies and incorporating new technologies or methods that enhance operational efficiency.

- » **Continuous Training Programs:** Establish ongoing training programs that not only aim at improving the fire rating but also enhance the skills and readiness of the personnel to respond to emergencies more effectively.

Geographical Constraints

- » **Infrastructure Improvements:** Work closely with city planners to address infrastructural challenges in problematic areas like St. Jean and St. Jacques. This could involve widening narrow streets or creating alternative access routes to improve response times.
- » **Strategic Placement of Resources:** Analyze call data to identify high-demand areas and consider strategically placing equipment and resources in those areas. This could include additional hydrants or even small satellite fire stations or substations in areas with frequent calls.

Thematic Analyses

STAKEHOLDER GROUP: LAND OWNERS AND DEVELOPERS

Introduction

As Carencro embarks on a pivotal phase of community planning and development, engaging residents in a transparent and inclusive manner is crucial to ensuring that the city's growth reflects the collective vision of its community. The city is poised to embrace mixed-use developments and strategic commercial growth while preserving its rich historical and cultural heritage. Addressing infrastructure needs, particularly in transportation and housing, will enhance connectivity and accessibility, fostering a more integrated and walkable community. By implementing strategies that prioritize recreational expansions, diversified housing options, and the preservation of historical sites, Carencro can achieve a balanced development that boosts local economy and maintains its unique character.

Thematic analysis findings

Community Involvement and Transparency

- » Concerns about the planning process being led more by Fenstermaker rather than reflecting the community's own vision.
- » A call for more public meetings, particularly from July to November, to ensure broad community input.

Preservation of Historical and Cultural Elements

- » Emphasis on maintaining the historical integrity of downtown Carencro, with concerns about losing the historical aspect to commercial development.
- » The importance of integrating cultural and historical preservation is highlighted as very important.

Development and Use of Land

- » Mixed-use development is favored, especially in revitalizing downtown Carencro to include residential, commercial, and recreational spaces.
- » Suggestions for pedestrian-friendly infrastructures like wider sidewalks and bike lanes to enhance walkability.

- » Preference for building up rather than out to preserve land and maintain community character.

Recreational and Commercial Expansion

- » Development of parks with attractive features such as ponds and water effects, and upgrades to existing parks to compete with neighboring communities.
- » Proposals for new facilities like a sports/recreation facility, a livestock/equine convention center, and an amphitheater at Pelican Park to boost tourism and the local economy.

Infrastructure and Transportation

- » The need for better pedestrian and cycling infrastructure is identified as critical, along with road network expansion and traffic management.
- » Interest in a greenway from Lafayette to Carencro for walking and bike trails, which suggests a focus on sustainable transport options.

Housing and Commercial Needs

- » Discussions about the saturation of "cookie-cutter" homes and the need for a variety of housing options to attract more residents.
- » Commercial development to bring in residential growth, but with a strategic approach to avoid displacing the historical essence of the community.

Community Connectivity and Accessibility

- » Desire for a more interconnected and walkable Carencro, emphasizing the need for a connected sidewalk system.
- » The potential use of property next to the Police Station for community facilities underscores a focus on utilizing available spaces effectively.

These themes not only reflect the diverse opinions and priorities of Carencro residents but also highlight a complex balance between growth, preservation, and community engagement. Each theme is interconnected, indicating that residents value a holistic approach to town planning that considers both development and preservation in equal measure. This analysis can serve as a guide for aligning future planning efforts with community expectations and needs.

Strategies for Improvement

Community Involvement and Transparency

- » **Establish Regular Community Forums:** Schedule regular, well-publicized town hall meetings throughout the year to ensure continuous community engagement.
- » **Create Online Feedback Platforms:** Develop an online portal where residents can continuously provide feedback and track the status of projects and initiatives.

Preservation of Historical and Cultural Elements

- » **Develop a Heritage Preservation Plan:** Craft guidelines and policies specifically aimed at preserving historical buildings and cultural sites.
- » **Incentivize Preservation:** Offer tax incentives or grants to property owners who maintain and restore historical properties.

Development and Use of Land

- » **Implement Mixed-Use Zoning:** Adopt zoning regulations that encourage mixed-use developments, combining residential, commercial, and recreational spaces.
- » **Promote Vertical Development:** Encourage building upwards rather than expanding outwards to preserve green spaces and maintain the city's footprint.

