

**Louisiana, Missouri
Comprehensive Community Plan**

CHAPTER ONE - INTRODUCTION

Purpose of a Comprehensive Community Plan

The Comprehensive Community Plan for the City of Louisiana, Missouri is a collective vision of what we want our city to be and how we intend to get there. It analyzes the full set of elements that make up a community – people, structures, institutions, resources - and looks at how those elements impact what the city is today and what we want it to become.

It outlines the overall goals we'd like to achieve for key elements in order to see our collective vision become a reality. It sets objectives that measure whether we are moving in the right direction to achieve those goals. It outlines specific strategies for meeting those objectives.

It is a playbook that city leaders will use in their decision-making. It is the framework of a report card that citizens can use to evaluate the performance of city leaders. It is a tool for guiding orderly development, ensuring sound infrastructure investments and creating or maintaining programs and services that are most beneficial to everyone.

By adopting this plan city leaders are committing to its implementation, timely and transparent reviews of progress and continual updating to keep it relevant and meaningful.

The Planning Process

In-house development of this Comprehensive Community Plan began in 2016 and was adopted by City Council on July 22, 2019. While under development portions were discussed and reviewed at various council meetings. Information was shared and input solicited from various groups around the City. It was the subject of detailed review and ultimate endorsement by the Louisiana Planning and Zoning Commission. Drafts and the final approved version have been posted to the City's website.

State Law Relevant to Municipal Planning

Missouri Revised Statutes- Chapter 89 outlines the authorities and processes associated with city zoning and planning. Missouri Statute is permissive on the issue, stating that cities may develop a comprehensive plan if desired, unless they also want to engage in land use zoning. Then such a plan is required.

A plan must be approved by a Planning Commission composed of the Mayor, at least one city council person (where desired by the city council) and at least five, but no more than fifteen citizens at large. The terms *Planning Commission*, *Zoning Commission* and *Planning and Zoning Commission* are essentially interchangeable.

Zoning ordinances are adopted by the council based on recommendations from the planning commission as included in the comprehensive plan. Public hearings prior to the adoption of zoning ordinances are also required.

As this comprehensive community plan is intended to guide more than just land use zoning we have used both the Louisiana City Council and Louisiana Planning and Zoning Commission to oversee plan development.

CHAPTER TWO – BACKGROUND

Louisiana History

Louisiana is the oldest incorporated city in Pike County. John Bryson and John Walker first settled the area in 1816 and the official plat of the city was established in 1818 by Samuel K. Caldwell and Joel Shaw. They had purchased the land from John Walter Bayse. The name comes from Louisiana Bayse, the daughter of John Walter Bayse. She was born in 1804, the same year as the Louisiana Purchase, when the Bayse's lived in St. Louis. They moved to this area in 1818 and gave the city its name. Louisiana served as the Pike County Seat until 1823.¹

Through the mid-1900s it was a fairly thriving community with diverse industries and strong commercial activity. It was home to Missouri's 39th Governor, Lloyd Crow Stark, and also to the principle author of the 13th Amendment to the US Constitution that ended slavery, John Brooks Henderson. Though Stark's nursery is probably the area's most well-known, historical business, the City and surrounding area has been home to a number of significant enterprises over time. These have included industries that produced, among other things..... buttons, gloves, lumber, tools, munitions, gypsum and fertilizers.

A National Youth Administration Camp built as part of President Roosevelt's New Deal efforts during the depression later became a World War II prisoner of war branch camp. The downtown boasted a movie theater, department stores, automobile dealerships and a lively bar and restaurant scene. The still standing train depot connected residents to anywhere in the country and there were fine hotels to house visitors.

Since then the City has followed the trend of many small rural communities and has struggled to maintain population, commercial activity and comparative wealth. Though job openings are often difficult to fill they are often lower paid positions. Jobs requiring trade skills are also often difficult to fill because of the difficulty in competing with better paying opportunities in large cities. Retail establishments continue to dwindle. Still there is a strong sense of commitment to seeing Louisiana head in a more positive direction and hopefully this can provide some guidance for that effort.

Regional and Local Context

Louisiana is located in what are called Missouri's Lincoln Hills. Thousands of years ago glaciers filled valleys between the prominent hilltops that are so common throughout Pike County and typified by our

¹ From *The State Historical Society of Missouri Website* (<http://www.shmo.org>) - Pike County Place Names, 1928 - 1945

own Star Hill. As glaciers expanded southward they carved the landscape into steep slopes and bluffs. As glaciers receded, streams and rivers were formed, ultimately carrying the melted waters into the Mississippi River. Over thousands of more years the Mississippi River slowly moved itself between the bluff lines of both Missouri and Illinois, leaving behind flat, expansive bottomlands that were the beneficiaries of floods depositing deep layers of highly productive soils.

These bottoms were and are attractive to farmers. The hills have supported timber for sawmills and upland game for hunters. The Mississippi River has supported fish and other aquatic resources as well as transportation for commerce and a major flyway for migratory waterfowl. Though these activities have evolved over the years and look much different than when Louisiana was first settled, they are still major influences on the community.

Added to this have been the flood control benefits and recreational opportunities provided by the work of the US Army Corps of Engineers. Louisiana is also home to a major player in the production, catalog sales and shipping of nursery stock with deep, historical connections to the community. Several small and medium sized industries have been and still are important employers.

Highway 79 a National Scenic Byway known as the Little Dixie Highway of the Great River Road, provides a popular corridor for folks on..... more or less..... recreational road trips to and from St. Louis and Hannibal. We are at the intersection of major north/south and east/west rail lines and are home to the only Mississippi River highway crossing between greater St. Louis and Hannibal. Trucks moving goods north/south and east/west are also a common sight, as well as barges up and down the River. Louisiana's historical homes and buildings have long been an attraction to sightseers and people looking to relocate.

There is a rich array of religious congregations here with a proud history of cooperating for the betterment of everyone. There is a diverse group of cultural, civic and fraternal organizations who provide their respective contributions to the community's well-being. Institutions and services in the form of the school district, hospital, city government and county government are the community's backbone.

In other words, we have all the ingredients necessary for a thriving community and should never expect anything less.

Population Trends and Characteristics

Below is a table showing the city's population change since the mid 1800's. The population peaked in 1900, had a secondary peak in 1940 and a third peak in 1970. Since then Louisiana has consistently shrunk in its number of residents.² The Census Bureau estimate for 2016 continues this trend and projects the population at 3,281 people.

