

Implementation

Purpose of the Implementation Plan

The Implementation Section lays out the critical projects, programs, and initiatives necessary to realize the shared vision of Vernon Parish as an attractive, safe, and prosperous community. Given the complexity of many recommended strategies and challenges such as limited local resources, the actions below highlight opportunities to forge collaborative partnerships and leverage available state and federal funding to put measures into place. Several of the redevelopment or new growth concepts featured in the Comprehensive Plan require both public and private support to achieve. The tables below organize recommended steps by resource area with corresponding goals and policies, timeframes, responsible entities, potential funding sources, and order of magnitude costs. While many of the recommendations are capital projects designed to strengthen the area's physical assets, other actions focus on building the organizational and technological capacity of the parish to respond proactively to changing economic and social conditions. Strategies also aim to enhance local quality of life by increasing access to desired services and amenities in all communities. Overall, the recommendations contribute toward building a Vernon Parish that balances its small town charm and natural beauty with the infrastructure and technology to sustain growth, investment, and innovation.

Table 9.1 focuses specifically on the most critical short-term public actions designed to improve the parish's decision-making ability, strengthen local communities, and to catalyze further private investment within the community. This table serves as a near-term guide for the foundational implementation steps of the Comprehensive Plan. **Table 9.2** summarizes all of the recommended action items across resource areas, reflecting a range of short-, mid-, and long-term strategies.

Table 9.1 Summary of Critical Short-Term Actions

Table 9.1					
Project/Initiative	Timeframe	Responsible Entities	Partners	Funding Sources	Order of Magnitude Cost
Policy: Promote mixed use development and compatible design in strategic growth areas of the parish					
<ul style="list-style-type: none"> Collaborate with the City of Leesville to establish a mixed land use district and rural parkway design overlay potentially combined with an Economic Development District to support new development along Highway 467 between the City of Leesville and Fort Polk and the proposed Rural Parkway 	Short	VPPJ, City of Leesville	LADOTD, Ft. Polk, Ft. Polk Progress	GF/GM, OEA	\$25,000-\$50,000 to prepare district overlay regulations
Policy: Develop a parish-wide Geographic Information System (GIS) database					
<ul style="list-style-type: none"> Pursue a collaborative partnership among the parish, the Tax Assessor, City of Leesville, the Vernon Parish School System, and Vernon Parish Sheriff to fund development of a GIS system for use across multiple agencies Retain a private contractor to digitize parcel boundaries and code with all available parcel information, including assessed values and improvements, year of structure, tax status, property use, presence of easements and property ownership Digitize wastewater infrastructure systems throughout the parish Incorporate transportation related data, including the roadway network and transportation analysis zones generated by the parish-wide transportation plan Designate the parish tax assessor to house GIS database and oversee yearly updates Designate a private contractor or in-house parish staff to generate GIS base maps upon request for participating entities 	Short	VPPJ, Municipalities, VPSB, VPSO	TA	GF/GM, VPSB, USDA	\$250,000 - \$500,000 to develop a GIS system and digitize foundational data layers

Table 9.1 cont. Policy: Establish a Parish-Wide Planning Commission					
Project/Initiative	Timeframe	Responsible Entities	Partners	Funding Sources	Order of Magnitude Cost
<ul style="list-style-type: none"> Designate between five and nine Planning Commission representatives from geographically diverse parts of the parish Grant the Planning Commission the authority to hear and make recommendations to the Police Jury on: a) the approval or denial of Subdivision Regulation applications; b) the acceptance of public improvements and/or the posting of bonds for the installation or maintenance of public improvements, c) the dedication or revocation of public streets, the dedication or abandonment of public servitudes, easements or other public lands, and d) the review of site layout for Open Space Subdivisions Amend as necessary the existing language establishing a Planning Commission in the Parish Code of Ordinances Designate in-house parish staff or a private contractor to provide administrative support, mapping and analysis to facilitate Planning Commission functions Source language on Planning Commission administrative procedures is contained in the <i>Louisiana Tool Kit</i> 	Short	VPPJ	VPPJ Staff	GF/GM	\$5,000 to designate Planning Commission members and establish legal authority
Policy: Examine expansion of the existing road network to anchor new development contiguous to the parish center					
<ul style="list-style-type: none"> Conduct additional studies to determine the final route for the proposed Rural Parkway as shown on the Future Land Use/Character Area map Studies should include an analysis of right-of-way acquisition, projected travel demand on the proposed and existing regional roadway network, and final parkway alignment, as well as environment impact 	Short	VPPJ, City of Leesville	LADOTD, PP, LEDCC	LADOTD, OEA	\$250,000-\$500,000 to conduct multiple studies for Rural Parkway
Policy: Build on the State of Louisiana bicycle system as identified in the 2009 Louisiana Statewide Bicycle and Pedestrian Master Plan					
<ul style="list-style-type: none"> Prioritize construction of an initial segment of the multi-use trail system that can connect Downtown Leesville and Fort Polk along the Highway 467 right-of-way 	Short	VPPJ	LADOTD, City of Leesville	GF/GM, LRTPL, LADOTD, USDA	\$600,000 per mile for separated trail

Table 9.1 cont. Policy: Focus on the elimination of key gaps in the delivery of critical public services, such as a reliable potable water supply that are necessary to maintain public health, safety and well-being					
Project/Initiative	Timeframe	Responsible Entities	Partners	Funding Sources	Order of Magnitude Cost
<ul style="list-style-type: none"> Prioritize the extension of a centralized water distribution line to the Evans K-12 school complex 	Short	VPPJ	UP	USDA, GF/GM, MIP	\$1,000,000- \$1,250,000 for construction
<ul style="list-style-type: none"> Prioritize the extension of a centralized water distribution line to the communities of Hutton and Temple 	Short	VPPJ, Simpson	UP	USDA, GF/GM, MIP	\$1,000,000- \$1,250,000 for construction
<ul style="list-style-type: none"> Prioritize the extension of a centralized water distribution line to existing residential uses in the area between Highway 28 and Highway 8 near Simpson 	Short	VPPJ, Simpson	UP	USDA, GF/GM, MIP	\$1,000,000- \$1,250,000 for construction
Policy: Identify future growth areas and plan for the extension of centralized wastewater to support future development, attract private investment, and maintain the cost-effectiveness of the delivery system					
<ul style="list-style-type: none"> Prioritize the planning, design and construction of a new wastewater line to support mixed use development oriented to Fort Polk along Highway 467 and the proposed Rural Parkway Construct approximately four miles of wastewater line along University Parkway from the Fort Polk entrance to the Leesville city limits 	Short	VPPJ, City of Leesville	OEA, PP, UP	OEA, GF/GM, CDD, LEDC	\$5,000,000 for design and construction of lines
Policy: Increase the region's capacity to attract and manage economic development					
<ul style="list-style-type: none"> Create a nonprofit economic development partnership or regional authority involving Vernon Parish, Leesville, New Llano, and Beauregard Parish to hire professional staff, pursue economic development initiatives, and recruit new companies to Western Louisiana 	Mid	VPPJ, COL, NL, BP	FPP, VPTC, ---	GF/GM, TSR	\$100,000 - \$200,000 per year
Policy: Establish formal opportunities for the leadership at Fort Polk to learn about parish functions and development initiatives					
<ul style="list-style-type: none"> Work closely with Fort Polk's command to encourage new retail to locate off -base to expand access to the rest of the community 	Short	VPPJ, VPGC	Municipalities	---	---

Table 9.2 Land Use					
Goal 1: Maintain the strong scenic value and small town character of the parish and its communities					
Policy: Establish voluntary guidelines to promote best management practices (BMP) for land development in the Natural and Rural character areas of the parish					
Project/Initiative	Timeframe	Responsible Entities	Partners	Funding Sources	Order of Magnitude Cost
<ul style="list-style-type: none"> • Create an easily reproducible brochure that lays out advisory Best Management Practices for site preparation and construction and voluntary conservation programs, such as the Stewardship Incentive Program • Make brochure available to landowners and developers during current permitting processes • Research materials include: <i>Recommended Forestry Best Management Practices for Louisiana; Conservation Stewardship Program Check List; Louisiana Forest Stewardship Program Project Brochure and Application</i> 	Short	VPPJ	Louisiana Office of Forestry, Natural Resource Conservation Service, LSU Ag Center	GF/GM, forestry grants, environmental/conservation grants, LSU Ag Center, student projects	\$2,500 for document layout and reproduction of a Land Development Best Management Practices Supplement
Policy: Improve the scenic quality of the parish's most visible travel corridors, especially at key gateway areas					
<ul style="list-style-type: none"> • Designate gateway features, such as signs, special landscaping and decorative lighting to accentuate entries into the parish and create a sense of place, particularly along Highway 10, Entrance Road, and Highway 467 leading to Fort Polk; Highway 8 at the Texas state line; Highway 171 at the Sabine and Beauregard Parish lines; and Highway 28 leading to Alexandria • Use landscaping or buffer treatments to reduce negative visual impacts along highly visible stretches of major travel corridors (typically within a half mile buffer of key designated gateways) and install common signage, lighting and other decorative elements to create a consistent feel and look • Collaborate with property owners and the LADOTD to identify the key areas as part of a Gateway and Corridor Master Plan for the parish and develop a set of voluntary roadway and site treatment guidelines appropriate for each specific area (see the inset box for examples of corridor elements and best practices) 	Short	VPPJ, Municipalities	LADOTD, PP, LEDC, CRT	GF/GM, LEDC, CRT	\$150,000 - 200,000 for signage and specialty landscaping at each gateway; \$100,000 - \$150,000 for preparation of a Gateway and Corridor Master Plan