Recreational and Commercial Expansion

- » **Develop Recreational Hubs:** Construct multi-use sports and recreation facilities

that can host various activities and events to attract both residents and visitors.

- » **Attract Business Investments:** Partner with local and regional businesses to develop attractions and services that leverage Carencro's unique characteristics.

Infrastructure and Transportation

- » **Expand and Improve Road Networks:** Prioritize upgrades to critical roadways and intersections to improve flow and safety.
- » **Enhance Non-Motorized Transportation Options:** Build and maintain pathways and bike lanes to encourage walking and cycling.

Housing and Commercial Needs

- » **Diversify Housing Stock:** Support the development of various housing types, from single-family homes to high-density apartments, to cater to different demographic needs.
- » **Strategic Commercial Development:** Plan commercial development to complement residential growth, ensuring that these developments are well-integrated with the community's historical context.

Community Connectivity and Accessibility

- » **Develop a Comprehensive Sidewalk and Trail System:** Ensure that all areas of Carencro are accessible via pedestrian pathways that are safe and well-maintained.
- » **Utilize Public Spaces for Community Events:** Use community spaces, like the area next to the Police Station, for public events and gatherings to enhance community spirit and cohesion.

Implementing these strategies requires coordinated efforts between local government, businesses, community groups, and residents. Regular assessments and adjustments to these strategies will help ensure they remain aligned with community needs and priorities as Carencro continues to develop and evolve.

Thematic Analyses

STAKEHOLDER GROUP: PARKS AND RECREATION

DEPARTMENT

Introduction

The Parks and Recreation Department plays a crucial role in enhancing community life by providing recreational facilities and organizing events. This analysis aims to provide actionable strategies based on identified themes, focusing on facility improvement needs, community engagement and communication, financial management and allocation, and program and event management. By addressing these key areas, the department can improve service delivery, engage more effectively with the community, and ensure that financial and physical resources are utilized effectively to enhance the quality and accessibility of park services.

Thematic Analysis Findings

Facility Improvement Needs

- » **Recurring Facility Concerns:** The notes repeatedly mention issues related to the physical state of park facilities, including the need for better lighting, resurfacing of courts, and additional features like a gymnasium and splash pads. These concerns indicate a critical need for infrastructure improvement to meet community expectations and enhance user experience.
- » **Feedback from Public and Staff:** Both community members and staff highlighted the lack of certain facilities and the poor condition of existing ones, which underscores the importance of addressing these physical needs to maintain and improve park usability and safety.

Community Engagement and Communication

- » **Identified Communication Gaps:** There is a noted disconnect between the activities at the sports complex and community awareness. The frequent mention of improving outreach about events and enhancing feedback mechanisms suggests that current efforts in communication are insufficient and could benefit from strategic improvements.

- » **Desire for Direct Feedback Channels:** The discussion about utilizing iWorks and other direct feedback methods like comment cards points to a need for more robust and direct engagement strategies that facilitate clearer, two-way communication between the parks department and residents.

Financial Management and Allocation

- » **Funding Utilization Concerns:** The notes emphasize discussions around how money generated from park facilities is currently being utilized, with suggestions for these funds to be more strategically allocated to facility improvements. This theme highlights the critical link between effective financial management and the ability to sustain and enhance park services.
- » **Transparency and Accountability:** There is an implied need for greater transparency in how funds are allocated, which is important for justifying expenditure to stakeholders and ensuring funds are used effectively in line with community needs.

Program and Event Management

- » **Event Diversity and Booking Issues:** Specific references to events like the Mercedi show and the need for more diversified events that appeal to different age groups indicate a need to enhance event programming. Moreover, discussions about the challenges in booking and event scheduling underscore the need for better event management practices.
- » **Public Perception and Utilization:** The concern that events are booked but not widely known or perceived as valuable by the public suggests that improving program management could also enhance public perception and utilization of park facilities.

These themes were chosen to capture the overarching issues and areas of improvement that can directly impact the efficacy and perception of the parks department's offerings, aiming to guide actionable strategies for improvement.