² *Annual Estimates of the Residential Population for Incorporated Places: April 1, 2010 to July 1, 2015.* And *Census of Population.* United States Census Bureau. Census.gov

Population Data - Louisiana, MO		
Year	Population	Change
1850	912	
1860	2,436	167.10%
1870	3,639	49.40%
1880	4,325	18.90%
1890	5,090	17.70%
1900	5,131	0.80%
1910	4,454	-13.20%
1920	4,060	-8.80%
1930	3,549	-12.60%
1940	4,669	31.60%
1950	4,389	-6.00%
1960	4,286	-2.30%
1970	4,533	5.80%
1980	4,261	-6.00%
1990	3,967	-6.90%
2000	3,863	-2.60%
2010	3,364	-12.90%
est 2017	3,298	-2.00%

As of 2015 30% of the population was under 20 years of age. Fifty-five percent were between the ages of 21 and 64. While 15% were 65 or older. Louisiana age distributions do not differ greatly from the state as a whole. Statewide, 26.7% are under 20, 59.2% between 20 and 64 and 14.1% are 65 or older. The City's population is about 5% African-American, 5% Hispanic and 90% white.

Louisiana's median annual household income in 2015 was \$34,395. That compares to \$41,750 in all of Pike County and \$48,173 statewide. Household earnings for Louisiana compared to the State of Missouri as a whole are shown below.

27.9%	Earned under \$25,000 per year (Statewide – 25.3%)
23.2%	Earned between \$25,000 and \$34,999 per year (Statewide – 11.4%)
18.2%	Earned between \$35,000 and \$49,999 per year Statewide – 14.9)
22.4%	Earned between \$50,000 and \$74,900 per year (Statewide – 18.6%)
8.4%	Earned over \$75,000 per year (Statewide – 27.8%)

Twelve percent of the city's families live below the poverty line, compared to 11.3% in Pike County and 11.1% statewide

New census data will be published in 2020 and will be incorporated into this plan.

CHAPTER THREE – OUR VISION FOR LOUISIANA, MISSOURI

Looking at Louisiana’s regional and local context as described in Chapter Two, we conclude that we have all the ingredients necessary for a thriving community. Our supposition is that by making the right decisions going forward we will have a thriving community. We can describe what that should look like by stating the vision we have for our community.

Community Vision

A community that all citizens look on with pride and appreciation. A community that people grow up in and want to remain in or return to.....and one that attracts new residents, businesses, organizations and institutions who are positive, energetic contributors to our continued growth and improvement.

To make this vision a reality the following chapters examine the many elements that define Louisiana. We identify the issues and opportunities related to those elements, set goals for each that will help achieve this vision and establish objectives and strategies for meeting those goals.

CHAPTER FOUR – HISTORIC ARCHITECTURAL RESOURCES

Description

Historic Downtown – Our downtown is home to one of the largest assemblages of Mesker Buildings in the country. In the late 1800’s and early 1900’s Mesker Brothers Iron Works in St. Louis prepared and shipped numerous commercial buildings to small communities around the US, typified by unique sheet metal facades and, often, the establishment’s name produced in the masonry work of an upper floor. Unfortunately, a number of these buildings have been lost over time and others are suffering disrepair that threatens their stability.

In 05/1987 Louisiana’s downtown gained listing as a National Historic District. In 2005, Louisiana was granted the North Third Street Historic District. This district is roughly bounded by Georgia, Noyes, North 3rd and North Water Streets. This has allowed business owners within the District to apply for Historical Structures Tax Credits that may be used to lower taxes owed for an individual or business who either does the work or purchases the credits. The District covers roughly the blocks along Georgia Street from Main to 7th. Louisiana’s Historic Preservation Commission, a body appointed by the mayor and approved by City Council, is responsible for seeing that the standards set for the appearance and maintenance of historic structures are upheld.

In July of 2001 the City formed the Louisiana Missouri Redevelopment Corporation, primarily to declare the downtown a blighted area and allow the City to provide property tax abatement to owners willing to make improvements to their buildings. In recent years the Corporation has concentrated more on finding seed money that would allow the initiation of a viable redevelopment project.

In 2000 the Murals Project was initiated. Contributions helped finance the commission of murals depicting historic and significant aspects of the City painted on various buildings. Most of these paintings are in the downtown area, though a few are on buildings in other parts of town. At this point none are on buildings that are threatened to be lost.

Historic Homes – Both within and outside of the National Historic District Louisiana has a number of historic homes built from the mid to late 1800’s to early 1900’s. The most visible ones are on Third Street and Georgia Street, but others are scattered throughout as well. These structures have proved attractive to individuals looking for the character and history that such buildings have to offer. Many are in good shape or in process of being restored, while others suffer the same disrepair as experienced in the downtown area. From time-to-time various civic groups have organized historic home tour days where willing residents open their homes to visitors.

Churches and Cemeteries- Within and close to the City limits are several cemeteries that provide interesting historical context to Louisiana’s background. The largest is Riverfront Cemetery for which the City is trustee. Covering a steep hillside that runs to the top of a bluff overlooking the Mississippi River it offers great vistas of the river valley, plus unique history-steeped memorials. These includes a memorial to Civil War veterans and grave sites dating back to the 1800’s.

Other cemeteries in the City or nearby include Gates of Peace established in 1871 with one acre. Several early Jewish families are buried here. The Jackson Family Cemetery and the Catholic Cemetery lay side by side on Kentucky Street.

The City’s churches are an integral part of the community, providing not only opportunities for worship, but also strongly contributing to charitable efforts, which will be addressed in a later chapter, as well as providing another set of unique and/or historical architectural examples. The Ministerial Alliance, an ecumenical council, maintains communication among the various denominations and allows them to cooperate for the betterment of everyone.

The Library and History Museum – The Louisiana City Library is one of several around the country that were funded by the Carnegie Foundation from the late 1800’s to early 1900’s. Louisiana’s was built in 1920. It represents another example of the City’s historic architecture as well as a resource still valued by residents. It is one of several well-maintained facilities that serve to anchor the stability of the National Historic District and was added to the National Register of Historic Places in 1996.

Also within the Historic District is the Louisiana History Museum. The museum is an independent entity with its own board and funding. It serves as both an educational facility and a repository for items that help document the City’s past and development through time.

Issues and Opportunities –

- ❖ We have a large collection of Mesker Buildings within a well-defined nationally registered historic district.
- ❖ We have some well-maintained historic homes and other structures throughout the City, as well as some close by
- ❖ The murals are a unique community attraction and something of a chronicle of the City's history
- ❖ An increasing number of historic structures are not occupied and/or maintained
- ❖ The Historic Preservation Commission, History Museum Board and Library Board are all active and committed groups
- ❖ The Louisiana Missouri Redevelopment Corporation has the State statutory authority to play a larger role in dealing with blighted, or potentially blighted, properties, but funding to initiate this role is lacking
- ❖ Abandoned properties ultimately become a cost to the City and there is no current budget capacity for dealing with them

HISTORIC ARCHITECTURAL RESOURCES GOAL –

To make Louisiana's historic architectural resources a key contributor to the City's visual and cultural attractiveness.

Historic Architectural Resources Objectives and Strategies –

HAR Objective 1. Within 5 years of adoption of this plan the number of blighted properties in the City are reduced by 25%

Strategy 1. Establish clear criteria as to what constitutes "blighted" and develop a baseline inventory of blighted properties – City Inspector to provide report to City Council prior to the end of year one.