Goal 2: Complement and strengthen the character of existing community cores					
Policy: Focus public realm improvements to reinforce sense of place within the Rural Crossroads, Rural Villages and Community Cores of the Future Land Use/Character Area Map					
Table 9.2 cont. Project/Initiative	Timeframe	Responsible Entities	Partners	Funding Sources	Order of Magnitude Cost
<ul style="list-style-type: none"> Establish a central parish gateway at the Highway 171 and Highway 28 roundabout incorporating a monument-style sign and specialty landscaping 	Short	VPPJ	LADOTD, VPTC	GF/GM, DOTD TEP, Tourism, ED, or greenway/gateway grants	\$150,000 - 200,000
<ul style="list-style-type: none"> Establish a set of public realm elements for the communities of Evans and Pitkin to include: a gateway sign, landscaping, decorative lighting, banners and sidewalks and a small place-making plaza or green space element 	Short	VPPJ	- LADOTD, VPTC	GF/GM, DOTD TEP	\$50,000 - \$100,000
<ul style="list-style-type: none"> Establish a parish-wide low-interest loan and/or façade improvement rebate matching grant program to fund the renovation of existing buildings within the Rural Crossroads, Rural Villages and Community Cores Target fund resources to structures within established downtowns to assist with attracting additional private investment for retail, housing or mixed use projects and enhancing overall visual character 	Short	VPPJ	Municipalities, PP	GF/GM, OED, LHFA, USDA	\$100,000 to seed loan/grant program
<ul style="list-style-type: none"> Collaborate with the City of Leesville to implement the initial public realm elements for the major New Development Node along the proposed Rural Parkway to include: pedestrian crossings along the parkway, street trees, sidewalks, decorative lighting, and a place-making plaza or green space 	Short-Mid	VPPJ, City of Leesville, New Llano	PDEV, DOTD	GF/GM, CDD, DOTD TEP	\$2,000,000 - \$2,500,000 per mile
<ul style="list-style-type: none"> Collaborate with the City of Leesville to implement the initial public realm elements of the Urban Corridor character area along Highway 171 to include: an enhanced pedestrian crossing at Highway 8, street trees, sidewalks, outdoor furniture, decorative lighting, and a place-making plaza or green space along Highway 171 	Mid-Long	City of Leesville	VPPJ, PP, DOTD	GF/GM, DOTD TEP	\$2,000,000 - \$2,500,000 per mile

<ul style="list-style-type: none"> Collaborate with the City of Leesville, the Town of New Llano and property owners to implement the initial public realm elements for a compact, redeveloped commercial node along Highway 171 near Fort Polk to include: pedestrian crossings across Highway 171, street trees, sidewalks, banners, and decorative lighting 	Long	VPPJ, City of Leesville, New Llano	PDEV, DOTD	GF/GM, CDD, DOTD TEP	\$550,000 - \$600,000 per half mile
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Policy: Improve the visual character of Highway 171 in the Urban Corridor character area

Project/Initiative	Timeframe	Responsible Entities	Partners	Funding Sources	Order of Magnitude Cost
<ul style="list-style-type: none"> Collaborate with the City of Leesville and the Town of New Llano to conduct a workshop with local business owners, residents and other stakeholders to articulate a clear vision for Highway 171 corridor Compile the results of the workshop including photos, graphics and feedback on priorities into a Highway 171 Design Guide 	Short	VPPJ, City of Leesville, Town of New Llano, PC	LADOTD	GF/GM, CCD	\$15,000-\$25,000 to conduct workshop and compile results in a Highway 171 Design Supplement

Table 9.2 cont. Goal 3: Enable a range of new development types and growth patterns

Policy: Promote mixed use development and compatible design in strategic growth areas of the parish

Project/Initiative	Timeframe	Responsible Entities	Partners	Funding Sources	Order of Magnitude Cost
<ul style="list-style-type: none"> Collaborate with the City of Leesville to establish a mixed land use district and rural parkway design overlay potentially combined with an Economic Development District to support new development along Highway 467 between the City of Leesville and Fort Polk and the proposed Rural Parkway 	Short	VPPJ, City of Leesville	LADOTD, Ft. Polk, Ft. Polk Progress	GF/GM, OEA	\$25,000-\$50,000 to prepare district overlay regulations
<ul style="list-style-type: none"> Collaborate with the City of Leesville to develop an orderly annexation plan for the growth area along University Parkway and the proposed Rural Parkway consistent with the Highway 467 Office of Economic Adjustment Plan 	Mid-Long	VPPJ, City of Leesville, PC	PP	GF/GM	\$25,000 to prepare annexation plan and conduct outreach

Policy: Encourage the development of new master planned communities in the Amenity Residential character area that capitalize on the natural assets of the area and expand the residential market for the parish

Table 9.2 cont. Project/Initiative	Timeframe	Responsible Entities	Partners	Funding Sources	Order of Magnitude Cost
<ul style="list-style-type: none"> • Develop a voluntary Open Space Subdivision Ordinance that enables developers to opt for a compact lot layout that protects open space and natural features on a permanent basis and creates access to recreational and landscape amenities for residents • Incorporate a modified model ordinance as part of the Vernon Parish Subdivision Regulations drawing from source language such as the <i>Louisiana Tool Kit</i> and <i>Beginning with Habitat</i> • Identify appropriate areas of the parish for application, such as the Residential Amenity character areas on the Future Land Use Map • Ensure adequate wastewater capacity either through access to a centralized system or on-site facilities to support reduced lot sizes • Establish the authority of the proposed Planning Commission to review and approve Open Space Subdivision applications • Identify partners to hold permanent conservation easements on the protected open space and to enforce restrictions 	Short	VPPJ, PC	PDEV, CPEX, Land Trusts, OEA, Planning Commission	GF/GM	\$25,000-\$50,000 to prepare an Open Space Subdivision Ordinance
<ul style="list-style-type: none"> • Develop a GIS base of natural features and environmental resources to support open space planning • Inform developers with land in targeted areas about the availability of the voluntary, alternative development option during the current subdivision application processes 					

Project/Initiative	Timeframe	Responsible Entities	Partners	Funding Sources	Order of Magnitude Cost
<ul style="list-style-type: none"> Establish a set of voluntary design and planning standards related to walkability, access to services and recreational amenities that support aging in place within master planned communities for active adults Create a voluntary checklist of design elements in the areas of transportation/mobility, housing, and parks and common spaces drawn from source documents, such as the <i>Aging in Place Technical Assistance Guide</i> published by <i>Partners for Livable Communities</i> Make the check list available to landowners and developers during current permitting processes Partner with other organizations, including <i>Byrd Regional Hospital</i>, the <i>Vernon Parish Council on Aging, Inc</i>, local churches and the Chamber of Commerce to promote access to health care and social and economic support 	Short	VPPJ	PDEV, CoC, NPO, VCOA, AARP, churches, CPEX	GF/GM	\$2,500 to develop a Voluntary Aging in Place Checklist
Goal 4: Promote complete neighborhoods and communities that integrate land uses, amenities, services, and transportation					
Policy: Enhance the quality of residential subdivision design on a parish-wide basis					
<ul style="list-style-type: none"> Revise the existing Subdivision Regulations of the parish by incorporating major elements of rural subdivision design as identified in the <i>Louisiana Land Use Tool Kit</i> Focus on additional provisions in the four critical areas of street design, block regulations, cul-de-sac design, and utilities 	Short	VPPJ, PC	CPEX, OEA	GF/GM	\$25,000-\$50,000 to revise existing Subdivision regulations
Table 9.2 cont. Policy: Encourage large-scale uses in Special Planning Districts to incorporate design and site planning principles that promote compatibility and functionality and complement the surrounding context					
<ul style="list-style-type: none"> Establish basic design and performance based site planning guidelines for major industrial, institutional or outdoor entertainment uses Incorporate guidelines, best practices, photos and graphics as part of a separate, free-standing design and planning supplement to be made available developers and prospective industrial/business park tenants during the selection, development, and recruitment phases Source documents include the <i>Louisiana Land Use Tool Kit's Special Development Standards for Planned Industrial Development</i> 	Short	VPPJ	OED, CPEX, PC	GF/GM	\$5,000 to \$10,000 to prepare Special Planning District Design and Planning Supplement