Strategies for Improvement

Facility Improvement Needs

- » **Infrastructure Audit and Upgrade Plan:** Conduct a thorough assessment of existing facilities to identify critical upgrades and create a multi-year upgrade plan. Prioritize facilities that require immediate attention, such as lighting and surface repairs, and plan for new additions like gymnasiums and splash pads.
- » **Capital Improvement Fund:** Allocate a specific portion of the department's budget or seek grant opportunities specifically for capital improvements, ensuring ongoing funding for maintenance and new projects.

Community Engagement and Communication

- » **Enhanced Digital Presence:** Improve the online presence of parks by regularly updating websites with event calendars, facility availability, and online booking options. Leverage social media platforms for real-time updates and engagement.
- » **Community Feedback Mechanisms:** Implement a structured feedback system using digital tools like iWorks for real-time feedback and traditional methods like comment cards during events. Regularly review and respond to feedback to demonstrate responsiveness.
- » **Public Relations Campaigns:** Launch targeted communication campaigns to raise awareness about the parks' offerings. Use local media, flyers, community bulletin boards, and schools to disseminate information.

Financial Management and Allocation

- » **Transparent Budget Reporting:** Regularly publish budget and expenditure reports accessible to the public to enhance transparency. Include detailed breakdowns of how revenues from park facilities are reinvested into the community.
- » **Strategic Financial Planning:** Develop a strategic financial plan that aligns with

long-term goals for park improvements and services. This plan should detail how revenues will be allocated annually and adjust based on community needs and feedback.

Program and Event Management

- » **Diverse Programming:** Develop a diverse program lineup that caters to various demographics, including youth, adults, and the elderly, to increase utilization and interest in park facilities.
- » **Event Management System:** Implement an integrated event management system that allows for easy scheduling, booking, and public viewing of event availability. This system should include tools for managing and analyzing event success.
- » **Community Involvement in Event Planning:** Involve community members in the planning and execution of events through advisory boards or planning committees. This inclusion helps ensure that the events meet the interests and needs of the community.

These strategies aim to address the key areas for improvement identified in the thematic analysis, promoting a more efficient, community-oriented, and sustainable approach to managing the Parks and Recreation Department's resources and facilities.

Thematic Analyses

STAKEHOLDER GROUP: PLANNING/PERMITTING/CODES

Introduction

The purpose of this thematic analysis is to interpret qualitative data collected from the "Planning/Permitting/Codes" stakeholder group of the City of Carencro to inform the Comprehensive Master Plan. The analysis aims to identify key themes that encapsulate the group's perceptions, challenges, and opportunities within the city's development processes.

Notes were collected through a structured stakeholder meeting, including a SWOT analysis and open discussions. The thematic analysis followed a six-step process: familiarization, initial coding, searching for themes, reviewing, defining, and naming themes, and finally, compiling this report.

Thematic Analysis Findings

Two overarching themes, with similar sub-themes, emerged from the analysis:

Institutional Capacity Building

This theme delves into the core structure and functionality of the city's administrative and regulatory systems. Within this theme, several key areas surfaced repeatedly, highlighting both challenges and potential areas for growth.

"Regulatory Modernization"

- » Stakeholders pointed out the outdated nature of current city ordinances.
- » "Most of them are old and vague," one noted, emphasizing the urgency for a comprehensive review.
- » The sentiment was further reinforced by another comment: "A group of ordinances should be 'revamped' in the plan, or a plan to address ordinances should be included."
- » This illustrates a shared recognition of the need for regulations that are clear, current, and conducive to fostering a well-organized urban environment.

Process Efficiency

- » The current administrative processes, especially those related to permitting and variances, were frequently cited as cumbersome and outdated.

- » "They are currently having to manually key in forms they receive," highlights the inefficiency that could be significantly reduced through digitization and process re-engineering.

Resource Allocation

- » Discussions around resource optimization pointed to a broader concern about how the city allocates its physical and human resources.
- » For instance, "Valerie wants a bigger office," underscores the need for space reflective of the growing demands on city staff, while the mention of creating an "organizational chart... will help fill out gaps in staff" indicates an awareness of the need for clear roles and responsibilities as the city evolves.

Community-Centric Services

Underpinning the city's development is a strong desire to enhance the quality of life for residents through improved services and greater civic engagement. This theme encapsulates the stakeholders' focus on fostering a supportive and inclusive community atmosphere.

