

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 |
| 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 |

| | | | | | |
|--|--|--|--|-------|--|
| | | | | FPMWR | |
|--|--|--|--|-------|--|

| 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