Strategy 2. Survey state and federal grant opportunities for providing seed money to the Redevelopment Corporation – City Council Liaison working with Corporation Board and Unified Economic Development Committee and Board to identify opportunities and requirements prior to the end of year one

Strategy 3. Redevelopment Corporation Board to submit grant applications for an initial project during year two and begin implementation of redevelopment projects when funds are available

Strategy 4. As City Council authorizes the disposal of vacant city-owned properties - seeking best possible sales price - revenue from sales is dedicated to exclusive use by the Redevelopment Corporation

Strategy 5. Assign Code Enforcement Planning and Oversight to City Council's Transportation/Infrastructure/Enterprise Committee and require that the committee provide monthly reports covering inspections, actions, budget concerns and issues.

Strategy 6. Assign City Council's infrastructure committee to explore a partnership with the Pike Lincoln Technical Center whereby students interested in carpentry/home building trades could assist in building rehabilitation projects.

HAR Objective 2. Within five years of the adoption of this plan a reliable index measuring changes in the number of visitors to Louisiana shows an upward trend.

Strategy 1. The Louisiana Visitors and Convention Bureau (LVCB) will secure social media advertising that can monitor site visits and advertisement visibility.

Strategy 2. The LVCB will work with local restaurants, the Louisiana Chamber of Commerce and the Louisiana History Museum to develop a tool to track trends in out-of-town visitor numbers.

Strategy 3. The LVCB will work with other interested organizations and individuals to develop marketing tools that highlight the City's historic buildings, homes, churches and cemeteries.

Strategy 4. The LVCB will meet semi-annually with City Council to review progress, issues, needs and opportunities

Strategy 5. Develop training for service workers who come in regular contact with visitors in the community. (Waitresses, quick shop clerks etc) Train them to welcome visitors and provide them with information about landmarks and points of interest.

CHAPTER FIVE – NATURAL RESOURCES

The River and Adjacent Lands – Louisiana is located on the Mississippi River's Pool 24 between Lock and Dam 22 at Saverton and Lock and Dam 24 at Clarksville. The dams and a nine-foot navigation channel were authorized in the 1930's and built and maintained by the US Army Corps of Engineers. A third lock and dam between these two (number 23) was originally authorized, but never built. The pool is 28 miles long, contains 10,658 acres of water surface and has 146 miles of shoreline. Along both sides the Corp of Engineers owns 9,532 acres, much of which is managed by the state conservation agencies in Missouri and Illinois.³

Data for the section of river between Saverton and the Missouri River confluence indicate that there are about 3.3 million visitor-days of recreational use within this stretch each year.

In addition, Pool 24 sees between 20 and 30 million tons of goods shipped by barge each year.

Mississippi River flooding generates problematic impacts frequently. Between the time of the "Great Flood of 1993" and the "Christmas Flood" on January 20, 2016 the Corps of Engineers estimates that there was an 83% chance that the River would exceed flood stage which is 15 feet above normal.⁴ Typically 20 feet above normal makes Highway 79 impassable at the south end of town causing a detour to Main Street. At 23 feet above normal Highway 54 at the east end of Champ Clark Bridge has been closed, but this issue will be eliminated when the replacement bridge is complete in 2019.

Open Spaces and Street Trees – Louisiana has several parks that have each originated from different circumstances and time frames.

The Riverfront – is part of the downtown area lying between the river and Burlington Northern-Santa Fe's north-south railroad tracks. It includes parking, a restroom, a kiosk, tables, benches and

³ Rivers Project Master Plan, Mississippi and Illinois Rivers. US Army Corps of Engineers, St. Louis District. Updated March 2015.

⁴ Flood Plain Management Services – City of Louisiana, Missouri Flood Risk Reduction Study. US Army Corps of Engineers, St. Louis District. July 2016.

pavilions. It also includes a boat ramp and parking area constructed and operated under cooperative agreement with the Missouri Department of Conservation. Different plans have emerged for expanding and/or upgrading the park, but title issues, funding and concerns related to the two railroad crossings have typically stalled momentum.

Lincoln – Located on the property that housed the Lincoln School that had been built in 1900 to serve area black children.

Sunset – Sitting on Georgia Street, the park is a popular spot for family picnics under its pavilion. The original pavilion was destroyed by a fallen tree during a windstorm and a larger more functional facility is currently being constructed in cooperation with the Louisiana Rotary Club.

Henderson Park - Sits atop the Mississippi River bluffs and includes a bust of Louisiana's noted historical celebrity, John B. Henderson. Senator Henderson drafted the 13th Amendment of the US Constitution which abolished the practice of slavery.

Veteran's Memorial Park – Lies adjacent to the Louisiana Elementary School and currently includes two picnic pavilions and an abandoned set of tennis courts where a skateboard facility has been proposed.

Golf Facilities – Just outside of town is the Pike County Country Club, a members-only establishment providing 18 holes of golf and a swimming pool. Approximately 15 miles away is Eagles Bluff Golf Club which is open to the public and also providing 18 holes.

Just outside of Louisiana is *St. Louis University's Lay Center* where the public is welcome to hike and visit their very unique sculpture park, a historic rural cemetery and landscaped water features.

Louisiana's street, neighborhood and residential trees are another visual asset, adding to the City's attractiveness. In addition, the ability of urban trees to positively impact a community's micro-climate, as well as add human health/well-being benefits are well-documented.

Agriculture, Woodlands and Wetlands – The total land area of Pike County is 429,081 acres with 361,666 of those acres encompassing 1,003 farms.⁵ Fifty-three percent of the County's total acreage is in cropland, 13% in pasture and 15% in forest, with the remainder simply classified as "other." Predominate crops are corn and soy beans with some wheat. Pasture is primarily used for haying and beef cattle grazing. Farms also include swine and a small amount of lamb production.

About 70% of the County's forests are upland oak/hickory/maple forests and the remainder support mostly bottomland and riparian species such as elm, ash and cottonwood. There are several sawmills in the vicinity purchasing wood from within and well beyond the County.

Louisiana is central to publicly-owned wetlands that support significant migratory bird and waterfowl activity. The Ted Shanks State Conservation Area includes 6,705 acres along the Mississippi River at the mouth of the Salt River just north of the City. The Clarence Cannon National Wildlife Refuge contains 3,750 acres and is located south - just outside of Annada, Missouri. It's managed as part of the Great

⁵ From *Missouri Agriculture: 2016 Economic Contributions of Agriculture and Forestry*. Funded by the Missouri Department of Agriculture, the Missouri Farm Bureau and the Missouri Agriculture and Small Business Authority. Prepared by Design Innovation Solutions. 2016.

Rivers National Wildlife Refuge that encompasses another 11,600 acres on the Illinois side and the Missouri side just below the Iowa border.