Accessible Public Services

- » The potential for "making LTS free ridership" suggests a move towards more equitable public transportation options. It reflects a broader commitment to public welfare, where services are not just available but are actively tailored to meet the residents' needs.

Enhanced Communication and Engagement

- » The stakeholder group identified clear opportunities for improving how the city communicates with its residents.
- » "They need better use of the City Calendar... to put events like Bingo on the calendar so that the ladies up front can at least find some information there," was a specific suggestion that points to a need for more proactive and inclusive communication strategies.

Strategic Community Planning

- » A notable aspect of this theme is the strategic approach to asset management and urban planning.
- » The group expressed a desire to align development projects with community needs, as seen in the aspiration to "connect Gloria Switch to Louisiana Avenue" and to "acquire vacant properties that the Diocese owns but is not using."
- » Such considerations illustrate a forward-thinking approach to urban development, one that is mindful of long-term community benefit.

These findings from the thematic analysis provide a nuanced understanding of the challenges and opportunities identified by the "Planning/Permitting/Codes" stakeholder group. The direct quotes from the stakeholders underscore the authenticity of the concerns and the earnestness of their suggested improvements. By addressing these themes, the City of Carencro can pave the way for a more efficient, responsive, and community-focused urban development process.

Strategies for Improvement

Building on the thematic analysis findings, the following strategies are designed to address the identified areas of need within the City of Carencro's planning, permitting, and codes processes.

Regulatory Modernization and Streamlining

- » **Actionable Policy Revisions**
 - » Initiate a systematic review of all existing ordinances with the goal of updating and clarifying them. Create a task force comprising legal experts, city planners, and community representatives to ensure that revisions are comprehensive and community-focused.
- » **Streamlined Permitting Process**
 - » Develop a digital permitting platform that simplifies application processes, tracks progress, and provides transparency. This platform should

integrate with existing city systems for seamless information flow.

» Evidence-Based Decision Making

- » Implement a policy dashboard that uses data analytics to inform decision-makers about the efficacy of current regulations and the potential impact of proposed changes.

Enhancing Administrative Process Efficiency

- » Digitization and Automation
 - » Upgrade city systems to allow for the digital submission and processing of forms, as mentioned by a stakeholder: "They would like them to be able to fill out forms online." This will reduce manual entry and improve accuracy and efficiency.
- » Capacity Building
 - » Invest in professional development for city staff to ensure they are equipped with the latest skills in urban planning and management, reflecting the need for a "bigger office" and an "organizational chart" that supports growth and efficiency.

Community-Centric Public Services

- » Accessible Transportation
 - » Conduct a feasibility study for offering free or subsidized public transportation, as indicated by the potential for "making LTS free ridership," ensuring it aligns with the city's budget and public needs.
- » Public Engagement Platforms
 - » Enhance the City Calendar and establish a robust social media presence to promote community events and important announcements, addressing the current underutilization of these platforms.

Strategic Community Planning and Asset Management

- » Community Development Projects

Thematic Analyses

- » Engage with local developers and community members to ensure that projects like "connecting Gloria Switch to Louisiana Avenue" meet both developmental and community needs.
- » Proactive Asset Utilization
 - » Create a strategic plan for the acquisition and use of vacant properties, potentially owned by entities like the Diocese, for community-beneficial projects.

Conclusion

The Thematic Analysis provides valuable insights into the operational and engagement practices of the City of Carencro's "Planning/Permitting/Codes" stakeholder group. By following the recommended strategies and implementation plan, the city can effectively enhance its institutional structures and foster a more engaged and serviced-oriented relationship with its community. This will ensure that the Comprehensive Master Plan is both robust and reflective of the needs and aspirations of all city stakeholders.

STAKEHOLDER GROUP: POLICE DEPARTMENT (CHIEF ANDERSON)

Introduction

This report presents a thematic analysis of notes taken from a stakeholder meeting with the Police Department of Carencro, LA. The Carencro Police Department is at a pivotal juncture, faced with the dual challenge of managing rapid urban growth and constrained resources. Our thematic analysis has highlighted critical areas for enhancement, including Resource Management, Youth Engagement, Infrastructure Improvements, and Safety and Growth Management. To address these challenges, strategic improvements are proposed and aimed at bolstering police effectiveness and fostering a safer, more connected community. By prioritizing these areas, the Carencro Police Department can better navigate the complexities of urban expansion and resource limitations.