Goal 5: Increase the capacity of the parish to track development activity and assess future growth outcomes

Policy: Develop a parish-wide Geographic Information System (GIS) database

Project/Initiative	Timeframe	Responsible Entities	Partners	Funding Sources	Order of Magnitude Cost
<ul style="list-style-type: none"> • Pursue a collaborative partnership among the parish, the Tax Assessor, City of Leesville, the Vernon Parish School System, and Vernon Parish Sheriff to fund development of a GIS system for use across multiple agencies • Retain a private contractor to digitize parcel boundaries and code with all available parcel information, including assessed values and improvements, year of structure, tax status, property use, presence of easements and property ownership • Digitize wastewater infrastructure systems throughout the parish • Incorporate transportation related data, including the roadway network and transportation analysis zones generated by the parish-wide transportation plan • Designate the parish tax assessor to house GIS database and oversee yearly updates • Designate a private contractor or in-house parish staff to generate GIS base maps upon request for participating entities 	Short	VPPJ, Municipalities, VPSB, VPSO	TA	GF/GM, VPSB, Governor's Office of Homeland Security and Emergency Preparedness	\$250,000 - \$500,000 to develop a GIS system and digitize foundational data layers
<ul style="list-style-type: none"> • Make spatial data sets available for purchase to developers and other interested parties • Provide developers, property owners, and economic development specialists with maps and other media that identify sites available for large-scale developments, as well as natural and cultural resources on the properties • Incorporate the National Wetlands Inventory GIS data set of Vernon Parish wetlands when available 			NWI, NOAA		

Policy: Establish a Parish-Wide Planning Commission					
Project/Initiative	Timeframe	Responsible Entities	Partners	Funding Sources	Order of Magnitude Cost
<ul style="list-style-type: none"> Designate between five and nine Planning Commission representatives from geographically diverse parts of the parish Grant the Planning Commission the authority to hear and make recommendations to the Police Jury on: a) the approval or denial of Subdivision Regulation applications; b) the acceptance of public improvements and/or the posting of bonds for the installation or maintenance of public improvements, c) the dedication or revocation of public streets, the dedication or abandonment of public servitudes, easements or other public lands, and d) the review of site layout for Open Space Subdivisions Amend as necessary the existing language establishing a Planning Commission in the Parish Code of Ordinances Designate in-house parish staff or a private contractor to provide administrative support, mapping and analysis to facilitate Planning Commission functions Source language on Planning Commission administrative procedures is contained in the <i>Louisiana Tool Kit</i> 	Short	VPPJ	VPPJ Staff	GF/GM	\$5,000 to designate Planning Commission members and establish legal authority
Table 9.2 cont. Transportation					
Goal 6: Improve traffic flow along major commercial corridors					
Policy: In accordance with the Vernon Parish Transportation Plan, explore an access management strategy for major arterials such as Highway 171, Highway 28, and proposed parkways					
<ul style="list-style-type: none"> Include access management provisions for curb cuts, inter-parcel connectivity, overall street network connectivity, medians and turn lanes in subsequent corridor plans or other advisory planning documents generated as part of the Vernon Parish Comprehensive Transportation Plan Source materials include the LADOTD's brochures on <i>Access Management</i> 	Short	VPPJ	LADOTD	GF/GM, LADOTD	\$2,500 to \$5,000 to incorporate Complete Streets language and conduct outreach

Project/Initiative	Timeframe	Responsible Entities	Partners	Funding Sources	Order of Magnitude Cost
<ul style="list-style-type: none"> Encourage new roadway construction or reconfiguration to incorporate design and site planning standards to decrease stop-and-go-traffic interruption on corridors with major commercial activity 	Mid - Long	VPPJ	LADOTD, PP	GF/GM	Unknown
Goal 7: Enhance transportation capacity to support new growth and redevelopment areas					
Policy: Examine expansion of the existing road network to anchor new development contiguous to the parish center					
<ul style="list-style-type: none"> Conduct additional studies to determine the final route for the proposed Rural Parkway as shown on the Future Land Use/Character Area map Studies should include an analysis of right-of-way acquisition, projected travel demand on the proposed and existing regional roadway network, and final parkway alignment, as well as environment impact 	Short	VPPJ, City of Leesville	LADOTD, PP, LEDCC	DOTD, OEA, LEDCC	\$250,000-\$500,000 to conduct multiple studies for Rural Parkway
<ul style="list-style-type: none"> Pursue the design and funding for a Sub-Regional Parkway as identified conceptually in the Office of Economic Adjustment plan that would connect Highway 28 to Entrance Road to the east of the City of Leesville 	Mid	VPPJ, City of Leesville	LADOTD, PP, OEA, LEDCC	OEA, CDD, LEDCC	\$7,000,000+ for design and construction
Table 9.2 cont. Goal 8: Improve the safety of rural roadways					
Policy: Build upon the parish road overlay program to identify key road segments for on-going upgrades					
<ul style="list-style-type: none"> When available, use parish-wide GIS and traffic demand model data to enhance analysis of road conditions 	Short	VPPJ	LADOTD, private Contractor	GF/GM, LADOTD	\$5,000 to incorporate transportation-related spatial layers into GIS

Goal 9: Enhance the pedestrian environment in community cores					
Policy: Expand the network of sidewalks to provide safe and direct pedestrian connections to residences, public facilities, and commercial services					
Project/Initiative	Timeframe	Responsible Entities	Partners	Funding Sources	Order of Magnitude Cost
<ul style="list-style-type: none"> • Install sidewalks around parks, schools, public facilities and urban residential areas, master planned communities, and within the Rural Villages and Community Cores • Ensure that sidewalks are among the key elements included in the package of public realm improvements designated for Urban Commercial/Mixed Use Nodes, Commercial/Mixed Use Nodes and Community Focal Points (see Goal 2) 	Short - Mid	VPPJ, Municipalities	-Kisatchie Delta, AARP	GF/GM, FHWA, Safe Routes to School, LADOTD TEP	\$4 to \$5 per square foot of installation
Policy: Establish safe pedestrian crossings across major intersections of Highway 171 within the Community Cores					
<ul style="list-style-type: none"> • Use striping, signs and landscaping to enhance the visibility of crosswalks and facilitate safe east-west pedestrian movement across the highway • Target intersection improvements to include striping, signage and landscaping at those crossings that link to public facilities, schools, parks, senior housing, and established or potential retail activity • Improvements should focus on compact areas within a ½ mile of the most prominent center point or intersection 	Short - Mid	VPPJ, Municipalities	LADOTD	GF/GM, FHWA, Safe Routes to School, LADOTD TEP	\$8,000 - \$10,000 per intersection for striping, paving and landscaping

Table 9.2 cont. Goal 10: Encourage the development of complete streets					
Policy: Encourage the use of street design standards that promote a flexible, varied network of community roads throughout the parish					
Table 9.2 cont. Project/Initiative	Timeframe	Responsible Entities	Partners	Funding Sources	Order of Magnitude Cost
<ul style="list-style-type: none"> • Include Complete Streets guidelines and concepts in subsequent corridor plans or other advisory planning documents generated as part of the Vernon Parish Comprehensive Transportation Plan • Source materials include the <i>National Complete Streets Foundation</i>, the <i>Complete Streets: Best Policy and Implementation Practices</i> published by the American Planning Association, and the LALADODT's <i>Complete Streets Policy</i> 	Short	VPPJ	LADOTD	GF/GM	\$2,500 to \$5,000 to incorporate Complete Streets language and conduct outreach
<ul style="list-style-type: none"> • Encourage new roadway construction or existing corridor redevelopment and reconfiguration to incorporate the elements of complete streets, including facilities such as sidewalks or on-road bike lanes that can accommodate multiple user groups and design features that fit with the surrounding context 	Mid - Long	VPPJ	LADOTD	GF/GM, TEP, LADOTD, TSR	Unknown
Recreation, Culture & Open Space					
Goal 11: Enhance mobility and interconnectivity within the parish and create recreational opportunities through a system of multi-use trails and paths					
Policy: Build on the State of Louisiana bicycle system as identified in the 2009 Louisiana Statewide Bicycle and Pedestrian Master Plan					
<ul style="list-style-type: none"> • Prioritize construction of an initial segment of the multi-use trail system that can connect Downtown Leesville and Fort Polk along the Highway 467 right-of-way 	Short	VPPJ	LADOTD, City of Leesville	GF/GM, LRTPL, LADOTD TEP, OEA	\$600,000 per mile for separated trail