Bald eagles, pelicans, egrets, all species of ducks and geese regularly move through the area. Deer and wild turkey are equally abundant. The publicly owned lands have developed viewing areas and hiking trails for observing these and other wildlife. The agencies offer interpretive/educational resources and opportunities, plus managed and unmanaged hunts. Privately owned lands on both the Illinois and Missouri side offer some hunt lease opportunities, but the majority of private property is not available for this purpose and not generally open to the public.

Issues and Opportunities –

- ❖ Outdoor recreationists – hunters, fishermen, bird watchers, boaters, campers, hikers, picnickers – represent another significant potential visitor group for the City.
- ❖ Commerce within the City that is associated with agricultural businesses – implements, feed, seed, fertilizer, etc. – is limited despite Louisiana being centered among extensive agricultural production.
- ❖ There is one grain storage and barge facility on the south edge of the City generating substantial truck traffic through town and some jobs, but not a great deal of affiliated commerce.
- ❖ Mississippi River flooding can close Highway 79 in the southern portion of the City.
- ❖ City parks experience some vandalism in specific locations, but are generally adequately maintained.
- ❖ The City's community tree resource has not been inventoried and lacks a management/replacement strategy.

NATURAL RESOURCES GOAL –

To leverage Louisiana's within-city natural resources and proximity to other natural resources in ways that will return economic, environmental and social benefits to community residents.

Natural Resources Objectives and Strategies –

NR Objective 1. Grow the expenditure of dollars by outdoor recreationists in order to positively impact the City's sales tax revenues.

Strategy 1. Request that the LVCB develop and implement marketing tools that brand Louisiana as a "Four Seasons" destination for outdoor recreationists.

Strategy 2. City Council's Economic Development Committee will work with the Unified Economic Development Committee to present to full Council within one year an outline of opportunities for attracting new retail business that serves outdoor recreation needs.

Strategy 3. Resolve ownership issues around the riverfront to the extent that the Missouri Department of Conservation can make desired improvements.

Strategy 4. Explore returning a boat dock to go along with the access.

NR Objective 2. Capture a higher percentage of the area's total agriculture related sales within the City limits.

Strategy 1. City Council's Economic Development Committee will work with the Unified Economic Development Committee to reach out to known leaders within the

agricultural community and prepare a report back to full council within 18 months outlining how the City can better serve the needs of that group of interests.

NR Objective 3. Find a long term solution to Highway 79 flood closures and other flooding issues.

Strategy 1. City Council's Infrastructure Committee will convene a group of impacted parties, review the flood mitigation strategies report previously prepared by the Corps of Engineers and present a plan to full council within 18 months outlining a path forward for ultimately resolving the problem.

Strategy 2. Develop recommendations on how to address Town Branch concerns by December 2019.

NR Objective 4. Adequately maintain and enhance the City's urban tree resources.

Strategy 1. Propose a City Tree Ordinance for Council approval by January 2019

Strategy 2. The City Administrator will work with the City Council Ordinance Committee and the Missouri Department of Conservation to gain Louisiana "Tree City USA" status within two years.

Strategy 3. Apply for a Conservation Department "TRIM" grant to have an urban tree inventory and plan conducted

Strategy 4. Acquire trees free of charge from Forest Releaf of Missouri as needed

CHAPTER SIX – LAND USE PLAN

Land Use Regulation – A comprehensive land use zoning map for the City was last adopted in 2004 and has seen little modification. Two categories of "Residential" and "Business" Use Zones are defined in ordinance. Also in ordinance is the definition of an "Agricultural" Use Zone and both "Light" and "Heavy Industrial" Use Zones, though the map identifies all industrial areas as both "Light" and "Heavy."

In addition, there are ordinance provisions for identifying "Flood Prone" areas, "Public Use" areas, lands with "Steep Slopes" (greater than 16%) and "Historic Districts." These are all areas that are overlain to the comprehensive zoning designations, but carry with them additional development and/or use requirements.

Land Use Zones and Special Area Designations are created for the purpose of guiding the City's development in a way that best matches the natural attributes of a site, the juxtaposition of adjacent uses and the long term goals of the City. Coupled with the establishment of City boundaries these activities literally define the City, its appearance and functionality. In order to properly manage development over time these decisions need to be made with some permanence in mind, but still open to being revisited from time to time.

Issues and Opportunities –

- ❖ With completion of the new Champ Clark Bridge there is an expectation of additional traffic on Highway 54 and current zoning or City boundary demarcation may not fully encourage new development to take advantage of the added traffic.

- ❖ With completion of the Georgia Corridor street and infrastructure upgrades there is justification to review use designations along that area.
- ❖ The current industrial park is nearly fully developed.
- ❖ In order to understand the relationship between access to City services, costs to the City and benefits to recipients there needs to be a comprehensive re-evaluation of City boundary lines.
- ❖ Some Special Area designations are not overlain to the zoning map currently in use
- ❖ Zoning recommendations need to be re-evaluated in light of the goals and objectives that will be ultimately adopted under this plan and any potential changes to the City boundary.

LAND USE OVERALL GOAL –

To ensure that Louisiana’s zoning designations, special area designations and City boundary encourage future growth and development and also that they support proper maintenance and use of current structures.

Land Use Objectives and Strategies –

LU Objective 1. A re-evaluated, appropriately updated and fully enforced zoning ordinance in place within 3 years.

Strategy 1. Full City Council and the Planning and Zoning Commission to adopt a final version of this Comprehensive Community Plan.

Strategy 2. Using the Plan’s Goals and Objectives as guidance the Planning and Zoning Commission will review and make recommendations to full Council regarding potential changes to the City boundary within 18 months of Comprehensive Plan adoption.

Strategy 3. Upon completion of review and action upon recommendations regarding the City boundary the Planning and Zoning Commission will recommend needed changes to Land Use and Special Area Designations within the following year.

Strategy 4. Review and update the lists of allowable uses within each zone.

Strategy 5. Have the updated zoning map with allowable uses readily accessible on the City’s website.

CHAPTER SIX – HOUSING

Supply, Demand, Condition⁶ – There are 1,679 housing units within the City limits. The vast majority – 1,239 – are single family, detached homes. Ninety-five are mobile homes and there are 338 multi-family units ranging from 2 to 20, or more, units per building. In 2016 it was estimated that 320 of the units were vacant. The newest homes, 123 in total (about 7%), were built between 2000 and 2009. Statewide 17% of all units were built since the year 2000 and that figure for Pike County is 17%. Over a third – 639 – were built prior to 1939. This compares to 23% in Pike County and 14% State-wide.

⁶ This information is based on 2016 estimates by the US Census Bureau and each statistic quoted has a statistical margin of error and may not be absolutely accurate.

Over half – 852 (51%) – have two or less bedrooms. Statewide 39% of all homes are two-bedroom or less and in Pike County that number is 38%. There are 631 three bedroom homes in the City and 198 with four or more bedrooms.