Thematic Analysis Findings

Resource Management

- » The data explicitly mentions that the department's budget is just over \$4MM and discusses how an additional \$300k to \$500k could be a "game-changer." This directly speaks to the theme of financial resource constraints impacting department operations.
- » Staffing challenges are highlighted, noting the department's attempt to have five cars on patrol with actual numbers often falling to two or three due to leaves of absence. Moreover, the multi-role nature of the single crime scene investigator suggests a personnel resource issue.

Youth Engagement

- » Juvenile activity is identified as the main focus of the department's efforts, with 14-18-year-olds committing 90% of the crime. This repeated focus on youth indicates a strategic priority and a need for specific engagement strategies.
- » Programs like Badges of Trust and the mention of school resource officers point to proactive measures targeting youth, emphasizing the

theme of engaging this demographic as part of the community safety strategy.

Infrastructure Improvements

- » The new station size increase and the five-year plan to purchase additional cameras signify ongoing infrastructure development and investment to support police operations.
- » Concerns about public safety infrastructure, such as the need for additional lighting on roads and sidewalks, are directly mentioned as part of safety improvement strategies.

Safety and Growth Management

- » The notes refer to the city's growth and the static manpower over the past four years, suggesting a challenge in scaling safety operations to match urban expansion.
- » There are specific mentions of traffic issues and the number one complaint being related to traffic from speeding to reckless operation. This indicates that managing safety in a growing city context is a significant concern for the police department.

These themes collectively provide a nuanced view of the operational realities and the strategic focus areas for the Carencro Police Department. They also outline the department's adaptive strategies to meet the dynamic needs of a growing city while emphasizing the importance of community safety and proactive youth engagement.

Strategies for Improvement

Based on the themes identified in the thematic analysis of the Carencro Police Department's operational notes, here are some targeted strategies for improvement:

Resource Management

- » **Increase Budget Advocacy:** Lobby local government and explore state or federal grants aimed at law enforcement enhancements to secure additional funding.
- » **Personnel Recruitment and Retention Programs:** Implement recruitment drives and competitive benefits packages to attract more officers. Also, consider retention programs

that include career development and mental health support to reduce turnover and improve morale.

Youth Engagement

- » **Expand Outreach Programs:** Strengthen and expand programs like Badges of Trust by incorporating more community-based activities that build relationships between police and youth.
- » **Educational Partnerships:** Develop partnerships with schools to integrate crime prevention education into the curriculum and promote positive interactions between students and law enforcement.

Infrastructure Improvements

- » **Technological Upgrades:** Continue to invest in technology that enhances policing efficiency, such as advanced surveillance systems and integrated communication tools.
- » **Safety Infrastructure Development:** Work with city planners to prioritize and fast-track the development of pedestrian-friendly infrastructure, such as better lighting and sidewalks in high-traffic areas.

Safety and Growth Management

- » **Traffic Management Solutions:** Implement smart traffic management systems that use data analytics to improve traffic flow and reduce congestion, which can also aid in emergency response times.
- » **Event Safety Protocols:** Develop comprehensive safety protocols for large events, including crowd control measures, strategic emergency access routes, and increased patrols to handle the additional demand efficiently.

These strategies aim to address the underlying issues highlighted by each theme and sub-theme, facilitating more effective police operations and fostering a safer, more engaged community in Carencro.

Thematic Analyses

STAKEHOLDER GROUP: PUBLIC WORKS

Introduction

This report presents a thematic analysis of notes taken from a stakeholder meeting with the Public Works department of Carencro, LA. The findings here are useful in understanding the department's perspectives and will contribute to shaping the future of Carencro's urban and community development.

Notes were collected through a structured stakeholder meeting, including a SWOT analysis and open discussions. The thematic analysis followed a six-step process: familiarization, initial coding, searching for themes, reviewing, defining, and naming themes, and finally, compiling this report.

Thematic Analysis and Findings

Integrated Urban Development

- » The desire to enhance the city's infrastructure with a historical consciousness is evident. For instance, Bryan's recommendation to "turn north and south St. John into one-way streets" and to "make St Peter a cobble stone roadway" reflects a dedication to an aesthetic that respects the city's heritage.
- » Concerns about "drainage issues" and "tree obstructions" further underscore the ongoing challenges in urban management.