Table 9.2 cont. Project/Initiative	Timeframe	Responsible Entities	Partners	Funding Sources	Order of Magnitude Cost
<ul style="list-style-type: none"> Establish on-road bicycle lanes and/or separated multi-use trails to foster connectivity with an emphasis on Highway 467, Highway 8, portions of Highway 171 and areas around Vernon and Anacoco Lakes 	Mid - Long	VPPJ	Municipalities, LADOTD, OEA, Ft. Polk	GF/GM, LRTPL, OEA	\$8,000 - \$10,000 per mile on on-road bike land striping and signage; \$600,000 per mile for separated trail
<p>Policy: Develop a parish wide interconnected greenway trail system along the natural river and stream corridors and abandoned utility or railway easements as identified in the Proposed Trails and Bicycle Routes Map</p>					
<ul style="list-style-type: none"> Conduct a parish-wide Recreation and Open Space Master Plan with a specific Greenways and Trails component that explores the use of existing corridors, including floodplains and riparian zones, abandoned railroads and utility easements as a means to build a system of linked recreational opportunities 	Mid - Long	VPPJ	Municipalities, VPTC, RR, Kisatchie Delta, US Forest Service, Land Trusts, PP	GF/GM, OEA	\$100,000 - \$150,000 to prepare study
<ul style="list-style-type: none"> Conduct outreach to individual landowners as part of the parish-wide planning process to promote the voluntary dedication of corridor easements for recreational purposes, such as hiking, horseback riding, biking, or ATV use 	Mid - Long	VPPJ	PP	GF/GM	-
<p>Goal 12: Increase available recreational amenities and infrastructure to support tourism</p>					
<p>Policy: Explore collaborative partnerships with the U.S. Forest Service to increase recreational use and lengthen visitor stays</p>					
<ul style="list-style-type: none"> Partner with the US Forest Service to pursue public-private funding partnerships to enhance the capacity of existing National Forest recreation sites by adding water and electrical access and recreational vehicle parking at designated camp sites and develop an interactive interpretive center promoting and highlighting the historic and natural assets of the Fullerton Recreation Complex 	Short	VPPJ, USFS	PDEV	GF/GM, USFS	\$5,000 to form partnership and conduct outreach

Table 9.2 cont. Project/Initiative	Timeframe	Responsible Entities	Partners	Funding Sources	Order of Magnitude Cost
<ul style="list-style-type: none"> Encourage area nonprofit organizations and universities with an interest in conservation and recreation to partner with the <i>National Forest Foundation</i> and the USFS to enhance visitor experiences on USFS lands Programmatic funding themes include: wildlife habitat improvement, recreation, community-based forestry, and watershed health 	Short	NPO, USFS	VPPJ, NFF	NFF	\$2,500 to form partnership, conduct outreach, and prepare application
<ul style="list-style-type: none"> Work with the Vernon Parish Tourism Commission and the Audubon Society to promote bird watching within the parish to take advantage of this rapidly growing recreation activity 	Short	VPPJ, USFS	VPTC, AS, CRT	GF/GM, AS, LOT, CRT	\$2,500 to form partnership and conduct outreach
<ul style="list-style-type: none"> Develop a collaborative marketing campaign involving the Vernon Parish Tourism Commission, Greater Vernon Chamber of Commerce, the State of Louisiana, the U.S Forest Service, and the <i>National Forest Foundation</i> to promote visitation based on the parish's physical, recreational, and cultural heritage, including its "Neutral Strip" identity, the presence of historic mill sites such as Fullerton, enhanced lake access, and outstanding ecosystems 	Short	VPPJ, VPTC	CoC, USFS, NFF, LOT, CRT	LOT, NFF	\$100,000-\$150,000
<ul style="list-style-type: none"> Work with the U.S Forest Service and the Audubon Society to develop designated bird watching areas 	Mid	VPPJ, USFS	VPTC, AS	GF/GM, AS	\$550,000 - \$1,000,000 for infrastructure and marketing
Policy: Leverage the presence of Vernon and Anacoco Lakes to attract tourists and private development focused on amenity-based residential communities and entertainment options					
<ul style="list-style-type: none"> Enhance facilities at the Vernon Lake Spillway Park, such as a boat ramp, parking, restrooms and cabins to provide greater access to the lake and enhance recreational opportunities 	Short	VPPJ, VPTC	-	GF/GM	\$500,000 for improvements

Table 9.2 cont. Goal 13: Enhance parish-wide and local recreational opportunities					
Policy: Develop community-based recreational facilities and venues					
Project/Initiative	Timeframe	Responsible Entities	Partners	Funding Sources	Order of Magnitude Cost
<ul style="list-style-type: none"> Explore collaborative partnerships with the Vernon Parish School System to enhance the capacity of existing school sports and recreational facilities and to promote shared use 	Short	VPPJ, VPSB	-	GF/GM, VPSB	\$2,500 to form partnership and conduct outreach
<ul style="list-style-type: none"> Prioritize the development of a set of neighborhood-scale facilities in the Pitkin community to include: a pavilion, small playground, and walking trail 	Short	VPPJ	-	GF/GM	\$150,000 for design and construction of park, facilities and trail
<ul style="list-style-type: none"> Prioritize development of a small playground to complement the existing walking trail and senior center in the Slagle community 	Short	VPPJ	-	GF/GM	\$75,000 to \$100,00 for the purchase of equipment and design of the play area
<ul style="list-style-type: none"> Prioritize development of a walking trail around the existing ball fields in the community of Evans 	Short	VPPJ	-	GF/GM	\$25,000 for construction of the trail
<ul style="list-style-type: none"> Develop a two acre park near the Highway 171 and Country Club Lane area with an emphasis on passive recreational elements, such as a walking trail, seating and open space 	Short	VPPJ	-	GF/GM	\$150,000 for design and construction of park, facilities and trail
<ul style="list-style-type: none"> Collaborate with municipalities to create local access to a set of recreational amenities that includes a pavilion, small playground, walking trail and flexible, multi-use gathering space Explore an intergovernmental agreement with the Town of Rosepine to develop a small park, gathering space and walking trail to meet the community's increasing recreational needs 	Short-Mid	VPPJ	Municipalities	GF/GM	\$5,000 to assess needs and explore funding options and agreements

Table 9.2 cont. Policy: Develop a parish-wide recreational venue					
Project/Initiative	Timeframe	Responsible Entities	Partners	Funding Sources	Order of Magnitude Cost
<ul style="list-style-type: none"> Position an enhanced First Street Park as a parish-wide amenity that can attract residents from various communities and host large-scale festivals and events Concepts for development of this 20 acre park to include: passive and active recreation elements such as a walking trail, pavilions, playground, picnic area, fountain/decorative features, natural and ornamental landscaping, an open multi-use field, and amphitheater or outdoor performance space 	Short-Mid	VPPJ, City of Leesville	VPTC, PP, Young Professionals, Civic groups	GF/GM, LCRT, fund raising, donor pLEDCges	\$800,000 to \$900,000 for improvements
Goal 14: Strengthen the ability of the parish to manage, develop, and promote recreational facilities and opportunities					
Policy: Expand on the parish Game and Fish Commission to include additional recreation functions					
<ul style="list-style-type: none"> Expand the role of the Game and Fish Commission to assist the parish in overseeing the development and management of recreational facilities and programs and to support shared recreation planning with municipalities Primary functions should focus on: cooperating with the school system, municipalities, and other community agencies to enhance recreation planning, programming, and facilities; and periodically evaluating existing recreation policies, programs, and facilities, particularly as part of the proposed parish-wide Recreation and Open Space Master Plan 	Short-Mid	VPPJ, GFC	VPTC, VPSB, Municipalities, community agencies	GF/GM	\$10,000-\$15,000 per year
<ul style="list-style-type: none"> Conduct a Recreation and Open Space Master Plan to inventory the capacity, condition, and location of recreational facilities, assess service gaps and emerging needs, articulate a strategic vision and prioritize future investments (see also Goal 11) 	Mid - Long	VPPJ	Municipalities, VPTC, RR, VPSB	GF/GM	\$100,000 - \$150,000 to prepare study