Of the non-vacant units 761 (56%) are owner-occupied and 598 (44%) are renter-occupied. This compares to all of Pike County where 73% of the units are owner-occupied and all of Missouri where 67% of all units are owner-occupied. Over half of the occupants have been in their homes for 20 years or more, while it was estimated that 79 had been in their home since 2015.

Of the owner-occupied homes, about half have mortgages and half do not. Of the households with mortgages it is calculated that 59% have payments that represent less than 20% of their household income. This compares to 49% for both Pike County and the State as a whole.

It's difficult to get a perfect estimate of housing costs in Louisiana versus comparable homes in other areas. One quick search found that a 3 bedroom, 2 bath, 1515 square foot home built in 1965 was for sale in Louisiana for \$139,000.... while a 3 bedroom, 2 bath, 1900 square foot home built in 1971 was for sale in O’Fallon, Missouri for \$314,900. Below are estimates of the range of housing values in the City compared to Pike County and State-wide.

	<u>Estimated Housing Values</u>		
	<u>Louisiana</u>	<u>Pike County</u>	<u>Missouri</u>
\$50,000 or less	18%	19%	12%
\$50,000 - \$99,000	54%	33%	21%
\$100,000 - \$149,000	21%	19%	21%
\$150,000 - \$199,000	5%	11%	18%
\$200,000 or more	2%	18%	28%

Issues and Opportunities –

- ❖ There is no current data that describes the City’s housing by maintenance condition though we know that the City’s housing stock is much older than in Pike County or the State as a whole.
- ❖ It would be useful to have hard data comparing the City’s housing costs to comparable housing in other locales, eg. St. Charles or St. Louis Counties.
- ❖ Intuitively, it can be argued that Louisiana housing costs are a bargain.
- ❖ There is no hard data, but it appears that there is a high level of vacant housing
- ❖ Louisiana has a much higher percentage than normal of rental occupancy.
- ❖ The City also has a higher percentage of smaller (two bedroom or less) homes.

HOUSING OVERALL GOAL –

To ensure that Louisiana’s housing stock condition, affordability and availability is viewed positively by current residents as well as businesses and individuals looking to relocate.

Housing Objectives and Strategies –

HG Objective 1. Within five years after adoption of this plan less than 5% of all housing units are considered “poorly maintained.”

Strategy 1. City Council’s Housing Committee to work with the Louisiana Community Betterment Association (LCBA) and the City Building Inspector (CBI) to develop a fair, objective and practical maintenance rating system.

Strategy 2. CBI to work with the LCBA to conduct an annual survey of housing conditions using the rating system.

Strategy 3. City Council’s Housing Committee to work with LCBA and CBI to present an annual work plan outlining steps for achieving or maintaining the 5% objective and reports to full council quarterly as to plan progress.

Strategy 4. City Council’s Housing Committee to develop an ordinance or other approach for lowering housing vacancy rates

HG Objective 2. The availability and affordability of Louisiana housing is recognized on a regional basis.

Strategy 1. City Council’s Economic Development Committee to work with the Unified Economic Development Committee (UEDC), the Northeast Community Action Corporation (NECAC) and area realtors to establish a credible index that highlights the cost differential between Louisiana housing and comparable homes in targeted areas (eg. St. Louis, Quincy, Chicago metropolitan areas)

Strategy 2. UEDC to develop and implement a strategy for marketing housing availability and affordability in targeted areas.

HG Objective 3. Increase the City’s owner-occupancy rate to at least the State-wide level (67%).

Strategy 1. City Council’s Citizen and Employee Relations Committee to form a work group involving the Northeast Community Action Corporation, local banks and the USDA Rural Development Authority to increase community awareness about the programs available to assist with home ownership.

Strategy 2. A representative of the above work group reports an estimate of the owner-occupancy rate to Council annually.

CHAPTER SEVEN – CITY SERVICES

City Budget – Louisiana’s overall budget for Fiscal year 2018-19 was approximately four and one-half million dollars and was broadly broken down as:

City Operations	\$1.92 million
City Debt Service	\$0.28 million
Enterprise Operations (Water/Sewer/Waste Disposal)	\$1.42 million
Enterprise Debt Service	<u>\$0.88 million</u>
Total	\$4.50 million

Calculated as a percentage of the overall City Operations Budget the monthly balance for unrestricted cash reserves has varied from roughly 6% to 23%. Relative to the Enterprise Operations Budget unrestricted cash reserves for that portion of the City more consistently hover between 15% and 20%. Cash reserves are an important concern for the following reasons.

- There must be the ability for the City to meet cash needs during both the high and low cycles of income that occur in a single year.

- The City needs to be able to manage any unforeseen reductions in income during the year such as the sudden loss of a sales tax generating business.
- The City needs to be able to respond to unforeseen, but necessary emergency expenditures.
- The City needs the ability to take advantage of grant and outside reimbursement opportunities that often crop up outside of any budget expectations and where a City match is required.

The Enterprise portion of the City supports itself through user fees while City Operations are mainly funded through a variety of authorized taxes. Sales taxes make up the largest source of revenue and have shown a downward trend over the last several years. Other revenue sources have also declined or remained relatively flat. This trend in revenue has had a negative impact on both the police and fire department, as well as on streets and parks. A more detailed breakdown of income follows.

All Sales Taxes Combined	50%
Electric Franchise Tax	15%
Property Taxes	12%
Use Tax	7%
Cigarette Tax	3%
Road & Utility Tax	2%
Tower Rent	2%
Wireless Franchise	2%
Cable Franchise	2%
Telephone Franchise Tax	2%
Hotel/Motel Tax	1%
Merchant Licenses	1%
Misc. Other	1%

The Louisiana Police Department – Though budget cuts have reduced its size Louisiana continues to staff its own police department. This currently includes 8am to 5pm dispatching and an animal control function. Pike County recently approved a sales tax supported centralized dispatching operation that allowed the City to cease 24 hour dispatching and close the municipal jail. Maintaining staff and up-to-date equipment has been a challenge.

The Louisiana Fire Department – The City’s fire protection is funded out of general revenues, and as a result, has also seen substantial budget cuts. The Department is currently staffed by a part-time Chief and pay-as-called-out fire fighters. Equipment is aging, training is falling behind and fire fighter recruitment is a challenge.

Other Institutions – Louisiana residents are fortunate to have some very good institutions that are outside of City government but very important contributors to the overall quality of the community. These include the Pike County Memorial Hospital and the Twin Pike Family YMCA. Both are modern facilities providing programs and services at a level of quality that are relatively unique for a city of Louisiana’s size.