Adaptive Workforce Dynamics

- » The department is actively planning for personnel changes, as seen with "Seth taking over for Oneil" and the anticipation of needing a "public works secretary" as the city expands.
- » The mention of "seasonal staff fluctuations" and the acquisition of more "4-seater trucks" illustrates the evolving nature of the department's operational needs.

Technological Advancement and Service Optimization

- » The integration of technology is a central theme, with iWorQ software being described as a "game changer."
- » The push for modernization is also clear in the suggestion to "modernize gas regulators and odorant stations," signaling a move towards more sophisticated, data-driven operations.

Proactive Event and Safety Management

- » The stress of Mardi Gras and the debate over the "need for more barricades" demonstrate the department's focus on event safety.
- » The utilization of "prison labor" reveals practical solutions to managing public events efficiently while ensuring community safety.

Collaborative Communication Framework

- » Effective internal communication is highlighted as a strength, with a system where "all calls to public works go through Bryan," showing a centralized yet potentially overloaded communication structure.
- » This theme captures the department's efforts to manage workflows and maintain strong team dynamics.

The themes identified indicate a strong emphasis on maintaining the city's historical charm while addressing modern demands. The Public Works department shows a keen awareness of the need for strategic planning, resource management, and the adoption of technology to enhance service delivery. The themes also suggest a commitment to maintaining high safety standards during public events and to fostering a communicative and collaborative work environment.

Strategies for Improvement

The thematic analysis has illuminated several key strategies for the City of Carencro's public works operations and urban development to ensure sustainable growth and improvement:

Infrastructure Enhancement

- » Immediate actions include the procurement of essential equipment like the 210 Excavator and grapple truck.
- » Concurrently, plans for street modifications and the installation of historical cobblestone pathways and subsurface lighting should be developed into a comprehensive urban development proposal.

Technological Upgrades

- » The utility of iWorQ software is clear, and efforts should be made to expand its use to the Parks department and other relevant areas.
- » This will necessitate a program of training and development for staff, ensuring that the benefits of these technological tools are fully realized.

Resource Management

- » To manage the identified seasonal fluctuations in workforce needs, a flexible staffing strategy should be implemented.
- » This includes the preparation for Oneil's retirement and the transition of roles, which should begin immediately to ensure a smooth changeover.

Operational Efficiency

- » In the mid-term, all public works services should be integrated into the iWorQ system, creating a centralized, efficient approach to city service management.
- » In the long-term, the city should establish an ongoing training and development program to keep pace with technological advancements and operational improvements.

Conclusion

The thematic analysis has revealed a multifaceted approach by the Public Works department towards the growth and maintenance of Carencro. The insights from this analysis should inform the Carencro Comprehensive Master Plan, particularly in areas concerning urban development, workforce management, technology integration, event logistics, and internal communication.

Thematic Analyses

STAKEHOLDER GROUP: RECREATION

Introduction

In response to the community feedback gathered from public engagement activities regarding the City of Carencro Comprehensive Master Plan, several strategic enhancements and initiatives have been identified to address community needs and aspirations. These strategies are designed to improve sports and recreational facilities, enhance the organization and support for community events, bolster public safety and maintenance, and foster innovative community-focused projects. By implementing these targeted improvements, Carencro aims to enhance the quality of life for its residents, encourage greater community participation, and stimulate economic growth. The following sections outline specific strategies tailored to the identified themes, ensuring that the community's feedback is effectively integrated into the city's developmental plans.

Thematic Analysis Findings

Facility Needs and Enhancements:

- » Sports Facilities: There is a significant interest in developing and improving sports facilities, particularly for basketball and volleyball. Community members, including Cooney and Tonia, expressed a need for more sports venues, citing the use of local school gyms for basketball as inadequate. The idea of creating a dedicated indoor venue for sports events, like volleyball, which is gaining popularity nationally, was also discussed.
- » Park Renovations: Tonia mentioned the need for renovations at Pelican Park, including replacing dugouts and turf, highlighting issues of loitering and a bar across the street that affects the park's atmosphere.
- » Traffic and Access: The difficulty of accessing sports facilities due to traffic congestion, especially after games, was noted. Suggestions included adding a turning lane from Prejean onto University to improve access and reduce wait times.