Table 9.2 cont. Policy: Enhance tourism and recreational wayfinding throughout the parish					
Project/Initiative	Timeframe	Responsible Entities	Partners	Funding Sources	Order of Magnitude Cost
<ul style="list-style-type: none"> Develop a parish-wide system of orientation and directional signs to increase the visibility of scattered cultural and recreational sites Identify major entry portals into the parish and develop orientation elements such as gateway features, welcome signs, and monuments in conjunction with an overall parish orientation and directional signage system 	Mid	VPPJ	Municipalities, VPTC	GF/GM	\$1.75 million to \$2.25 million for development of comprehensive wayfinding system, including gateways and orientation
<ul style="list-style-type: none"> Establish a parish-wide Visitors/Welcome Center at a highly visible gateway into the parish Design the facility to include exhibit and display areas for tourist information, a meeting area, public restrooms and administrative offices to support tourism related functions 	Mid	VPPJ, VPTC	State of Louisiana, CRT, LEDC	GF/GM	\$2,000,000 for the site selection, design and construction of the facility
Health & Human Services					
Goal 15: Enhance the visibility of human services that promote healthy aging in place					
Policy: Increase awareness of programs such as nutritional assistance, recreational activities, caregiver support, and medical and mental health counseling for individuals over the age of 65					
<ul style="list-style-type: none"> Coordinate with existing public and nonprofit service providers to conduct community outreach to area seniors and sponsor joint informational sessions on available programming, such as the Senior Circle at Byrd Regional Hospital and the Vernon Parish Council on Aging, Inc Support the <i>Vernon Parish Council on Aging, Inc</i> in establishing a one-stop web site that contains information on available services, resources and volunteer opportunities for area seniors 	Short	VPPJ, VCOA	NPO, Byrd Regional Hospital	GF/GM, GOEA	\$15,000-\$25,000 to form partnership, conduct outreach, and develop web site

Table 9.2 cont. Project/Initiative	Timeframe	Responsible Entities	Partners	Funding Sources	Order of Magnitude Cost
<ul style="list-style-type: none"> Publicize the availability of health care and behavioral care options as part of Vernon Parish's Certified Retirement Community marketing and branding efforts 	Short	VPPJ, CoC	-Byrd Regional Hospital	GF/GM, CoC	\$2,500-\$5,000 to form partnership and conduct outreach
Goal 16: Expand after-school programming for the parish's children					
Policy: Create partnerships and collaborate with other entities to provide funding, support, and logistics for youth-oriented activities, such as mentoring, recreational activities and at-risk intervention					
<ul style="list-style-type: none"> Coordinate with local agencies to participate in youth development initiatives, including <i>4-H Afterschool</i>, the <i>4-H Youth Development Program</i>, the <i>Family and Youth Services Bureau</i>, and the <i>US Army Child, Youth & School Services</i> 	Short	VPPJ	Municipalities, Fort Polk, VPSB, NPO	National 4-H Council Partnership, DoD	\$25,000-\$50,000 to form partnership, conduct outreach, and contribute matching funds
Goal 17: Improve rural human services delivery					
Policy: Focus on building the capacity of human service providers in rural parts of the parish					
<ul style="list-style-type: none"> Encourage local and state agencies and health care providers to adopt a more generalized, community-based approach to rural human services delivery Encourage the establishment of one-stop multi-service centers in the City of Leesville and the Community Cores that combine programs, such as mental health, public health, substance abuse prevention, family counseling and financial assistance Technical assistance and funding sources include: the <i>Health Resources and Services Administration's Community-Based Division of Rural Health</i> and the <i>Louisiana Rural Health Association</i> 	Short	VPPJ	NPO	HRSA, LRHA, LDHH	\$2,500-\$5,000 to form partnership, conduct outreach, and prepare application

Table 9.2 cont. Goal 18: Foster collaborative relationships with Fort Polk and community service providers to meet the specialized needs of military families					
Policy: Build formal partnerships among public, non-profit and business organizations and on-post military agencies to increase the availability and accessibility of services for military personnel and families					
Project/Initiative	Timeframe	Responsible Entities	Partners	Funding Sources	Order of Magnitude Cost
<ul style="list-style-type: none"> • Conduct joint community outreach with Fort Polk to increase awareness of the availability of human service programs, particularly family support and behavioral care for military personnel and their dependants • Jointly target prevention and outreach efforts to those families in known high-risk categories such as young, newly married enlisted couples, families with infants and small children, households with limited incomes and single parent families 	Short	VPPJ, Fort Polk	Municipalities, NPO	DoD, GF/GM	\$2,500-\$5,000 to form partnership and conduct outreach
Infrastructure					
Goal 19: Enhance the physical capacity of Infill and Revitalization Areas and Community Cores to absorb future growth					
Policy: Focus on the replacement or upgrading of existing water and wastewater systems in established areas of the parish that will anchor future growth and development activity					
<ul style="list-style-type: none"> • Use the planning and coordination process with municipalities and utility providers to prioritize the renovation and expansion of the existing water and wastewater systems in and contiguous to higher growth Community Cores of the parish, particularly the City of Leesville and the Town of Rosepine 	Short	VPPJ, Municipalities	-	USDA, MIP	-
<ul style="list-style-type: none"> • Explore available funding opportunities such as the <i>USDA's Water and Waste Disposal Direct Loans and Grants</i> and the <i>Water and Waste Disposal Guaranteed Loans</i> to enhance infrastructure capacity 	Short-Mid	VPPJ, Municipalities	-	USDA	\$5,000 to form partnership, conduct outreach, and prepare application

Table 9.2 cont. Goal 20: Ensure that all areas of the parish have access to essential infrastructure services					
Policy: Focus on the elimination of key gaps in the delivery of critical public services, such as a reliable potable water supply that are necessary to maintain public health, safety and well-being					
Project/Initiative	Timeframe	Responsible Entities	Partners	Funding Sources	Order of Magnitude Cost
<ul style="list-style-type: none"> Prioritize the extension of a centralized water distribution line to the Evans K-12 school complex 	Short	VPPJ	UP	USDA, GF/GM, MIP	\$1,000,000-\$1,250,000 for construction
<ul style="list-style-type: none"> Prioritize the extension of a centralized water distribution line to the communities of Hutton and Temple 	Short	VPPJ, Simpson	UP	USDA, GF/GM, MIP	\$1,000,000-\$1,250,000 for construction
<ul style="list-style-type: none"> Prioritize the extension of a centralized water distribution line to existing residential uses in the area between Highway 28 and Highway 8 near Simpson 	Short	VPPJ, Simpson	UP	USDA, GF/GM, MIP	\$1,000,000-\$1,250,000 for construction
Policy: Pursue collaborative partnerships to expand and improve access to advanced telecommunications services for more rural parts of the parish					
<ul style="list-style-type: none"> Work with eligible area utility providers to leverage available rural broadband access funding initiatives, such as the <i>USDA's Rural Broadband Access Lands and Loan Guarantees</i>, the <i>Community Connect Grant program</i>, the <i>Broadband Technology Opportunities Program</i>, and the <i>Telecommunications Infrastructure Loan Program</i> 	Short-Mid	VPPJ, UP	-	USDA	\$5,000 to form partnership, conduct outreach, and prepare applications

Table 9.2 cont. Goal 21: Plan for increased infrastructure capacity to attract and sustain growth in desired areas of the parish					
Policy: Identify future growth areas and plan for the extension of centralized wastewater to support future development, attract private investment, and maintain the cost-effectiveness of the delivery system					
Project/Initiative	Timeframe	Responsible Entities	Partners	Funding Sources	Order of Magnitude Cost
<ul style="list-style-type: none"> • Prioritize the planning, design and construction of a new wastewater line to support mixed use development oriented to Fort Polk along Highway 467 and the proposed Rural Parkway • Construct approximately four miles of wastewater line along University Parkway from the Fort Polk entrance to the Leesville city limits 	Short	VPPJ, City of Leesville	OEA, PP	OEA, GF/GM, CDD, LEDC	\$5,000,000 for design and construction of lines
<ul style="list-style-type: none"> • Conduct a parish-wide Wastewater Service Plan that assesses existing infrastructure capacity, determines service shortfalls, and establishes clear goals, objectives and policies • Use the planning process to target the installation of major new infrastructure systems, particularly wastewater, to those growth areas identified in the Future Land Use map 	Short-Mid	VPPJ	Municipalities, UP	GF/GM	\$100,000-\$150,000 to prepare study
<ul style="list-style-type: none"> • Explore opportunities to install or enhance centralized wastewater capacity in areas with a high redevelopment focus such as Entrance Road leading into Fort Polk and portions of Highway 171 such as Billy Goat Hill 	Short-Mid	VPPJ, City of Leesville	OEA, PP	OEA, GF/GM, CDD	\$200-\$250 per linear foot for design and construction of lines
<ul style="list-style-type: none"> • Explore opportunities to install centralized wastewater capacity to attract lake-based development, such as restaurants or master planned communities near Vernon and Anacoco Lakes 	Mid-Long	VPPJ	UP, PDEV	GF/GM, OED	\$200-\$250 per linear foot for design and construction of lines