Issues and Opportunities

- ❖ The City's month to month unrestricted cash reserve needs to consistently reflect a higher percentage of the overall operations budget.
- ❖ The City's revenue from sales tax has shown a steady year-to-year decline.
- ❖ Per state law there is still some room to increase sales and property taxes via voter approval.
- ❖ Changes in the Police Department brought on by County-wide dispatching need to be carefully planned.
- ❖ County-wide dispatching should allow the City to redirect some amount of budget to other needs.
- ❖ The City badly needs a solution for improving the condition of the fire department.
- ❖ The City's drinking water quality has experienced minor deviations from accepted standards on occasion.
- ❖ The City's waste disposal function does not currently include curbside recycling, though there is a centralized bin for some materials.
- ❖ Pike County Memorial Hospital the Twin Pike Family YMCA are significant community assets that need to be well advertised.

CITY SERVICES OVERALL GOAL –

To see that City Services and those of other Public Institutions fully serve the needs of our community.

City Services Objectives and Strategies

CS Objective 1. Within 3 years of plan adoption increase City revenues by 15%.

Strategy 1. Evaluate the impacts of proposing a property tax increase – make a recommendation to Council within 6 months. ***(Needs to be coordinated with any proposal involving the Fire Department)***

Strategy 2. Work with the Planning and Zoning Commission to evaluate how a change in City boundaries might impact revenues and expenditures.

Strategy 3. Explore the desirability of increasing the City sales tax by another 1/4%.

Strategy 4. Work with the Economic Development Committee to provide a recommendation to Council on a potential business (es) the City may operate as a source of revenue.

Strategy 5. Stay apprised of potential changes to state law that would enable broader collection of the Use Tax.

Strategy 6. Work with the Economic Development Committee to invite the Louisiana Visitors and Convention Bureau to the September City Council Meeting to discuss how we might better market the City as a "Four Seasons" destination.

Strategy 7. Work with the Economic Development Committee to convene a meeting of agricultural leaders in the area to discuss how/if a greater percentage of their purchase might occur within the City.

CS Objective 2 In order to maintain Louisiana's positive credit rating, manage City finances to reach a goal where an average amount, equal to 25% of the City's Annual Unrestricted Operating Budget, is held as month-to-month cash reserves.

Strategy 1. Work with the City Administrator and City Treasurer to establish an acceptable process for computing the monthly cash reserve balance as an annual average calculated on a rolling basis monthly. **(Completed)**

Strategy 2. Once a cash reserve balance goal and process is established report at each Council meeting as to the City's status in meeting that goal

Strategy 3. At each City Council meeting report out any anomalies in the financial report as regards either expenditures or income

Strategy 4. Work with the City Administrator and City Treasurer to ensure that annual budgets and mid-year budget adjustments accurately reflect the City's ability to incur budgeted expenses while meeting the cash reserve balance goal

CS Objective 3. There are zero drinking water quality alerts required to be issued

Strategy 1. Work with the City Administrator and Water Department to prepare a report to City Council that details the drinking water alerts issued during the last five years along with the cause for each

Strategy 2. Report to Council as to the remedies that would substantially reduce the risk for any of those alerts in the future.

Strategy 3. Report to council as to the need for any rate increases necessary to substantially reduce those risks, along with any recommendation for adopting a rate increase

CS Objective 4. Provide city residents an option for curbside recycling

Strategy 1. Solicit suggestions from the Bowling Green Sheltered Workshop concerning this opportunity.

Strategy 2. Recommend a path forward to Council.

CS Objective 5. By the beginning of City Fiscal Year 2021 improve the City's ISO fire insurance rating from 6 to 4.

Strategy 1. Complete an analysis of options for adequately funding the fire department following the outline provided and report to City Council by June 2019. (The analysis outline is available upon request.)

Strategy 2. Initiate the steps necessary to implement the preferred alternative for adequately funding the fire department within a year of completing the analysis.

CS Objective 6. Within 18 months of plan adoption the City's Police Department will be sufficiently qualified to achieve certification.

Strategy 1. Invite an individual knowledgeable on police department certification to make a presentation at the October City Council Meeting.

Strategy 2. Working with the Public Safety Committee the Police Chief will present a process and timeframe for developing the system and materials that would qualify for certification.

CS Objective 7. Within 1 year of plan adoption citizen complaints related to officer performance and unaddressed criminal activity will be reduced by 50 percent.

Strategy 1. Establish a current baseline enumerating the average annual number of citizen complaints in the two target areas.

Strategy 2. Work with the Police Chief to outline training needs and protocol changes that can improve performance in the two target areas.

Strategy 4. Thereafter work with the Police Chief to provide quarterly reports on progress to Council.

CS Objective 8. All city promotional materials emphasize the City's excellent schools, uniquely outstanding YMCA and singularly important among small rural communities - Pike County Memorial Hospital

Strategy 1. Update the City website ASAP.

Strategy 2. Solicit information from specific entities (School District, YMCA, Hospital, etc.) to use in promotional material

Strategy 3. Solicit volunteer marketing expertise where it may come available.

CS Objective 9. Within 2 years of plan adoption there are at least 2 more opportunities for young people to enjoy a recreational activity within the City.

Strategy 1. Meet with the formative Parks and Recreation Citizens Group to begin a discussion of options for improving parks and recreation functions and facilities.

Strategy 2. Working with Parks and Recreation Citizen Group consider the need/advisability of establishing a formal Parks and Recreation Board via ordinance.

Strategy 3. Work with either the Board or Citizens Group to present to Council a City Parks and Recreation Plan.

Strategy 4. Work with either the Board or Citizens Group to bring a recommendation to Council for adequately funding Parks and Recreation facilities and functions.

CS Objective 10. Based on measures agreed to by key institutions the health of Louisiana residents shows an upward trend.

Strategy 1. Meet with the CEO of Pike County Memorial Hospital to gain a better understanding of community health issues and the potential role the City may play in addressing issues. **(Completed)**

Strategy 2. Provide full City participation in the Pike County Memorial Hospital Community Health Needs Assessment (CHNA) to be initiated in 2019

Strategy 3. Adopt those strategies that are relevant to the City as developed by CHNA.

CS Objective 11. A set of City Ordinances that are fully reviewed and up to date by June 2022

Strategy 1. Present to Council a plan and schedule for meeting the June 2022 time frame, recognizing that other City Council Objectives reference specific ordinance considerations within specific target dates and that unforeseen, immediate needs will also arise.

CS Objective 12. A consolidated, fully reviewed and updated set of City Administrative Policies. **(Completed)**

CHAPTER EIGHT – CIVIC/COMMUNUNITY INSTITUTIONS AND CLUBS

Churches – Ministerial Alliance - The City's churches are an integral part of the community, providing not only opportunities for worship, but also strongly contributing to charitable efforts and providing another set of unique and/or historical architectural examples.