Community Events:

- » Existing and Proposed Festivals: Tonia, a significant community figure involved with Carencro's cultural district, pointed out the role of festivals like the "C'est bon festival" in November, which she presides over. These events are crucial in fostering community spirit and cultural identity.
- » Event Organization Concerns: There was a concern about the lack of improvements at stations like Pelican Park, despite hosting events since 2013. This suggests a need for better maintenance and upgrading of facilities used for large community events to enhance participant experience and safety.

Public Safety and Maintenance Concerns:

- » General Safety and Maintenance: Issues such as loitering near Pelican Park and the call for removing a bar and apartments in a "sketchy area" indicate concerns about safety and the general upkeep of public spaces.
- » Infrastructure Improvements: The community feedback includes calls for basic infrastructure improvements such as better roads and updated park facilities, which are seen as insufficient and in disrepair.

Innovative Ideas and Future Planning:

- » Dog Park and Business Opportunities: Leslee Heseltine suggested that a new business at the end of St Esprit is building a dog park, indicating community interest in pet-friendly facilities. She also noted the potential for revenue through services like dog washes.
- » New Sports Initiatives: There is a proposal for starting a pickleball league, reflecting an interest in diversifying the range of sports activities available to the community.

These themes collectively highlight a community actively engaged in discussing and proposing solutions for its growth and enrichment through improved facilities, well-organized events, and addressing safety and maintenance issues. Each theme directly ties into broader community needs and preferences, indicating strong engagement with the ongoing development plans for Carencro.

Strategies for Improvement

To address the themes identified from the community feedback for Carencro, several strategies can be employed to improve facilities, organize community events, enhance public safety, and foster innovation. Here are some tailored strategies for each identified theme:

Facility Needs and Enhancements:

- » Development of New Sports Facilities: Construct dedicated indoor and outdoor sports facilities to cater to the high demand for basketball, volleyball, and other sports. This includes basketball courts and a multi-use sports complex that can host tournaments and regular practice sessions.
- » Infrastructure Improvements: Implement traffic flow improvements like adding turning lanes and better signage to reduce congestion during peak times around sports and recreational facilities. Additionally, regular maintenance schedules should be established for existing facilities to keep them in optimal condition.

Community Events:

- » Enhanced Support and Resources for Events: Allocate more resources, such as funding and personnel, to support big community events. This could involve forming partnerships with local businesses and sponsors to enhance the quality and reach of events.
- » Regular Assessment and Feedback Mechanisms: Establish regular assessment processes for events to gather feedback from participants and organizers to continuously improve the event planning and execution process.

Public Safety and Maintenance Concerns:

- » Increased Security Measures: Improve lighting, install security cameras, and increase patrols in areas identified as problematic to enhance safety. Address loitering and public drinking by enforcing existing ordinances more strictly and possibly introducing new policies if needed.
- » Community Clean-Up and Maintenance Initiatives: Organize community clean-up days to engage residents in maintaining their neighborhoods, and set up a reporting system for maintenance issues to be quickly addressed by local authorities.

Innovative Ideas and Future Planning:

- » Pilot Projects for New Sports and Facilities: Test new ideas like a pickleball league or a dog park with pilot projects that can be evaluated for popularity and feasibility before full-scale implementation.
- » Entrepreneurial Support and Incentives: Encourage local entrepreneurship related to new facility ideas (e.g., dog washes, snack bars) by providing business development support, start-up grants, or tax incentives to foster economic growth and job creation.

Implementing these strategies involves a coordinated effort from various stakeholders, including local government, community organizations, business leaders, and residents. Each strategy should be backed by a clear plan, allocated resources, and a timeline to ensure effective execution and sustained impact. Additionally, ongoing communication and engagement with the community are vital to keep the initiatives transparent and aligned with the residents' needs and expectations.

Thematic Analyses

STAKEHOLDER GROUP: UTILITIES

Introduction

The primary objective of this thematic analysis is to extract key patterns and themes from the notes of the "Utilities" stakeholder meeting. The analysis aims to understand the current challenges, needs, and opportunities within the Utilities department of the City of Carencro. It is intended to inform the development of the City of Carencro Comprehensive Master Plan.