Table 9.2 cont. Goal 22: Identify new approaches to financing necessary infrastructure investments					
Policy: Identify non-traditional financing approaches to complete necessary infrastructure investments					
Project/Initiative	Timeframe	Responsible Entities	Partners	Funding Sources	Order of Magnitude Cost
<ul style="list-style-type: none"> Develop a Memorandum of Agreement among Vernon Parish, the municipalities, and public utilities to guide the extension of public water and wastewater to growth areas as identified on the Future Land Use Map 	Short	VPPJ, Municipalities, UP	-	GF/GM	\$2,500 - \$5,000 to develop MOA
<ul style="list-style-type: none"> Work with the City of Leesville, as well as Highway 467 and 171 property owners to create two Community Development Districts to finance the extension of public water and sanitary sewer and to make public realm improvements 	Mid	VPPJ, OED	PP	GF/GM	\$15,000 -\$20,000
<ul style="list-style-type: none"> Utilize a portion of annual timber sales tax revenues to support debt service payments on municipal infrastructure bonds to fund regular road repairs and repaving due to industry operations 	Long	VPPJ, OED	-	TSR	\$250,000 to 500,000/yr.
Goal 23: Promote waste reduction and recycling strategies					
Policy: Establish a parish-wide recycling program					
<ul style="list-style-type: none"> Collaborate with the City of Leesville to establish a drop-off recycling collection location at the city maintenance facility 	Short	VPPJ, City of Leesville	Ft. Polk-	GF/GM, KLB	\$50,000 per year for yearly operating budget

Table 9.2 cont. Project/Initiative	Timeframe	Responsible Entities	Partners	Funding Sources	Order of Magnitude Cost
<ul style="list-style-type: none"> Develop and sponsor a media outreach campaign to raise community awareness of available recycling options and increase participation Form partnerships to encourage government, school and business waste reduction and recycling activities Potential funding sources include the <i>Keep Louisiana Beautiful Healthy Communities Grants Program</i> Source information is available at <i>Keep America Beautiful</i> 	Short	VPPJ	VPSB, CoC	GF/GM, KLB	\$5,000 to form partnership and conduct outreach
<ul style="list-style-type: none"> Create a parish-wide and/or regional recycling program with designated recycling drop-off sites at geographically dispersed locations and curbside collection in select areas 	Long	VPPJ, BP, Municipalities	-	GF/GM, KLB	\$50,000 - \$100,000 for yearly operating budget
Community Facilities					
Goal 24: Enhance the ability of the parish to host large-scale events					
Policy: Upgrade existing event facilities					
<ul style="list-style-type: none"> Renovate the existing Auditorium at the Vernon Parish Fairgrounds 	Short	VPPJ, VPFB	VPFB	GF/GM	\$50,000-\$100,000

Table 9.2 cont. Policy: Establish a centrally-located, parish-wide event space to accommodate performances, conferences and group gatherings					
Project/Initiative	Timeframe	Responsible Entities	Partners	Funding Sources	Order of Magnitude Cost
<ul style="list-style-type: none"> Conduct market analysis on the feasibility of constructing a small conference center and identify the size and desired amenities of the facility and the target market 	Short-Mid	VPPJ, City of Leesville, VPTC	-	GF/GM, LOT	\$50,000-\$75,000 to prepare feasibility study
<ul style="list-style-type: none"> Position an enhanced First Street Park as a parish-wide amenity that can attract residents from various communities and host large-scale festivals and events (see Goal 13) 	Short-Mid	VPPJ, City of Leesville	VPTC	GF/GM, LCRT	\$800,000 to \$900,000 for design and improvements
Goal 25: Upgrade critical public safety capabilities					
Policy: Enhance emergency service communications systems and equipment					
<ul style="list-style-type: none"> Prioritize the acquisition of compatible portable radio equipment to facilitate communication among public safety providers in the parish Leverage available funding opportunities, such as the <i>USDA's Community Facilities Direct Loans and Grants</i> and the <i>Rural Emergency Responders Initiative</i> to purchase equipment and finance operating costs for public safety agencies 	Short	VPPJ, Municipalities, VPSH	-	GF/GM, USDA	Unknown
Policy: Increase staffing levels for police and fire emergency services					
<ul style="list-style-type: none"> Increase Vernon Parish Sheriff Department staffing to expand patrolling capabilities on a parish-wide basis 	Short	VPPJ, VPSO	-	GF/GM, USDA	Unknown

Table 9.2 cont. Goal 26: Increase the availability of community-based gathering					
Policy: Establish flexible, multiple purpose spaces to accommodate recreational activities, events and local gatherings					
Project/Initiative	Timeframe	Responsible Entities	Partners	Funding Sources	Order of Magnitude Cost
<ul style="list-style-type: none"> Construct, acquire or establish a cooperative agreement for small, centrally accessible facilities in Community Cores and Rural Villages to accommodate outreach events, senior and youth programming, recreational activities and family gatherings 	Long	VPPJ	Municipalities, VPSB, CoA	GF/GM	Unknown
Economic Development					
Goal 27: Increase industrial development and recruitment activities to create new employment in Vernon Parish					
Policy: Develop a new industrial park to attract innovative industries					
<ul style="list-style-type: none"> Prepare a target industry analysis to identify the best industry prospects for Vernon Parish 	Short	VPPJ, PC	LEDC, DNR State Energy Office Alternate Energy Program-	GF/GM, LEDC	\$25,000 to prepare study
<ul style="list-style-type: none"> Assemble data about the economy, workforce training, quality of life, taxes and utility rates in a market package to distribute to industries interested in Vernon Parish 	Short	OED, CoC	LEDC-	GF/GM	\$2,500 to assemble data and produce materials
<ul style="list-style-type: none"> Negotiate the acquisition of 100 acres of land for a new industrial park Subdivide land into several 5-10 acre lots and one 25-acre parcel 	Mid	OED, VPPJ	-	OED, GF/GM	\$500,000 - \$1,000,000 for acquisition

Table 9.2 cont. Project/Initiative	Timeframe	Responsible Entities	Partners	Funding Sources	Order of Magnitude Cost
<ul style="list-style-type: none"> Seek public infrastructure funding through the <i>Louisiana Economic Development Award Program</i>, a Louisiana Economic Development Corporation program assisting industrial or business development projects Extend public water and sewer to this new park 	Mid	OED	VPPJ, City of Leesville	LEDCC	\$250,000 - \$500,000 for infrastructure development
<ul style="list-style-type: none"> Work with regional and state economic development officials and the university system to identify and recruit green energy companies engaged in biomass energy production and wood pellet manufacturing 	Mid	OED, LEDCC, PC	DNR State Energy Office Alternate Energy Program-	GF/GM	\$20,000 to conduct outreach
Goal 28: Target workforce development and recruitment activities to meet future needs					
Policy: Create training programs to meet the needs of local growth industries					
<ul style="list-style-type: none"> Coordinate with local hotels to create a training program for front-line hotel workers to improve customer service and promote the community 	Short	OED	Hospitality Industry	LWC, AWIB	\$10,000 - \$15,000
<ul style="list-style-type: none"> Coordinate with area hospitals, the <i>Louisiana Workforce Commission</i> and the regional workforce investment board to create education, training and recruitment programs to attract nurses to the region 	Mid	OED	Louisiana Workforce Commission, Hospitals	LWC, AWIB	\$50,000 - \$100,000 to conduct campaign
<ul style="list-style-type: none"> Create an off -post, Joint Continuing Education Center at an underutilized school building, including Central Texas College, NSU, and Central Michigan University, to provide degree courses and certifications for adults 	Long	OED, C TC, CMU, NSU, & UIU	-	VPSD, CTC, CMU, NSU & UIU	\$100,000 - \$250,000