The Louisiana Ministerial Alliance was first incorporated in April 1992. The membership is made up of churches and other ministries that are in sympathy with its purpose and goals. The Alliance includes representation from: Bethel AME, First Assembly of God, First Christian, Centenary United Methodist, Calvary Episcopal, First Presbyterian, Elmwood Community, First Baptist, Maryland Street Baptist, St Joseph Catholic, New Jerusalem Tabernacle of Praise, Trinity Lutheran, Buffalo, Calumet Presbyterian; and, the following ministries: Louisiana Community Food Pantry, Louisiana Clothing Room, Lane's Backpack Program and Pike County's Blessed Hope.

"The purpose of the Ministerial Alliance is to provide temporary financial assistance to those in need, to assist persons traveling through our community who may need a helping hand, to assist in alleviating hunger in those who are in need, and to foster good relations among the clergy and churches through fellowship, study, and community worship."

The group provides ecumenical worship services throughout the year including Martin Luther King recognition, Ash Wednesday, Holy Week, Easter sunrise service, Worship in the park over the summer and fall, and Thanksgiving.

Chamber of Commerce – The Louisiana Chamber of Commerce currently has approximately 50 members. The Chamber's Board meets monthly, and also sponsors an open-invitation monthly luncheon with invited speakers. Its mission is stated as *"A member driven organization whose purpose is to promote growth, participation in events and the financial well-being of the City of Louisiana in regard to economic development, tourism, visual aesthetics and civic relationships"*. The Chamber is a represented member of the Unified Economic Development Committee and the City's Economic Development Director provides its staffing.

Rotary – The Louisiana Rotary Club was chartered in 1924 with 26 members and is a member of Rotary International. The mission of Rotary International is *"to provide service to others, promote integrity, and advance world understanding, goodwill, and peace through its fellowship of business, professional, and community leaders."* The Club meets weekly, has speakers on a variety of topics and has over 50 members including members of a Satellite group. The organization also started Interact, a Rotary based organization for High School Students at Louisiana High School.

Elks Club – The Louisiana Elks Club meets the second and fourth Thursday of each month. Its mission is *"To inculcate the principles of Charity, Justice, Brotherly Love and Fidelity; to recognize a belief in God; to promote the welfare and enhance the happiness of its Members; to quicken the spirit of American patriotism; to cultivate good fellowship; to perpetuate itself as a fraternal organization, and to provide for its government, the Benevolent and Protective Order of Elks of the United States of America will serve the people and communities through benevolent programs, demonstrating that Elks Care and Elks Share."*

The Club owns one of the historic downtown structures that houses a members-only bar, its own kitchen and meeting space available for rent to groups and individuals.

Other groups include:

Louisiana Boat Club
Louisiana Visitors and Convention Bureau
Louisiana Community Betterment Association
Raintree Arts Council
American Legion
Daughters of the American Revolution
Garden Club
Herb Club
Coffee Mates
Masonic Lodge

In all, there is no shortage of opportunities for individuals looking to get involved for either social or civic purposes.

Issues and Opportunities

- ❖ Greater communication and cooperation among groups could create synergies that lead to even greater contributions to the City's well-being.
- ❖ Many groups could use an infusion of younger members

CIVIC/COMMUNITY INSTITUTIONS AND CLUBS OVERALL GOAL -

To have civic and community groups that freely collaborate and provide important contributions to Louisiana's well-being.

Civic/Community Institutions and Clubs Objectives and Strategies –

CCIC Objective 1. Work to form a "Civic Alliance" group that coordinates activities, shares information and cooperates on joint ventures.

Strategy 1. Meet with and discuss this objective individually with each governing body.

Strategy 2. Based on feedback in these meetings draft a general set of operating procedures and propose formation of the "Civic Alliance" to each governing body for their approval.

CCIC Objective 2. Based on statistical census data, no one is recognized as under-nourished within the Louisiana community.

Strategy 1. Maintain an awareness of community nutrition issues through participation in the Community Health Needs Assessment.

Strategy 2. Provide support to the Louisiana Food Pantry, children and seniors meal programs where the City is able.

CHAPTER NINE – TRANSPORTATION

Mississippi River – The Mississippi River carries substantial barge traffic, and located just south of the City is a barge facility. The Pike County Development Authority is in the process of developing associated warehousing that could increase the port facility's usage.

Rail – The Burlington Northern – Sante Fe Railroad has a north-south rail line close to and paralleling the River. Kansas City Southern Railway runs east-west through the City, crossing the Mississippi River on an historic swing-bridge just south of town. There are several inactive spurs within the City limits and one active spur south of town serving the Dyno-Nobel Manufacturing facility.

State/County Highways and Roads – State Highway 54 travels east to west through the north side of the City and is expected to see an increase in traffic once a new Mississippi River bridge is completed in the fall of 2019. Louisiana is the site for this river crossing which is the only one between Hannibal and the Greater St. Louis Area. State Highway 79 runs north to south through the City and is also identified as 3rd Street, being just a few blocks from the River. River flooding covers the south portion of 3rd Street nearly every year, but normally a detour allows traffic flow to continue. State Highway NN forms part of Louisiana's western boundary. Three bridges within City limits are a responsibility of Pike Country.

City Streets – Louisiana maintains approximately 31 miles of city streets. Georgia Street is the principal east to west thoroughfare and should be completely resurfaced by early 2020. Third Street is the principal north to south thoroughfare and the Missouri Department of Transportation expects to start a resurfacing project on it as soon as the new Mississippi River Bridge is completed. Nearly all remaining streets in town are in need of maintenance that the City struggles to afford.

Nearest Airports - The Bowling Green Municipal Airport is located two miles northwest of that city and approximately 12 miles west of Louisiana. Airside facilities include a single runway and taxiway system. Runway 13/31 is 3,204 feet long by 50 feet wide. The taxiway consists of a single 25-foot connecting taxiway. Landside facilities include a 4,000-plus sf FBO/community hanger, 3-unit T-hanger and 4-unit T-hanger.⁷ BGMA is a general aviation airport. It maintains a B-I Reference Code. This Airport Reference Code accommodates aircraft with the following characteristics:

- Aircraft approach speeds from 91 knots up to, but not including 121 knots.
- Aircraft wing span from 49 feet up to, but not including, 79 feet.

The largest, nearby commercial airport is Lambert International Airport in St. Louis County, Missouri. It is served by most major commercial airlines and is about 80 miles from Louisiana. Quincy Illinois Regional Airport is approximately 50 miles away and has daily commercial service to Chicago/O'Hare provided by one airline.

Issues and Opportunities

- ❖ The barge facility could support additional growth and should expect added traffic with the additional warehousing.

⁷ Information obtained from the City of Bowling Green, Missouri website.

- ❖ Rail lines are a plus for any new industry looking to locate and in need of that form of transportation.
- ❖ State Highways 54 and 79 bring substantial vehicle traffic directly through town.
- ❖ City street maintenance outside of Georgia and Third Streets is insufficient.

TRANSPORTATION OVERALL GOAL -

To capitalize on Louisiana’s location as a crossroad of major transportation systems and to ensure that our internal transportation structure is sound.