Notes were collected through a structured stakeholder meeting, including a SWOT analysis and open discussions. The thematic analysis followed a six-step process: familiarization, initial coding, searching for themes, reviewing, defining, and naming themes, and finally, compiling this report.

Thematic Analysis Findings

“Embracing Digital Transformation”

- » Adoption of Digital Tools
 - » The stakeholders expressed a strong preference for modern solutions to old problems. A quote from the meeting notes captures this sentiment:
 - » "They LOVE the new street map. It needs to get updated annually, or as new developments come out."
 - » Additionally, the utility of digital applications is acknowledged: "They use the EyeONWater app to read their Badger meters... for about 2 years."
- » Technological Reliability and User Experience
 - » Despite the optimism for technology, there is a challenge of non-functional remote meters captured through Maureen's direct statement: "Maureen doesn't like these remote meters because they 'don't work!'"

“Optimizing Physical Resources for Efficiency”

- » Spatial Requirements for Operational Efficiency
 - » The necessity for more room to maneuver and additional hardware is evident from statements such as "Heather wants two monitors but doesn't have room." This quote demonstrates the perceived limitations of the current workspace.
- » Enhancing Work Environment
 - » The need for updated workspaces is reflected in the collective sentiment, "Need larger workspaces." This desire aligns with the broader theme of optimizing physical resources for efficiency.

“Enhancing Communication Channels”

- » Internal Communication Tools
 - » The meeting notes underscore this with comments like "Not knowing about FB events" suggesting a gap in internal communication channels.
- » Public Engagement and Information Dissemination
 - » The notes also reflect concerns about external communication, with the group expressing the need for "a better system for booking public spaces," and "an automated system to call public about broken water lines/boil advisories."

“Streamlining Operations and Processes”

- » Process Modernization
 - » The desire for more streamlined operations is evident in the discussion about manual processes. For example, "Mike takes long to read all of the meters and it sometimes holds up billing," pointing to the inefficiencies in current procedures.

- » Procedural Clarity and Documentation
 - » Stakeholders expressed the need for better-documented processes, as indicated by the concern that "all their processes and procedures [currently] live in Maureen's head."

Strategies for Improvement

- » **Accelerate Digital Integration and Usability:** In response to the "Embracing Digital Transformation" theme, it is recommended that the City of Carencro:
 - » Conduct annual reviews to ensure digital resources like the street map are up-to-date and reflective of new developments.
 - » Expand the use of digital applications, building on the success of the EyeONWater app, to include all utility services.
 - » Initiate a technology audit to address and troubleshoot issues with remote meters and editing software, as highlighted by Maureen's and other stakeholders' feedback.
- » **Revamp Physical Workspace:** To address the "Optimizing Physical Resources for Efficiency" theme, the following steps are proposed:
 - » Explore the reconfiguration of current office spaces to better accommodate the needs for additional monitors and equipment, taking Heather's feedback as a starting point.
 - » Develop a long-term plan for office expansion or relocation to ensure that the growing needs of the department are met, addressing the collective call for larger workspaces.

- » **Cultivate Robust Communication Systems:** Aligned with the "Enhancing Communication Channels" theme, the following strategies should be implemented:

- » Deploy an integrated communication platform like Microsoft Teams across all departments to streamline internal information flow, addressing the noted gaps in knowledge about events and staff locations.
- » Schedule regular training sessions to ensure all staff are proficient in using new communication tools, thus preventing issues of misinformation.
- » Develop a comprehensive public engagement strategy that includes the use of automated notification systems for city events and utility disruptions, directly addressing the need for a system to inform the public about issues like broken water lines.

- » **Enhance Operational Efficiency:** In line with the "Streamlining Operations and Processes" theme:

- » Invest in the automation of meter reading and billing systems to reduce the time burden on staff and the delays in billing, considering the inefficiencies pointed out in manual meter readings.
- » Initiate a project to document all current processes and procedures, moving away from reliance on individual knowledge and towards a shared, accessible database.

Conclusion

The thematic analysis of the "Utilities" stakeholder meeting notes has revealed a strong desire for technological advancements, improved communication, and more efficient operational processes. By addressing these themes, the City of Carencro can enhance the Utilities department's capability to provide high-quality services to the community, thus contributing to the successful realization of the Comprehensive Master Plan.