Table 9.2 cont. Goal 29: Expand and diversify the parish's tourism development through marketing, recruitment, promotions, and a special events strategy					
Policy: Increase opportunities to promote the region's tourism and cultural assets					
Project/Initiative	Timeframe	Responsible Entities	Partners	Funding Sources	Order of Magnitude Cost
<ul style="list-style-type: none"> Market the "Heart of Sportsman's Paradise" to southern Louisiana and East Texas sportsman, outdoor publications, and sports clubs 	Mid	VPTC, OED	-	TLT, LDT, CRT	\$25,000 - \$40,000
<ul style="list-style-type: none"> Access grants through the Louisiana Department of Tourism, Cooperative Marketing Program and the Competitive Grant Program for tourism marketing and enhancement initiatives 	Mid	VPTC, OED	-	TLT, LDT, CRT	\$25,000 - \$40,000
<ul style="list-style-type: none"> Develop an annual Spring music and food festival at the lake to celebrate the contributions of Fort Polk/military households on the region 	Mid	GVCC, VPTC	Fort Polk	GF/GM, TLT, FPMWR	\$10,000 - \$15,000
Policy: Recruit and Incentivize New Green Industries or LEED Certified Companies to Locate in the Parish					
<ul style="list-style-type: none"> Prepare a marketing strategy and collateral materials to recruit new biomass energy and wood pellet makers to the new industrial park. 	Long	OED	-	GF/GM, LEDCC, CDD, DNR State Office Alternative Energy Program	\$20,000 - \$50,000
<ul style="list-style-type: none"> Create Community Development District at the newly proposed industrial park to direct tax revenues to industrial park marketing, amenities, and equipment financing. 	Long	OED, VPPJ	-	GF/GM	\$10,000 - \$15,000
Policy: Create new ways to attract visitors to Vernon Parish and improve the community's image					
<ul style="list-style-type: none"> Develop an annual Spring music and food festival at the lake to celebrate the contributions of Fort Polk/military households on the region 	Mid	GVCC, VPTC	Fort Polk	GF/GM, TLT,	\$10,000 - \$15,000

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Table 9.2 cont. Project/Initiative	Timeframe	Responsible Entities	Partners	Funding Sources	Order of Magnitude Cost
<ul style="list-style-type: none"> Work with Acadian Racing LLC to create an ATV recreation course and perhaps a series of race events 	Mid	VPTC, AR	PDEV	AR	-
<ul style="list-style-type: none"> Market the “Heart of Sportsman’s Paradise” to southern Louisiana and East Texas sportsman, outdoor publications, and sports clubs 	Mid	VPTC, OED	-	TLT, LDT	\$25,000 - \$40,000
<ul style="list-style-type: none"> Access grants through the <i>Louisiana Department of Tourism, Cooperative Marketing Program</i> and the <i>Competitive Grant Program</i> for tourism marketing and enhancement initiatives. 	Mid	VPTC, OED	---	TLT, LDT, CRT	\$25,000 - \$40,000
<ul style="list-style-type: none"> Create a unique annual event that celebrates the area’s “No Man’s Land” cultural heritage during the country’s founding. 	Mid	VPTC	---	TLT, LDT	\$10,000 - \$15,000
<ul style="list-style-type: none"> Consider the development of a new 18-hole public golf course as part of a lakefront residential community Consider encouraging potential golf course developers near the lakes to pursue course certification from the <i>Audubon International Cooperative Sanctuary Program</i> 	Long	OED	PDEV	VPTC, PDEV	\$1,000,000 - \$2,000,000
Goal 30: Redevelop and expand commercial areas					
Policy: Encourage a new mixed use, commercial node on Highway 171 between New Llano and Fort Polk’s main entrance					
<ul style="list-style-type: none"> Work closely with Fort Polk’s command to encourage new retail development to locate off-base to expand access to the rest of the community 	Short	OED, FPGC	---	---	---
<ul style="list-style-type: none"> Prepare retail market analysis to provide to national retailers and restaurants to assist them in understanding local consumer demand, including Fort Polk 	Short	OED, VPPJ	Municipalities	GF/GM	\$15,000 - \$20,000 to prepare study
<ul style="list-style-type: none"> Target redevelopment of properties in the Billy Goat Hill area of Highway 171 as a commercial mixed-use and entertainment district 	Long	OED, VPPJ	PDEV, New Llano	PDEV, PPO	\$10,000,000 +

Table 9.2 cont. Policy: Identify appropriate sites and focus public realm improvements such as pedestrian amenities, landscaping, gateway elements and transportation access to attract private sector retail investment to commercially underserved parts of the parish

Project/Initiative	Timeframe	Responsible Entities	Partners	Funding Sources	Order of Magnitude Cost
<ul style="list-style-type: none"> Assist communities, such as Pitkin to designate, physically enhance and market potential commercial sites that can anchor convenience retail uses Prepare a marketing packet for select commercial sites in Pitkin that includes information on the surrounding community demographics, traffic counts on Highway 10 and site characteristics such as available utilities and parking 	Short	OED, VPPJ	-LEDC	GF/GM	\$25,000 - \$50,000 to prepare site and market
Goal 31: Pursue a regional approach to economic development that shares the costs and benefits of growth					
Policy: Increase the region's capacity to attract and manage economic development					
<ul style="list-style-type: none"> Dedicate increased hotel occupancy taxes to fund additional economic development and tourism promotion 	Short	VPPJ, CoC., VPTC, OED	---	TLT	Unknown
<ul style="list-style-type: none"> Hold quarterly coordination meetings with the Fort Polk command to understand personnel or construction activities proposed or occurring at the base. 	Short	VPPJ, FPGC	Municipalities	---	---
<ul style="list-style-type: none"> Create a nonprofit economic development partnership or regional authority involving Vernon Parish, Leesville, New Llano, and Beauregard Parish to hire professional staff, pursue economic development initiatives, and recruit new companies to Western Louisiana 	Mid	VPPJ, COL, NL, BP	---	GF/GM, TSR	\$100,000 - \$200,000 per year

Table 9.2 cont. Goal 32: Identify funding approaches and financial resources to support local economic development initiatives					
Policy: Pursue new methods for funding public investments and initiatives					
Project/Initiative	Timeframe	Responsible Entities	Partners	Funding Sources	Order of Magnitude Cost
<ul style="list-style-type: none"> Work with the City of Leesville, as well as Highway 467 and 171 property owners to create two Community Development Districts to finance the extension of public water and sanitary sewer and to make public realm improvements 	Mid	VPPJ, OED	---	GF/GM	\$15,000 - \$20,000
<ul style="list-style-type: none"> Access grants through the <i>Louisiana Department of Tourism, Cooperative Marketing Program</i> and the <i>Competitive Grant Program</i> for tourism marketing and enhancement initiatives 	Mid	VPTC, OED	---	TLT, LDT	\$25,000 - \$40,000
<ul style="list-style-type: none"> Utilize a portion of annual timber sales tax revenues to support debt service payments on municipal infrastructure bonds to fund regular road repairs and repaving due to industry operations 	Long	VPPJ, OED	---	TSR	\$250,000 - 500,000 per year
Housing					
Goal 33: Create new, diverse housing opportunities					
Policy: Seek local and regional developers capable of constructing new, contemporary housing with quality community amenities and infrastructure that can meet the needs of existing parish residents, as well as Fort Polk personnel and retirees					
<ul style="list-style-type: none"> Coordinate with Folk Polk command and the region's developers to build new housing near the Highway 467 area and proposed Rural Parkway area, as needed 	Short	OED, VPPJ, PDEV	PDEV	PDEV	\$1,000,000 + for construction
<ul style="list-style-type: none"> Talk to regional developers about the potential to construct new apartment-style housing with modern amenities in the Leesville/New Llano core 	Mid	OED, PDEV	VPPJ, Leesville, New Llano, PDEV	PDEV	\$5,000,000 + for construction

Table 9.2 cont. Project/Initiative	Timeframe	Responsible Entities	Partners	Funding Sources	Order of Magnitude Cost
<ul style="list-style-type: none"> Encourage the development of a 55 + community to attract active adults or retired military attracted to the “Heart of Sportsmen’s Paradise” 	Mid	OED, PDEV	PDEV, CRT	PDEV, OCD, HUD	\$5,000,000 + for development
<ul style="list-style-type: none"> Leverage LA Certified Retirement Community designation to attract development of a retirement community offering independent living, assisted living, and nursing home care 	Mid	OED, VPCC	PDEV, CoC, CRT	PDEV, OCD, HUD	\$5,000 to \$7,500
Goal 34: Encourage the revitalization of mature urban neighborhoods					
Policy: Promote the rehabilitation of older housing units					
<ul style="list-style-type: none"> Leverage funds, such as the <i>USDA’s Housing Preservation Grants and Single Family Housing Home Repair Loans and Grants</i> to assist with the repair and rehabilitation of existing housing for low-income residents 	Short	VPPJ	USDA, LFHA	USDA	\$7,500 - \$20,000 per eligible applicant
Policy: Promote the redevelopment of physically distressed neighborhoods					
<ul style="list-style-type: none"> Encourage redevelopment in Infill Areas to incorporate elements of traditional neighborhood design, including small, highly inter-connected blocks, sidewalks and pedestrian amenities, compact-lot housing types, including Cottage or Garden Courts, and common spaces 	Mid	VPPJ, City of Leesville	Leesville Housing Authority	CDD	-
<ul style="list-style-type: none"> Collaborate with the City of Leesville to develop a Master Plan for the Neighborhood Revitalization Character Area that combines strategies for housing redevelopment, urban design, parks and community amenities 	Mid	VPPJ, City of Leesville	Leesville Housing Authority	USDA, HUD, GF/GM	\$50,000 - \$100,000 for study
<ul style="list-style-type: none"> Collaborate with the City of Leesville to explore the creation of a non-profit entity, such as a Community Development Corporation, to develop new, quality residential neighborhoods within the Urban Neighborhood Revitalization Character Area as shown on the Future Land Use Map 	Long	VPPJ, City of Leesville	Leesville Housing Authority	CDD	\$1,000,000 + for construction