Transportation Objectives and Strategies –

T Objective 1. Year to year there is continuous improvement in the condition of city streets.

Strategy 1. Work with the City Administrator to have a report presented to Council outlining the actual annual maintenance expenditure that would be required to adequately maintain the City’s system.

Strategy 2. Maintain a high awareness of potential grant opportunities for bringing Third Street out of the floodplain and other needed projects.

T Objective 2. Packaged information relative economic development will have complete and detailed information regarding rail, road and river transportation, as well as warehousing.

Strategy 1. Develop a detailed map highlighting all transportation facilities, used and unused rail spurs and warehouse facilities.

CHAPTER TEN – ECONOMIC DEVELOPMENT

According to the latest census data Pike County, Missouri was home to 401 non-government establishments who employ more than one person. These entities had about 950 million dollars in annual sales (wholesale, manufacturing and retail). They employed roughly 3400 people with an annual payroll of \$101 million, which places the county’s average annual wage at just under \$30,000 for these individuals.

Data was not available for Pike County alone, but the census information indicates that nearly 10,000 people are employed by state and local government in Pike and Lincoln County combined.

Specific data was not available for Louisiana as well. Within, close to the City, though, are several small to medium sized employers in various fields. These include manufacturing, agriculture/horticulture, medicine and education. There are also retail and eating establishments.

Issues and Opportunities –

- ❖ A lack of day care prohibits some from entering the job force
- ❖ Similarly some lack transportation
- ❖ An inordinate number of employment opportunities do not provide wages that are above the poverty level and most do not provide basic benefits

- ❖ Economic development in general struggles against a culture where the “work ethic” has been diminished
- ❖ Incomes in the City are significantly skewed towards the lower end versus both Pike County and state-wide
- ❖ Buildings for both new commerce and small industry are either unavailable or in poor condition
- ❖ The inherent size of the population causes commerce to struggle without the added traffic from tourism
- ❖ Businesses and individuals from outside the community must overcome a minority group prone to suspicion and resistance
- ❖ Louisiana has good north/south and east/west highway access
- ❖ Though the city is at the intersection of both north/south and east/west rail, the only spur is at the Dyno Nobel plant at this time
- ❖ The City has a Mississippi barge facility and the Pike County Port Authority has purchased land to eventually expand barge on-land warehousing
- ❖ There are a few businesses that have provided consistent employment opportunities and overall economic activity for many years, primary among them is Stark Brothers that maintains a national reputation and widespread interest
- ❖ Facility costs, property taxes and other factors attractive to business are generally favorable
- ❖ Louisiana has attributes that can readily promote tourism

Economic Development Overall Goal –

To have sufficient employment opportunities that provide adequate wages and benefits to the extent that people are motivated to either remain or move here and to demonstrate a commitment within the community that is supportive to both existing and new businesses

Economic Development Objectives and Strategies –

Econ Obj. 1. Within 5 years wage distributions are trending towards state averages

Strategy 1. Working with the Unified Economic Development Council (UEDC), the Pike County Development Authority (PCDA), and City Council’s Economic Development/Tourism Committee the Economic Development Director will create a comprehensive data base of available building space and land describing condition, suitability and other attributes sufficient to fully inform prospective businesses or expansions by the end of 2018.

Strategy 2. City Council’s Economic Development/Tourism Committee will work with the Economic Development Director to review past plans and business development information and glean from that a data base of other relevant information useful for business promotion by.

Econ Obj. 2. Maintain an upward trend in Chamber of Commerce participation

Strategy 1. Support the Chamber by providing office and meeting space.

Econ Obj. 3. UEDC Director will work with City Council Economic Development/Tourism Committee to quarterly report to Council on a portfolio of strategies aimed at enhancing the community’s climate for business expansion.

Strategy 1. Continue exploration of affordable day care opportunities.

Strategy 2. Continue exploration of ways to provide transportation to those who need it in order to be employed

Strategy 3. Maintain an available building space inventory as described above.

Strategy 4. Maintain and regularly communicate with potential business relocation opportunities

Strategy 5. Maintain a strong Economic Development network at the state and regional level.

CHAPTER ELEVEN – LOOKING AHEAD

How Will We Monitor Progress?

For a plan to have any value it needs to be implemented. Implementation will always fall short if there is not systematic monitoring of progress. In order to improve our chances for success this plan will be owned by City Council, the Mayor and City Administrator. All objectives and strategies have been assigned under one of Council's eight Committees. Each Council member chairs one of these committees and is assigned to monitor and help achieve implementation of that portion of the plan.

At each meeting of Council Committees we will review progress on a designated portion of the Plan. Full Council Meeting agendas will be constructed around the due dates for various strategies and objectives so that all are held transparently accountable.

How Will We Keep This Plan Current and Relevant?

Adopting the operational model described above means that the plan will be a continuous focus of City Council. Inevitably there will be a need to modify and adapt plan elements as implementation progresses. These changes will be presented to Council for their concurrence as soon as noted if they are relatively minor and the document itself will be edited accordingly. It is planned that the document will be housed on the City website and changes will be kept up-to-date there as well.

The initial version will be reviewed by Planning and Zoning for formal review and recommendation to Council. If there is some significant revision that is warranted it will first be shared with the Planning and Zoning Commission for their review and approval.

APPENDIX A

Planning Terminology

Individuals participating in a planning process sometimes get bogged down in terminology. Below are the definitions of key terms we are using in Louisiana's Comprehensive Community Plan.

Comprehensive Community Planning - A process (not an event) to identify, discuss and set outcomes for our community. Participants should be visionary in understanding and setting a realistic course to best achieve the kind of community we desire. Once the first version is completed it is viewed as an ongoing process of review, evaluation of success and the adoption of course corrections to continually improve.

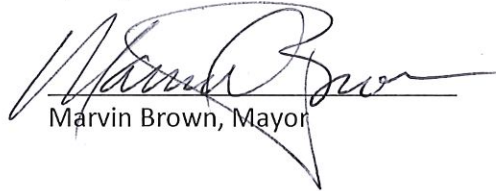
Community Elements – They are the things that define Louisiana – people, resources, structures – and the focal points for continuously improving the community – institutions, services, infrastructure, etc.

Vision - A lofty statement that answers: "What do we want to be in the long-term future?" In writing a vision statement, we consider that we have unlimited resources and can take our community in a direction most, if not all, citizens desire.

Goals – Goals are the major achievements that we feel would realize the vision. They need to be specific to the community element and aspirational as well as inspirational.

Objectives – Objectives fall under goals. While the goals indicate direction, objectives describe the benchmarks we can use in evaluating progress. They need to be measurable in some fashion in order to be used as a tool for continuous improvement.

Strategies – Are action steps specific to achieving objectives. They take into account time frames and responsible individuals and have a direct bearing on budget and policy decisions.



Marvin Brown, Mayor

ATTEST:



Memarie Gonzalez, City Clerk