Table 9.2 cont. Goal 35: Expand options for quality, affordable housing					
Policy: Increase the availability of homeownership opportunities					
Project/Initiative	Timeframe	Responsible Entities	Partners	Funding Sources	Order of Magnitude Cost
<ul style="list-style-type: none"> Action: Increase awareness of homeownership financing available through the <i>Louisiana Housing Finance Agency</i> and the <i>Rural Development Program Initiative</i> of the U.S. Department of Agriculture 	Short	VPPJ	LHFA	LHFA	\$\$2,500 - \$5,000 to form partnership and conduct outreach
Resilience					
Goal 36: Strengthen the ability of the parish to manage economic change by diversifying the regional economy					
Policy: Reduce adverse economic and population impacts related to declines in any existing or future major employment sector of the parish					
<ul style="list-style-type: none"> Develop a collaborative marketing campaign involving the Vernon Parish Tourism Commission, Greater Vernon Chamber of Commerce, the State of Louisiana, the U.S Forest Service, and the National Forest Foundation to promote visitation based on the parish's physical, recreational, and cultural heritage, including its "Neutral Strip" identity, the presence of historic mill sites such as Fullerton, enhanced lake access, and outstanding ecosystems 	Short	VPPJ, VPTC	CoC, USFS, NFF, LOT	LOT, NFF	\$100,000-\$150,000
<ul style="list-style-type: none"> Prepare retail market analysis to provide to national retailers and restaurants to assist them in understanding local consumer demand, including Fort Polk 	Short	OED, VPPJ	Municipalities, Ft Polk, FPP	GF/GM, LEDC	\$15,000 - \$20,000 to prepare study
<ul style="list-style-type: none"> Work with regional and state economic development officials and the university system to identify and recruit green energy companies engaged in biomass energy production and wood pellet manufacturing 	Mid	OED, LEDCC, PC	-	GF/GM, LEDC	\$20,000 to conduct outreach
Table 9.2 cont. Policy: Pursue collaborative partnerships to expand and improve access to advanced telecommunications services					

that can accommodate distance learning, telework and telemedicine					
Project/Initiative	Timeframe	Responsible Entities	Partners	Funding Sources	Order of Magnitude Cost
<ul style="list-style-type: none"> Leverage available rural broadband access funding initiatives, such as the <i>USDA's Rural Broadband Access Lands and Loan Guarantees</i>, the <i>Community Connect Grant Program</i>, the <i>Telecommunications Infrastructure Loan Program</i> and the <i>Broadband Technology Opportunities Program</i> 	Short-Mid	VPPJ, UP	-	USDA	\$5,000 to form partnership, conduct outreach, and prepare applications
Goal 37: Increase the ability of the parish to respond to natural disasters					
<ul style="list-style-type: none"> Prioritize the acquisition of compatible portable radio equipment to facilitate communication among public safety providers in the parish Leverage available funding opportunities, such as the <i>USDA's Community Facilities Direct Loans and Grants</i> and the <i>Rural Emergency Responders Initiative</i> to purchase equipment and finance operating costs for public safety agencies 	Short	VPPJ, Municipalities, VPSH	-	GF/GM, USDA	Unknown
Goal 38: Build social networks through collaborative partnerships to support community well-being					
Policy: Build on the existing social networks of the parish to create community relationships that are strong and supportive					
<ul style="list-style-type: none"> Develop partnerships and collaborations with existing community organizations, nonprofit service organizations, and churches to address issues such as disaster preparedness and mental health care, and to designate potential shelters or distribution centers 	Short	VPPJ	Municipalities, NPO	GF/GM	\$2,500 - \$5,000 to form partnership and conduct outreach
<ul style="list-style-type: none"> Support efforts, such as <i>Fort Polk Progress</i> to integrate military families into the community and collaborate with US Army providers, as well as state and local agencies, to increase awareness of behavioral health care and support services 	Short	VPPJ	Municipalities, NPO, Fort Polk, FPP	GF/GM	\$2,500 - \$5,000 to form partnership and conduct outreach

Table 9.2 cont. Intergovernmental Coordination					
Goal 39: Increase coordination on key planning functions					
Policy: Explore the creation of a Joint Planning Commission between the parish and the City of Leesville					
Project/Initiative	Timeframe	Responsible Entities	Partners	Funding Sources	Order of Magnitude Cost
<ul style="list-style-type: none"> Develop a Memorandum of Agreement among Vernon Parish, the municipalities, and public utilities to guide the extension of public water and wastewater to growth areas as identified on the Future Land Use Map 	Short	VPPJ, Municipalities, UP	-	GF/GM	\$2,500 - \$5,000 to develop MOA
<ul style="list-style-type: none"> Establish a Joint Planning Commission to coordinate land use, development, transportation, and infrastructure issues 	Long	VPPJ, City of Leesville	-	GF/GM	\$25,000 - \$50,000
Goal 40: Strengthen collaboration with Fort Polk					
Policy: Establish formal opportunities for the leadership at Fort Polk to learn about parish functions and development initiatives					
<ul style="list-style-type: none"> Invite the Garrison Commander to join as a non-voting participant in regularly scheduled LDC Parish Policy Jury meetings 	Short	VPPJ, VPGC	---	---	---
<ul style="list-style-type: none"> Hold quarterly coordination meetings with the Fort Polk command to understand personnel changes or construction activities proposed at the installation and to report on development initiatives within the community 	Short	VPPJ, VPGC	Municipalities	---	---
<ul style="list-style-type: none"> Work closely with Fort Polk's command to encourage new retail to locate off-base to expand access to the rest of the community 	Short	VPPJ, VPGC	Municipalities, FPP	---	---

Table 9.2 cont. Goal 41: Focus on regional economic development and funding strategies					
Project/Initiative	Timeframe	Responsible Entities	Partners	Funding Sources	Order of Magnitude Cost
<ul style="list-style-type: none"> Create a nonprofit economic development partnership or regional authority involving Vernon Parish, Leesville, New Llano, Beauregard Parish and Sabine Parish to hire professional staff, pursue economic development initiatives, and recruit new companies to Western Louisiana 	Mid	VPPJ, COL, NL, BP, SP	---FPP, LEDC	GF/GM, TSR	\$100,000 - \$200,000

Key:	Short = 1 to 3 yrs	Mid - 2 to 5 yrs	Long = 6 yrs +
AR – Arcadian Racing LLC	HRSA - Health Resources and Services Administration		NPO - Non-Profit Organizations
AS - Audubon Society	KLB – Keep Louisiana Beautiful		NSU – Northwestern State University
AWIB – Alexandria Workforce Investment Board	LCRT - LA Department of Culture, Recreation and Tourism		OEA – Office of Economic Adjustment
CDD – Community Development District	LDHH - Louisiana Department of Health and Hospitals'		OEA – Office of Economic Development
CMU – Central Michigan University	LDT – Louisiana Department of Tourism		PC – Private Consultant
CoC – Chamber of Commerce	LEDCC - Louisiana Economic Development Corporation		PDEV – Private Developers
CTC – Central Texas College	LHFA - Louisiana Housing Finance Agency		PP – Private Property Owners
DoD - Department of Defense	LOT - Louisiana Office of Tourism		RR – Railroads
FHWA - Federal Highway Administration	LRHA - Louisiana Rural Health Association		SP – Sabine Parish
FPGC – Fort Port Garrison Command	LRTPL - Recreational Trails Program for Louisiana		TA – Tax Assessor
FPMWR – Fort Polk Morale, Welfare & Recreation	LWC – Louisiana Workforce Commission		TEP - Transportation Enhancement Program
GF/GM - General Funds/Grant Monies (general grant monies allocated through the general fund of the parish)	MIP - State of Louisiana Municipalities Infrastructure Program		TLT – Transient Lodging Tax
GFC - Game and Fish Commission			TSR – Timber Sales Tax Revenues
GOEA - Governor's Office of Elderly Affairs			UIU – Upper Iowa University
			UP - Utility Providers

USDA – US Department of Agriculture

USFS - US Forest Service

VVFB – Vernon Parish Fair Board

VPPJ – Vernon Parish Police Jury

VPSD – Vernon Parish School District

VPSO - Vernon Parish Sheriff's Office

VPSB - Vernon Parish School Board

VPTC – Vernon Parish Tourism Commission